



United Nations Development Programme

Country: Suriname

PROJECT DOCUMENT



Project Title: Suriname Coastal Protected Area Management

UNDAF Outcome(s): UNDAF Outcome 1: *By the end of 2011, pro-poor policies in place to ensure that vulnerable groups in society benefit from growth and have equitable access to opportunities, assets, resources and decent work*

Outcome One: UNDAF Outcome 1.4: A sustainable and participatory natural resources planning and management system is in place.

UNDP Strategic Plan Environment and Sustainable Development Primary Outcome: N/A

UNDP Strategic Plan Secondary Outcome: N/A

Expected CP Outcome(s):

1.4: An enhanced sustainable natural resources planning and management system is in place.

Expected CPAP Output (s)

1.4.1: Responsible organizations have the capacity to plan, implement and monitor a mechanism for the management of mineral resources.

1.4.3: Responsible organizations have the capacity to: design, implement and monitor systems for the management, sustainable use and conservation of biodiversity; to implement measures on the adaptation and mitigation of the effects of climate change.

Executing Entity/Implementing Partner: Nature Conservation Division of Suriname

Implementing Entity/Responsible Partners: Ministry of Physical Planning, Land and Forest Management

Brief Description

The project goal is to safeguard Suriname's globally significant coastal biodiversity. The project objective is to promote the conservation of biodiversity through improved management of protected areas along the nation's western coast. The objective will be achieved through two components: (1) improving the management effectiveness and efficiency of coastal protected areas; and (2) increasing and diversifying coastal protected area funding.

Suriname's coastal system is a regionally unique and globally important biodiversity refuge. Nearly 373,000 hectares of the coastal zone is designated as a protected area. The intact mosaic of wetlands, mangrove forests, and mudflats host millions of migratory birds each year. A variety of unsustainable anthropogenic activities threaten these multiple-use coastal areas including over-harvest, infrastructure development, farming, and oil production.

Coastal protected area managers are ill-equipped to address existing and emerging conservation challenges due to two interrelated barriers: insufficient management capacity and inadequate financial resources. Proposed interventions are designed remove these barriers and improve the conservation capacity of three target coastal MUMAs and three Nature Reserves (NR) encompassing 226,000 hectares of land and sea scape.

The project follows the guidance of GEF's Strategic Objective One and Strategic Program One. Project activities will help build the capacities required to secure the long-term financial sustainability of Suriname's coastal protected area system by: (i) harmonizing management practices to secure effective and efficient conservation, (ii) building capacity for strategic conservation and financial management, and, (iii) establishing additional and innovative income sources for protected area management and biodiversity conservation.

SIGNATURE PAGE

Programme Period:	<u>2008 - 2011</u>
Atlas Award ID:	<u>00059649</u>
Project ID:	<u>00074676</u>
PIMS #	<u>4370</u>
Start date:	<u>August 2011</u>
End date:	<u>August 2014</u>
Management Arrangements	<u>NIM</u>
PAC Meeting Date	<u>June 2011</u>

Total resources required	\$2,570,601
Total allocated resources:	
Regular	
Other:	
• GEF	\$965,556
• UNDP	\$100,000
• Private	\$750,000
• NGO	\$305,045
In-kind contributions	
• In Kind	\$450,000

Agreed by (Government):

Date/Month/Year

Agreed by (Executing Entity/Implementing Partner):

Date/Month/Year

Agreed by (UNDP):

Date/Month/Year

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List of acronyms

AdeKUS	Anton de Kom University of Suriname
ATM	Ministry Labor, Technological Development and Environment
CBD	UN Convention on Biological Diversity
CBN	Capacity Building Forest and Nature
CBO	Community Based Organization
CC	Consultation Commission
CSNR	Central Suriname Nature Reserve
DC	District Commissioners
DLGP	Decentralisation and Local Government Strengthening Project
EIA	Environmental Impact Assessment
ENACT	Environmental Action Programme
ESIA	Environmental and Social Impact Assessments
EU	European Union
FNA	Financial Needs Assessment
GEF	Global Environmental Facility
GLIS	Suriname Land Information System
GNI	Gross National Income
GSI	Guiana Shield Initiative
HDI	Human Development Index
IA	GEF Implementing Agency
ICZM	Integrated Coastal Zone Management
IUCN	International Union for Conservation of Nature and Natural Resources
LBB	Suriname Forest Service
LVV	Ministry of Agriculture, Animal Husbandry and Fisheries
MUMA	Multiple Use Management Areas
NBSAP	National Biodiversity Strategy and Action Plan
NCD	Nature Conservation Division
NGO	Non-Governmental Organization
NH	Ministry of Natural Resources
NIMOS	The National Institute for Environment and Development in Suriname
NR	Nature Reserve
NRCA	Natural Resource Conservation Act
NSPA	National System of Protected Areas
OW	Ministry of Public Works
PA	Protected Area
PASMP	Protected Areas System Master Plan
PES	Payment for Environmental Services
PESIA	Preliminary Environmental and Social Impact Assessments
PIF	Project Identification Forum
PLOS	Ministry of Planning and Development Cooperation
PoWPA	Programme of Work on Protected Areas
PPG	Project Preparation Grant
RAPPAM	Rapid Assessment and Prioritization of Protected Areas Management
RGB	Ministry of Physical Planning, Land and Forest Management (RGB)
SBB	Foundation for Forest Management and Production Control
SCF	Suriname Conservation Foundation
SEA	Strategic Environmental Assessment
SIDS	Small Island Developing State
SLM	Capacity Building and Mainstreaming of Sustainable Land Management
SOLOM	Foundation for Development of Longmay and Surroundings
TBI	Tropenbos International Suriname
TF	Trust Fund
UN	United Nations
UNDP	United Nations Development Programme
UNEP	United Nations Environment Program
WHSRN	Western Hemisphere Shorebird Reserve Network
WWF	World Wildlife Fund (Guianas)

Part 1. Situation Analysis

1.1 Context and Global Significance

1. Geographic Context: The Republic of Suriname is situated on the north east coast of South America. The country has a land area of 164,000 km², a coastline of 386 km, and an economic zone extending over 300 kilometers out to sea. The “west” coast extends approximately 240 kilometers from Paramaribo to the border with Guyana. The “east” coast extends approximately 140 kilometers to the border with French Guiana. Suriname is part of the “Guyana Shield”, a globally significant repository for biodiversity. The highest point in the country reaches just over one thousand meters. The nation has an average rainfall of between 1500 and 2200 mm per year. Seven main rivers flow from the South to the North. Suriname is divided into four main ecological zones. The southern interior comprises eighty-percent of the country. Most of this sparsely populated region is defined by dense tropical forest with a relatively small Savanna belt located near the Brazilian border. Suriname’s northern coastal zone covers less than twenty-percent of the country (20,000 km²) and is comprised of both young and old coastal plains.

2. Social and Economic Context: Suriname has approximately 500,000 inhabitants, annual population growth of 1.2% (2008), and life expectancy of 66.4 years (2008). The Human Poverty Index is currently 10. The national per capita income, inclusive of informal sector, averages US\$ 5,800. Eighty-five percent of the population lives along the coastal zone. Approximately half of the national population lives within the environs of Suriname’s capital city, Paramaribo. The country is very diverse with more than eight distinct ethnic groups speaking more than fifteen languages. The national language is Dutch.

3. According to the Surinamese General Bureau of Statistics, Suriname’s Gross Domestic Product (GDP) is approximately US\$ 2.2 billion (2008). The main sectors contributing to the GDP are manufacturing, mining, and transport. Fisheries, tourism, agriculture and forestry account for less than 10% of GDP. The historically important bauxite industry contributes approximately 15% of GDP and nearly two-thirds of export earnings. The forestry sector represents 2 % of the GDP. Remittances by the many Surinamese working abroad are conservatively estimated to be US\$ 140 million in 2007. Although remittances are a small fraction of GDP, they represent a direct and important contribution to household incomes. Nearly 40% of the total workforce is employed by the public sector. In 2009, the country experienced economic growth of approximately 5% despite the global economic crisis. The value of exports increased by 29% and the unemployment rate improved, averaging less than 10%. Gold and oil production were primary contributors to this growth.

4. The agricultural sector employs approximately 25% of the country. Agricultural activity is located almost exclusively within the coastal zone. The sector declined from 9% to 5 % of GDP over the last five years despite increased commodity prices. The Netherlands once provided a niche market for vegetables and fruits, but European import of Surinamese produce was banned due to high chemical residues. With the exception of a few large farms, livestock is mainly a subsistence activity. Small-scale farming supplies domestic markets and forms a safety net for low-income families. Staatsolie, the state owned oil company, recently initiated a sugar cane energy production feasibility pilot but this has been slow to materialize.

5. Rice and bananas are the country’s primary agricultural exports. Rice is grown on approximately 50,000 ha. Current annual production exceeds 200,000 ton with a stated government policy goal of increasing rice production to 500,000 ton per year. The coastal zone has a fairly comprehensive irrigation system designed to deliver water to rice fields from upper rivers and swamps during the dry season and divert precipitation during the wet season. Rice production depends heavily upon chemical inputs and water resources, resulting in largely undetermined run-off impacts to coastal zone biodiversity.

6. The fisheries sector employs 12% of the labor force and shrimp is a major export industry. Suriname has extensive and productive fishing grounds both inland and at sea, hosting fishing vessels from Korea, Venezuela, Guyana and Japan. Shrimp is a major export. Fish stocks are a highly valuable food source for local communities with mudflats and mangroves playing a pivotal role in the estuarine nursery and fishery. Aquaculture is estimated to be growing, yet still limited to two facilities of significance.

7. Tourism continues to increase marginally. In 2006, there were an estimated 158,837 international visitors. There were 162,500 visitors in 2007. Tourism operators market nature, culture, and the UNESCO World Heritage Site of Paramaribo. The tourism industry relies heavily upon the protected areas system. Although the forested interior is a major draw, the coastal zone is an international wildlife destination with outstanding birding potential and the market is estimated to be growing.

8. Oil production along the coastal zone is growing rapidly. Staatsolie has exclusive rights to the entire coastal zone with most exploration and production currently focused upon developing the coastal wetlands. Staatsolie's first field came on line in 1982. They added new fields in 2006 and 2010. According to company reports, Staatsolie's crude production totaled 5.9 million barrels in 2009 with an average daily production of 16,000 barrels of oil. Staatsolie's consolidated gross revenues for 2010 are estimated to be US\$ 600 million. This is 66% higher than 2009. Staatsolie contributed US\$ 124 million to the State budget in 2009. Exploration continues apace driven by a goal of finding 64 million barrels of proven reserves not later than the end of 2012.

9. Motivated by increasing infrastructure demands, sand and shell mining directly impacts coastal zone integrity. This is mostly conducted by small producers operating along the western coast for local distribution to support infrastructure and road construction. Official estimates are nine sand and shell mining concession holders operating within 550 hectares of the coastal zone. However, accurate numbers do not exist and several unofficial operations are in place. In addition, heavy metals and silt from upstream gold and bauxite mining flows into coastal areas. As with most economic activity within coastal protected areas, the extent of these impacts is little understood and/or regulated.

10. Protected Areas: There are sixteen protected areas within the existing national protected area system. The current system covers 2.1 million hectares or nearly 13% of the country's territory. The system captures examples of most ecosystems present. Suriname's ten coastal protected areas cover approximately 373,000 hectares. The six terrestrial protected areas cover approximately 1.76 million hectares. The 1.6 million hectare Central Suriname Nature Reserve (CSNR) located in the forested interior is the nation's largest, representing 75% of the total protected area system. The CSNR is a World Heritage Site.

11. Suriname has three types of protected areas: Nature Parks, Nature Reserves, and Multiple Use Management Areas. Nature Reserves are locations with significant biodiversity and/or geological attributes. Nature Reserves are managed as high value natural areas with fairly restricted use. For instance, the Nature Preservation Law (1954) forbids persons "to either deliberately, or through negligence, damage the soil conditions, the natural beauty, the flora and fauna, or to perform any action which destroys the value of the reserve." Hunting, fishing, camping and several other recreational uses are to be conducted only with written permission from the Forest Service. Nature Parks are relatively low-level conservation areas. Suriname has only one Nature Park (Brownsberg). Stinasu is responsible for management and the actual site belongs to Alcoa's (Suralco) bauxite concession. Multiple Use Management Areas (MUMA's) are designated to maintain biological productivity, ensure the health of globally significant wildlife, and protect resources for sustainable livelihoods. Although MUMA's are intended to be multiple-use areas, the conservation of biodiversity and maintenance of ecosystem services is the ultimate management objective. MUMA's may be commercially utilized within sustainable limits with permits required for both research and resource extraction.

Map: Existing and Proposed Protected Areas of Suriname



Table1: Current system of protected areas

#	Name	Resp. Agent	Area (Ha)	I U C N	Protected Area Designation	Habitat	Field Staff	Annual Gov't Budget '09 US\$	METT 2010
1	Bigi Pan	NCD	67,900	VI	MUMA	Coastal	14	214,890	56
2	North Coronie	NCD	27,200	VI	MUMA	Coastal	14	80,556	37
3	North Saramacca	NCD	88,400	VI	MUMA	Coastal	1	68,654	56
4	North Commewijne – Marowijne	NCD	61,500	VI	MUMA	Coastal	4	141,898	34
5	Hertenrits	NCD	100	III	Nature Reserve	Coastal	14	37,922	42
6	Coppename Monding	NCD	12,000	IV	Nature Reserve	Coastal	1	53,397	56
7	Wia Wia	NCD	36,000	IV	Nature Reserve	Coastal	4	80,455	20
8	Galibi	NCD	4,000	IV	Nature Reserve	Coastal	4	77,216	45
9	Peruvia	NCD	31,000	IV	Nature Reserve	Coastal	1	30,513	43
10	Wanekreek	NCD	45,000	IV	Nature Reserve	Coastal	4	28,239	22
11	Boven Coesewijne	NCD	27,000	IV	Nature Reserve	Terrestrial	1	104,400	54
12	Copi	NCD	28,000	IV	Nature Reserve	Terrestrial	1	8,645	24
13	Brinckheuvel	NCD	6,000	IV	Nature Reserve	Terrestrial	1	8,645	22
14	Brownsberg	Stinasu	8,400	II	Nature Park	Terrestrial	1	84,167	33
15	Central Suriname	NCD	1,592,000	I B	Nature Reserve	Terrestrial	1	85,662	40
16	Sipaliwini	NCD	100,000	IV	Nature Reserve	Terrestrial	1	8,645	25
	TOTAL		2,134,5000					\$ 1,113,893	38

12. Coastal Protected Areas: Nearly the entire coastline of Suriname falls within the country's protected area system. Only a section near the eastern coast border and the highly urbanized central coastal area surrounding Paramaribo are excluded. Four MUMA's (245,000 ha) and six Nature Reserves (128,000 ha) are situated along Suriname's coastal zone. Each protected area is roughly divided between terrestrial and marine systems, extending approximately 5 kilometers into the interior and 2 kilometers into the sea. Bigi Pan, North Coronie, and North Saramacca are on the western coast. North Commewijne – Marowijne is on the eastern coast. Bigi-Pan is a Western Hemisphere Shorebird Reserve Network (WHSRN) site and a proposed RAMSAR site. Coppename-Monding NR, located within North Saramacca, is an important RAMSAR and WHSRN site.

13. Institutional Context: Biodiversity conservation, including protected areas management, is generally under the authority of the Ministry for Physical Planning, Land and Forest Management (RGB). RGB is responsible for general land, wildlife and forest management issues. The Foundation for Forest Management and Production Control (SBB) within RGB is responsible for forestry. The RGB's Suriname Forest Service (LBB) oversees protected area and wildlife management. The head of the LBB is the general manager for all Nature Reserves and MUMA's. On the national level, the LBB benefits from the technical support and advice of the Nature Preservation Commission. The NPC was established in 1948 and includes representatives from a wide variety of government regulatory and research agencies. The LBB delegates operational authority for protected area management to the Nature Conservation Division (NCD). The NCD is directly responsible for daily operations, including management planning and law enforcement.

14. Management decisions impacting biodiversity conservation are distributed across a complex range of national and district authorities. The Ministry of Natural Resources grants mining permits, including activities related to oil production within MUMA's. The Ministry of Agriculture, Animal Husbandry and Fisheries (LVV) manages agricultural land use, livestock and fisheries. The Ministry of Defense assists the Fisheries Department with efforts to curb illegal fisheries in marine areas. The National Planning Office under the Minister of Finance oversees land-use planning. The Ministry of Labor, Technological Development and Environment (ATM) is responsible for the coordination of the preparation of the environmental policy and monitoring. The Ministry of Public Works (OW) is responsible for construction and maintenance of road and drainage infrastructure, dikes and flood protection. The Planning division of the Ministry of Public Works issues permits to private persons for site clearance and site preparation. The Hydraulic Division of the Ministry of Public Works is responsible for water resources management. The Ministry of Labor, Technology and Environment (ATM) through NIMOS develops standards for effluents. The Office of the Public Prosecutor is responsible for prosecuting violations.

15. Suriname is in the process of decentralizing government with local affairs increasingly falling under the authority of District Governments headed by District Commissioners (DC). However, the overall decentralization process is slow and protected area management remains largely centralized. The coastal district of Nickerie is a pilot for decentralization. In response, the LBB established a satellite office in Nickerie with a limited mandate for west coast protected areas. The coastal districts of Coronie and Saramacca, also hosts to coastal protected areas, are scheduled to become decentralization pilots during project implementation offering both challenge and opportunity.

16. Policy Context: Eleven disparate and out-dated laws regulate basic conservation functions. The Nature Preservation Law (1954), Game Law (1954), Law on Forest Management (1992), Fish Protection Act (1961, updated in 1981) and The Fisheries Act (1980) cover most aspects. Other environmental rules and regulations directly relating to coastal protected area may be found in the Law on Sea Fisheries (1980), Mining Decree (1986), Petroleum Act (1991), the Game Resolution (2002), and Ministerial Decree on Guidelines Issuance of Land in Estuarine Management Areas (2005). The Law on Forest Management (1992) provides a basis for special protection of mangrove forests.

17. The organic legislation for the designation of Nature Reserves is the Nature Preservation Law (1954). MUMA's are established according to the Law on the Issuance of State Owned Lands (1982). This law provides for the conservation of land and seascapes to be managed for sustainable use and provides LBB with general regulatory authority. The RGB has full authority over land issuance within MUMA's, but only advisory authority over the permitting of activities such as mining and the development of infrastructure (e.g., roads and dikes). In principle, all government agencies are to seek advice from LBB prior to taking decisions that will affect land use and/or biodiversity within a MUMA. The Ministerial Decree Guidance Issuance of Land in Estuarine Management Areas (2005) provides a limited basis for MUMA managers to reject permit allocations. However, the level of adherence and management oversight varies greatly and land agencies may designate areas within MUMA boundaries to be excluded from MUMA regulations.

Table 2: National Policies and Programs Related to NSPA Management

	Policy/Program	Status	Date
1	Conservation Action Plan 2001-2005	Completed	2000
2	National Environmental Action Plan	Completed	2000
3	Forest Policy	Completed	2003
4	Non-Urban Environment Sector Plan	Completed	2004
5	Sector Plans (Agriculture, Education, Juridical, Environment)	Environment sector not finalized	2004/2005
6	Environmental policy note- Multi-Annual Development Plans (MOP)	Completed	2005
7	National Bio safety Framework	Completed	2005
8	Country Environmental Assessment	Draft	2005
9	National Bio-safety Framework	Completed	2005
10	National Biodiversity Strategy	Completed	2006
11	National Biodiversity Action Plan	Draft	TBA
12	Integrated Coastal Zone Management	Draft	TBA
13	Suriname Green Policy	Draft	TBA

18. Global Significance: Suriname is endowed with remarkable biodiversity. Primary forests cover nearly 80% of the nation. Good water quality, relatively healthy coastal zones, and maintained forest cover results in a rich diversity of flora and fauna. Suriname houses a large percentage of the world's living organisms. This includes over 37% of reptiles, 47% amphibians, 27% of mammals, 43% of birds and 34% of flowering plants. There are more than 5,100 known plants and 715 bird species. Knowledge of Suriname's biodiversity is incomplete with new species periodically discovered.

19. Suriname's coastal zone is globally significant and vitally important to international biodiversity conservation. The system of wetlands, mangroves, and mudflats are arguably the largest and most productive on South America's northern coast. Mangrove forests cover nearly 250,000 ha of Suriname's coastal zone with approximately 200,000 ha within existing protected areas. Suriname's extensive mangrove forests help to maintain a productive fishery for a host of wildlife species as well as subsistence and commerce for local communities. Mangroves are one of the globe's most endangered habitats. Due to a unique position between the Orinoco and Amazon Rivers and along the Guyanese current, Suriname's coastline is highly dynamic with cyclical accretion and erosion. At any time, the formation of mud banks along the coast may vary in length from 30 up to 50 km.

20. The interaction of mangroves, mudflats, fresh and salt water leads to a highly productive ecosystem. Coastal wetland ecosystems play an important role in maintaining shoreline stability and preserving biodiversity. Mangrove species found in the MUMA's include *Avicennia germinans*, *Rhizophora spp.*, and *Laguncularia racemosa*. The coastal zone provides habitat for large mammals such as the giant anteater (*Myrmecophaga tridactyla*). Eight species of carnivores are common in Suriname's coastal protected areas, including the giant otter (*Pteronura brasiliensis*), jaguar (*Panthera onca*), puma (*Puma concolor*), and ocelot (*Leopardus pardalis*). Four species of

endangered sea turtles nest along Suriname's coast: Green turtle (*Chelonia mydas*); Olive ridley (*Lepidochelys olivacea*); Hawksbill (*Eretmochelys imbricate*), and Leatherback (*Dermochelys coriacea*). The American manatee (*Trichechus manatus*), Fin whale (*Balaenoptera physalus*) and the Sei whale (*Balaenoptera borealis*) can each be found in these coastal systems. Fewer than one hundred estuarine dolphins (*Sotalia guianensis*) remain in the Suriname River.

21. The coastal system is a globally critical refuge for millions of migratory bird species that visit Suriname each year. At certain times, half of the migratory shorebird individuals recorded in all South America may be found along the western coast of Suriname. The over 120 avian species include: Scarlet ibis (*Eudocimus ruber*), Black-bellied plover (*Pluvialis squatarola*), the Semi-palmate plover (*Charadrius semipalmatus*), the Whimbrel (*Numenius phaeopus*), Yellow-legs (*Tringa spp.*), and Sandpipers (*Calidris spp.*).

22. The coast of Suriname is very important for global climate change, both in terms of mitigation and adaptation. Healthy coastal zones, including mangroves and wetlands, reduce the impacts of climate change by protecting inland areas, stabilizing coastal zones against erosion and storm events, and creating a barrier against salt-water incursion. These areas also have a very high capacity for carbon sequestration with one hectare of mangroves capable of sequestering up to 1.5 metric tons of carbon per year. Conversely, disturbed mangroves and coastal wetlands release very high levels of carbon stored in associated sediments.

1.2 Threats, Impacts and Root Causes

23. Summary of Problem to be Addressed: With large expenses of productive mudflats and mangrove forests, Suriname's coastal protected areas represent some of northern South America's best remaining coastal habitats. Suriname's tourism, fisheries and agricultural industries are highly dependent on the quality of the coastal protected area's ecosystem functions and services. Thousands of tourists visit these protected areas each year to view wildlife, including birds and turtle nesting sites. These regions are also the primary targets for Suriname's rapidly growing oil and gas industry. However, in spite of the economic, social, and biological importance, very little national conservation investment is taking place within Suriname's coastal zone and these ecologically vital areas continue to be degraded by over-harvest, mining, agriculture, and poorly regulated development. This includes the recent construction of dikes that disrupt the natural hydrological processes upon which biodiversity depends.

24. The country has incorporated large and ecologically meaningful coastal regions within its protected area system. However, the nation's existing coastal zone protected area management structure lacks the technical and financial capacity required to adequately address mounting threats. Biodiversity conservation planning, enforcement, and monitoring are all deficient and not keeping pace with expanding development and use. The cumulative impact of climate change, infrastructure development, fisheries, agriculture, and oil production are accelerating loss of habitats and associated species, reducing ecological functionality and contributing to the insecurity of vital ecosystem services such as climate change mitigation. As the integrity of remaining natural areas is reduced, opportunities for communities to realize potential social and economic benefits accruing from biodiversity are lost. If the financial and technical capacities of protected areas to address overexploitation, habitat conversion, and climate improved to keep pace with increasingly diverse and sophisticated threats, this internationally significant coastal system will fail and associated biodiversity and other global benefits will be lost.

25. Threat #1: Conversion and/or destruction of habitat: Poorly regulated development is rapidly degenerating the ecological integrity of Suriname's coastal protected areas. Conversion and/or destruction of habitat currently threaten to eclipse conservation value. The rapid expansion of oil exploration and production is perhaps the most striking threat. Off and on-shore exploration and production are converting relatively pristine coastal systems into industrial sites very quickly. The

threat of oil spills grows with the construction of each new pump and pipeline. Sewage discharge and erosion from expanding urban areas degrades both fresh water and marine ecosystems. Upstream gold mining causes siltation as well as mercury and cyanide contamination of coastal water systems. Agriculture is also contributing to the demise of coastal habitats. Poorly managed fertilizer, pesticide, and herbicide use by rice farming results in run-off depositing chemicals within biologically critical mangroves, lagoons and mud flats. Although neither the human or ecological impacts are well understood along Suriname's coast, the suspected consequences include bioaccumulation for fish stocks, crustaceans, and migratory birds. Meanwhile, rice farmers continue to convert natural wetland into rice fields, altering hydrological processes. Tourism operators continue to pursue plans for major infrastructure developments within ecologically sensitive locations with little apparent conservation investments. The creation of roads, dikes, and canals are altering the coastal zone's sensitive hydrology and causing the loss of mangroves and wetlands. Already, the Coronie Dike – a major construction site complete with unpaved road - is fourteen kilometers long with an additional six kilometers planned in the near future. Habitat conversion is degrading the ability of mangroves and the coastal zone to mitigate inevitable sea level alterations resulting from climate change. An estimated one hundred and forty hectares of mangroves will be lost directly during the six years of construction with several hundred more hectares adversely impacted. The loss of mangroves forests will impact soil and hydrology and will ultimately lead to increased flooding, loss of estuarine biodiversity, diminished ecosystem services and harm to the local fisheries and tourism sectors.

26. Threat #2: Overexploitation of biodiversity: The extraction of biodiversity resources within and proximate to coastal protected areas is currently beyond sustainable limits. Much of the coastal zone economy is based upon wildlife use, including harvest of bird, crustacean, and fish species for subsistence and commerce. Competition between resource users and extraction levels are increasing as transportation improvements facilitate access to historically remote sections of protected areas. Although there a bag limits and seasons, the total number of legal and illegal hunters is increasing each year. The current estimate is more than 15,000 licensed hunters in Suriname. This challenges the existing capacity of protected area managers. The use of illegal fishing gear, including nets with monofilament and smaller mesh widths, is rising within coastal wetlands. Indiscriminate dragnet and bottom long-line practices are engaged year-round both offshore and along estuaries and within the confluences of major river systems. Fishing methods within swamp areas, particularly for shrimp, are becoming increasingly intrusive with active alteration of natural water barriers causing loss of productivity and harming ecosystem function. Commercial and subsistence anglers target rivers and lagoons during all seasons, including critical spawning periods. Catch amounts are thought to surpass sustainable limits. Poaching of sea turtle, Scarlet ibis, and sand piper nests is presumed to be common, driven by both expanding markets and traditional practices. Collection of rare flora and fauna such as parrots, macaws, orchids, and cacti is widespread. Hunting of both mammals and avian species is relatively un-regulated due to the capacity disparity between poachers and enforcement staff. Although conclusive data is generally unavailable several factors indicate the level of impact. Anecdotal evidence suggests that both the diversity and size of fish species is being reduced drastically.

27. Threat #3: Climate Change: A significant and over-arching threat to biodiversity in Suriname and the integrity of its coastal protected area system is climate change. The entire young and much of the old coastal plain will be inundated at a sea level rise of 1m. Sea level rise will jeopardize the functionality and integrity of the coastal protected areas. Suriname's coastal protected areas and, particularly, mangrove systems, represent an opportunity to mitigate climate change and associated impacts. As climate change alters the spatial requirements of most species, resilience must exist within the landscape for biodiversity to survive and adapt. The current system of management does not adequately integrate these biodiversity benefits and concerns within planning regimes even though seventy percent of the population and its economic activities are centered in the coastal zone.

28. Direct and underlying causes: While the impacts of these threats to biodiversity stem from many sources and are readily visible, the causes are largely derived from macro-economic, policy, and institutional factors. The country's economy is heavily reliant on the exploitation of natural resources

with oil production quickly moving towards the economic forefront along coastal zones. Although the protected areas system encompasses most of the coastal region, Suriname has not been able to gain the technical and financial traction necessary to change unsustainable practices within coastal zone protected areas. For instance, Suriname continues to lack an adequate institutional and legal framework to make certain development and conservation are better balanced. National policies and approaches and institutional efforts do not provide clear management vision and/or provide for the financial support necessary to protect biodiversity both within and outside of coastal protected areas.

1.3 Long Term Solution

29. The long-term solution to addressing threats to globally significant biodiversity along Suriname's coast requires improving the management effectiveness and financial sustainability of coastal protected areas.

30. The existing protected area system is relatively large, encompassing nearly the entire coastal zone including productive landscapes and a globally unique mosaic of wetlands, mudflats, mangroves and lagoons. Such multiple-use areas demand complex management approaches that reconcile development opportunities with the fundamental needs of biodiversity conservation. Coastal protected area managers must be able to approach resource use with highly informed decision-making that integrates fundamental ecological principles, including the conservation needs of globally important species and habitats. The coastal zones should be managed for resilience to withstand and mitigate catastrophic threats such as climate change and industrial accidents (e.g., oil spills). Decision-making should reflect the pre-cautionary principle to incorporate sufficient ecological elasticity and amplitude so that species and habitats are highly resistant to change.

31. Multiple use coastal protected areas should be net contributors to improving human welfare and life quality, including providing ecosystem services, ecologically appropriate economic opportunities, and recreation while maintaining core biodiversity conservation values. The protected area system and its conservation objectives should have the full support of local communities, the private sector and a wide variety of government agencies. Commercial and subsistence activities within and beyond the boundaries of coastal protected areas should be sustainable, operating without substantially degrading and/or risking biodiversity integrity. Key national economic drivers such as agriculture, fisheries, mining, and energy production operating within Suriname's coastal protected areas should be profitable and benefit from innovative practices that generate global conservation lessons. Commercial and subsistence practices should contribute to long-term conservation objectives. The government should have the capacity to design and implement important policy objectives, including environmental framework legislation, "Suriname Green Policy" and the ICZM Plan.

32. Reaching the long-term solution is a hefty and complex challenge requiring protected areas that are staffed with highly trained individuals operating within a management system that is well coordinated, fully informed, and sustainably financed. Protected area staff should benefit from continuous capacity improvements and have the technical and infrastructure support necessary to execute their jobs professionally. Financial, administrative, and conservation management of protected areas should be efficient and have a consolidated and integrated institutional framework. Protected area management should be positioned to maximize opportunities for more inclusive approaches that enhance synergy between private, government and non-governmental sectors. Both individual protected areas and the national management authority should have the ability to realize meaningful conservation revenue from a variety of sources, including national budgets and site generated revenue. Coastal zones should gain from best international principles and practices, including actively incorporating and generating global lessons. Protected area administration and overall land planning should be defined by informed decision-making supported by an increasingly sophisticated and targeted supply of sound data. At a minimum, all protected areas should have adequate full-time site management with inclusive and effective management and business planning processes established.

33. Achieving this solution will involve: a) making provision for a policy and institutional framework that clarifies and consolidates institutional responsibilities, including addressing the roles of the private and public sectors; b) improving overall management capacity so that investments are better informed and more strategically targeted to address conservation priorities; and, c) ensuring financial sustainability adequate to support efficient and effective conservation.

1.4 Barriers to Achieving the Solution

34. As a party to the CBD, Suriname is committed to improving biodiversity conservation and the effectiveness of coastal protected areas. Regardless effort and good intentions, inadequate technical and financial management capacities constrain conservation effectiveness throughout Suriname's coastal protected area system. Numerous capacity barriers stand firmly in the way of achieving the long-term solution, impeding the ability of the coastal protected area system to conserve biodiversity effectively. Removing these barriers will require major attention over and above existing national and international assistance.

Barrier #1: Coastal protected areas management capacity is limited.

35. The METT assessment revealed low management capacity in all of Suriname's coastal protected areas. Suriname's sixteen protected areas currently have an average METT score of 38 from a possible 100. The average score of the ten coastal zone protected areas is 41. These relatively low marks indicate an urgent need to improve apparent management deficiencies. This barrier severely impacts the ability of protected area managers to strategically plan for the use and generation of precious financial resources. Existing coastal protected areas management plans are antiquated and non-operational. The most recent was completed nearly ten years ago. The plan is antiquated and does not reflect contemporary challenges, let alone adaptive management principles. Although staff turnover is low, access to training is limited. Periodic stakeholder meetings occur and two coastal Nature Reserves (Galibi and Boven Coesewijne) have established "consultation commissions" with representatives from a broad range of stakeholders. However, the specific roles and responsibilities of commissions are not clarified. Consultative mechanisms have yet to be established within MUMA's. There is no strategic planning apparatus based on a comprehensive and scientifically rigorous view of conservation priorities, costs and benefits. The system lacks the planning tools required to present high quality projects and ensure sustainability of funded activities. Coastal protected areas fail to properly identify types of suitable resource use and locations where appropriate uses may occur. Coastal protected areas are not effectively zoned to prioritize conservation and use. This is a serious concern as pressure to develop ecologically sensitive and economically valuable areas increases dramatically.

36. Managers are only marginally successful at identifying, implementing, and monitoring long-term conservation objectives. There is very little formal training and no coordinated approach to building necessary capacity. The capacity of both national and local staff to effectively implement conservation programming is limited, let-alone the experience required to integrate best international principles and practices. Capacity building and international experience is provided to a limited number of staff within NCD head office in Paramaribo. There is only one other satellite office in Nickerie, with limited mandate and no budget. Newly gained knowledge remains in Paramaribo due to inadequate communication and no plan to train staff at other locations. Biological data is not widely available to protected area managers or decision-makers to inform the planning process. Although research and monitoring permits in protected areas are obligatory, management regimes do not establish research priorities and/or protocols for information generation or sharing. Data on the status of endangered and endemic species is limited to a few activities, e.g., sea turtle monitoring, wildlife enforcement statistics, hunting and fishing license issuance, inconsistent academic research, and, fish harvest statistics. When data is available, management agencies do not generally approach

data in a consistent and integrated manner. This further hinders capacity, cost-effective management and targeted investment.

37. Management capacity to capture the participation of local stakeholders is low. As a result, participation is not mainstreamed and advantage is not taken of potential local management contributions. Participation of local stakeholders in management actions is limited and often under-validated. Local stakeholders obtain many direct benefits from coastal protected areas. Land-less indigenous and Maroon cultures rely upon extraction of natural resources from protected areas for their livelihoods. However, local communities tend to under appreciate the value of ecological services provided, often perceiving protected areas as a burden rather than benefit. Urban, farming and fishing communities benefit greatly from the ecosystem services provided by coastal protected areas. Yet all stakeholders generally fail to understand or appreciate the value of ecosystem services, and rather perceive conservation as an economic burden. The importance of investing in protected area management in order to maintain the biological resources upon which local economies depend is not widely appreciated. This stymies financial and management contributions by local resource users and increases conflicts while exacerbating the financial burdens placed on Government by distracting resources from core conservation programming. Practical experiences with mechanisms creating incentives for conserving biodiversity within protected areas are still limited. Each of these challenges relate back to existing protected area management regimes and business planning gaps.

38. Coastal protected area management suffers under a very complex and uncoordinated regulatory framework. Management decisions impacting biodiversity conservation are distributed across a complex range of national and district authorities. Eleven disparate and out-dated laws regulate basic conservation functions. The Nature Preservation Law (1954), Game Law (1954), Law on Forest Management (1992), Fish Protection Act (1961, updated in 1981) and The Fisheries Act (1980) cover most aspects. Other environmental rules and regulations directly relating to coastal protected area may be found in the Law on Sea Fisheries (1980), Mining Decree (1986), Petroleum Act (1991), the Game Resolution (2002), and Ministerial Decree on Guidelines Issuance of Land in Estuarine Management Areas (2005). The Law on Forest Management (1992) provides a basis for special protection of mangrove forests.

39. The Ministry of Natural Resources grants mining permits, including activities related to oil production within MUMA's. The Ministry of Agriculture, Animal Husbandry and Fisheries (LVV) manages agricultural land use, livestock and fisheries. The Ministry of Defense assists the Fisheries Department with efforts to curb illegal fisheries in marine areas. The National Planning Office under the Minister of Finance oversees land-use planning. The Ministry of Labor, Technological Development and Environment (ATM) is responsible for the coordination of the preparation of the environmental policy and monitoring. The Ministry of Public Works (OW) is responsible for construction and maintenance of road and drainage infrastructure, dikes and flood protection. The Planning division of the Ministry of Public Works issues permits to private persons for site clearance and site preparation. The Hydraulic Division of the Ministry of Public Works is responsible for water resources management. The Ministry of Labor, Technology and Environment (ATM) through NIMOS develops standards for effluents. The Office of the Public Prosecutor is responsible for prosecuting violations.

40. The government recognizes the need to consolidate and define coastal protected area management regimes, but lack access to required technical expertise. As a result, haphazard and poorly informed management decisions will continue to accelerate protected area degradation even as threats expand. Progress on improving the general conservation enabling environment is slow. In 2006, the Ministry of Labor, Technological Development and Environment (ATM) prepared a Biodiversity Strategy and will hopefully have a National Biodiversity Action Plan in place by late 2011. The National Climate Action plan of 2007 discusses many aspects relevant to coastal zone conservation, rehabilitation and mitigation measures. As noted, progress is being made on the ICZM plan. The government is drafting a Planning Law and Environmental Sector Plan. The Environmental Framework Law

establishing EIA procedures was originally drafted in the late 1990's and still awaits approval. As a result, the National Institute for Environment and Development in Suriname (NIMOS) established over a decade ago specifically to oversee EIA implementation has no regulatory authority and may only "advise" activities such as oil exploration/production. Staatsolie is carrying out voluntary Environmental and Social Impact Assessments (ESIA) for exploration and production sites. These assessments remain voluntary with companies not obliged to pay for mitigation measures. The government is working with Conservation International to brand Suriname as the greenest country on the planet. To move the agenda forward, the government is completing the Suriname Green Policy to align national development with international financial opportunities emerging around ecosystem services such as climate change and biodiversity. These are all good wishes. However, plans and policies likely remain dormant as persistent management and financial barriers stymie implementation. If the current baseline persists and protected areas continue to lack well-informed and strategic management, there is little chance that future investments will be designed to lower identified barriers.

41. This need for a legislative and policy framework to clarify biodiversity conservation and protected areas governance contributes to a management barrier making conservation both inefficient and uneconomical. Nearly a dozen pieces of legislation guide protected area management. However, no mandate or policy exists to clarify roles and responsibilities, conservation objectives, and/or procedures to make certain resource use sustainable. Although ostensibly the responsibility of the Forest Service, conservation decision-making is in reality fragmented across a large number of local and national authorities. Particularly in the expansive MUMA's, numerous government ministries and their agents over-see infrastructure development, mining, water resources, effluent standards, fisheries, forestry, and agriculture. Suriname is in the process of decentralizing government with local affairs increasingly falling under the authority of District Governments headed by District Commissioners (DC). However, the overall decentralization process is slow and protected area management remains largely centralized. The coastal district of Nickerie is a pilot for decentralization. In response, the LBB established a satellite office in Nickerie with a limited mandate for west coast protected areas. The coastal districts of Coronie and Saramacca, also hosts to coastal protected areas, are scheduled to become decentralization pilots during project implementation offering both challenge and opportunity. De-centralization and the devolution of management authority to Districts threaten to make this already murky regulatory framework even more muddled. Expanding oil production will likely only intensify the negative impacts of this barrier. Without concise legal direction, management is poorly equipped to develop informed approaches that fully integrate the interests of the private sector and local communities with biodiversity goals and objectives. This stymies the effectiveness of protected area managers, limits planning impacts, and hinders cost-effective approaches. Protected area managers are unable to target investments, benefit from coordinating efforts with other government agencies, and generate approaches that allow capture of innovative income generation and that incentivize improved resource use. Government budgeting is challenged without the benefit of guidance specifying management responsibilities. Planning, monitoring and enforcement are each hindered. This barrier leads to costly duplication of efforts, management gaps, and resource use conflicts. The Government of Suriname recognizes this barrier, but to date has lacked the technical and catalytic resources required to overcome it.

Barrier #2: Funding and corresponding financial management mechanisms are inadequate.

42. There is a tremendous need to improve financial planning, set in place innovative financing structures that incentivize improved resource use behavior, and establish financial management that monitors and firmly links efficient investment with improved biodiversity conservation. These challenges are recognized in Suriname, but the barrier continues to exist because adequate capacity is not in place to generate the models and tools necessary to shift the baseline upward. The coastal protected area system's financial inadequacies were strongly noted in the Financial Scorecard completed during project preparation. Suriname's entire system of protected scored a paltry 26 points from a possible of 196. This scorecard and associated assessment revealed a large gap between

existing and needed funding as well as system wide challenges related to strategic financial generation and allocation. Financial support from government sources is inadequate. NCD annually requests government budgets commensurate with required conservation tasks, but approvals rarely meet requirements. Each year, the LBB receives approximately 1.1 million from the government to manage sixteen protected areas covering 13% of the country's territory. This is roughly US\$ 4.6 per hectare per year. For the nation's ten coastal protected areas, where managers face great and complex management challenges, the government provides approximately US\$ 833,052 or US\$ 2.20/hectare per year. According to the analysis conducted during the PPG phase, this is only fifty-percent of the US\$ 1.6 million required.

43. To help address sustainable financing challenges, GEF and other investors established the Suriname Conservation Foundation (SCF) in 2000. This fund will continue to provide limited support to coastal protected areas. However, SCF is not designed specifically to support coastal protected areas, does not have adequate funds for the task, and is charged with allocating approximately sixty-percent of the annual US\$ 600,000 disbursement to support two inland conservation areas. Coastal protected areas realize little revenue from traditional income sources such as licenses, impact fees, fines, and concessions. Only one small protected area managed by an NGO currently retains fees generated from tourism. More progressive support mechanisms such as conservation contributions by commercial entities operating within coastal protected areas are even more limited. Staatsolie annually contributes approximately US\$ 17,000 for marine turtle research and enforcement. In addition, Staatsolie spent approximately US\$ 500,000 in 2009 on environmental and social research in coastal MUMA's as part of a one-time US\$ 1.5 million investment to determine the extent of oil production impacts. One private tourism company, Warrapa Creek, operating along the eastern coast invested approximately US\$ 75,000 to support conservation awareness where they have a pecuniary interest. If current practices carry on, NCD will continue to struggle within budget limits that are fraction of the funds required to maintain biodiversity conservation objectives.

44. A systemic absence of strategic financial planning linked to adaptive management leads to inefficiencies and further compounds funding inadequacies. None of the coastal protected areas operates with a current management plan and/or business plan. There is no strategic understanding and tabulation of ecosystem services and associated benefits. Impact monitoring quantifying the products of management investments and associated interventions does not exist. There is no well-reasoned prioritization of expenditures and/or linkage with conservation performance. As a result investments are not strategically allocated to ensure maximum conservation impact. This increases the barrier and weakens the ability of protected area managers to justify increased government funding needs. Simultaneously, the NCD does not have the capacity, tools and/or clear legal authority to capture a meaningful share of revenues generated from consumptive and non-consumptive uses of protected area assets. Economic activities within and proximate to coastal protected areas generate significant government revenue. Nearly all oil sector activity occurs within coastal protected areas, generating millions of dollars each year for government coffers. Coastal protected areas are visited by large numbers of international tourists each year. Although good numbers do not exist, the government currently estimates that several thousand guests visit coastal protected areas each year. However, the system fails to capture a significant portion of this revenue. The result is that almost none of the revenue generated from the use of coastal protected areas is re-invested into conservation of the very resource that delivers and supports the production of commercial profits.

45. These barriers are not insurmountable. The ecological systems of Suriname's valuable coastal protected areas are certainly at a high level of risk, but they are still relatively intact. Indeed, they are possibly the best example of functioning coastal systems within the region. In addition, the Government of Suriname recognizes the value of the ecosystem services delivered by these coastal zones. The government realizes that coastal zones are the foundation for most of the existing and emerging economic sectors. Local communities are aware of the vital importance of coastal zones to their subsistence. Many stakeholders are aware that coastal zones form a cost-effective defense against climate change. This motivation is an important element that provides a baseline of support.

46. Suriname is in the process of substantial change, both in terms of decentralization and the expansion of oil/gas production. The financial, institutional and regulatory frameworks to define both processes are currently being built. This presents a unique opportunity to work in tandem with decision-makers and private business as they define the roles and parameters of both developments. This is an opportune time to help build capacities and mainstream improved practices. Supporting this on-going process of policy development allows for innovative coastal zone conservation approaches to be mainstreamed from the point of initiation so that the conservation of ecosystem-services becomes a normal and accepted part of governance and business practice.

1.5 Stakeholder Analysis

47. The preparatory phase of the project placed strong emphasis on stakeholder participation. Consultations and group discussions were held with most stakeholders, including national and regional government agencies, NGOs, donors and local stakeholders in the four coastal districts of Nickerie, Coronie, Saramacca and Paramaribo. The METT scoring exercise was facilitated with NCD staff and representatives of NGOs. A results framework workshop generated in-depth discussions and agreement regarding project strategy. The PPG phase included briefing Member of Parliament and key government officials regarding project design and urgency. The final project document was designed with stakeholders' full involvement and thorough vetting by representatives of key organizations. The following table presents all key stakeholders and their roles/responsibilities relevant to protected area management nationally and within the pilot areas.

Table 3: Stakeholder Organizations

Stakeholder	Project Relevance
Government of Suriname	
Nature Preservation Commission	Technical support, advisory task to study environmental problems and to propose reforms of legislation concerning nature conservation. The result of the commissions' work: Game Law (1954); Nature Preservation Law (1954). During the project execution, it is expected that consultations with NPC regarding future management, legislative and financial will follow. Strong partnership opportunities with the project.
District Commissioner and District Boards Ministry of Regional Development (RO)	It is expected that although NCD is the delegated manager of PAs, in the near future more collaborative work with DCs will be conducted. The District Commissioner will be part of the Consultation Commission. Where NCD experience limitations, the decentralized district can provide alternatives for financial administrative arrangements for protected areas revenues. Strong partnership opportunities with the project.
NIMOS Ministry of Labour, Technology and Environment (ATM)	Reviews large projects to determine the need for ESIA's. NIMOS drafted an environmental (umbrella law) and will be in charge of the execution. Protected areas managers and NCD will collaborate with NIMOS. It is not expected that NIMOS will have a seat in the Project board. However, it is likely that NIMOS gains a seat in the Consultation Commission. Strong partnership opportunities with the project.
Police Ministry of Justice and Police (JusPol)	Assist Fisheries and NCD with police work when illegality is reported. However, no formal positions are reserved in project management or in the Consultation Commission. Moderate partnership opportunities with the project.
Ministry of Defense	Surveillance with sea worthy vessel, mainly assisting Fisheries Dept. Logistic support is important, but no formal positions are available for the Ministry of Defense. Moderate partnership opportunities with the project.
Ministry of Education/ Anton de Kom University of Suriname	The University of Suriname conducts research projects in and adjacent to MUMAs. However, no long term agreement exists between NCD and the University to assist with monitoring in order to reach management objectives. Through a ToR, AdeKUS can partially assist in

	implementation of the Management Plans of protected areas. They should be part of the Project Board. Strong partnership opportunities with the project.
Ministry of RGB	
Suriname Forest Service	Responsible for management of protected areas and wildlife in Suriname. The daily management is entrusted by NCD that enforce eg. the Game Law and Nature Preservation Law; assisted in selected areas by Stinasu. Head of the Suriname Forest Service will chair the project board and hire the project manager and staff.
Foundation for Nature Preservation in Suriname (Stinasu)	Manages Brownsberg Nature Park and operates in several protected areas as a tour operator. Stinasu is engaged in marine turtle research and monitoring in the more eastern located beaches of Suriname. However, no project responsibilities are reserved for Stinasu. Moderate partnership opportunities with the project.
Consultation Commission for Galibi Nature Reserve	PA management investigates opportunities with locals. A platform to meet and exchange information with locals regarding resource use, tourism and poaching in the protected areas. These meetings contribute to the decision making process. The only relation with this GEF project is that the experience with this Consultations Commission will assist in drafting new ones for the three western MUMAs. Strong partnership opportunities with the project.
Ministry of Agriculture, Fisheries and Animal Husbandry	
Fisheries Department	Responsible for guarding of the Fish protection Law and Sea Fisheries Law. Monitor harvests and depletion of fish grounds and areas adjacent to protected areas. Monitors harvest and fishing gear, as well as illegalities in the fisheries sector within protected areas. A seat for Fisheries Dept. in the Consultation Commission for the three MUMAs, and in project board will assist in an early consensus on management strategies that will impact both NCD objectives and Fisheries policy. Moderate partnership opportunities with the project.
Ministry of Public Works (OW)	
Hydraulic Service	Technical support, the Hydraulic Service has the mandate to monitor water quality and quantity in Suriname. In selected protected areas, the NCD use the service of WLA with joined forces. During the project execution, NCD may sign a ToR for a long term support regarding water monitoring in the coastal protected areas. No formal positions identified in the project management. Strong partnership opportunities with the project.
Meteorological Service	Technical support, the MDS can provide data on weather parameters for NCD. During the project execution, NCD may sign a ToR for long term support regarding data sharing on weather patterns in the coastal zone. No formal positions identified in the project management. Strong partnership opportunities with the project.
Community and Non-Governmental Organizations	
Suriname Conservation Foundation; Conservation International- Suriname; World Wildlife Fund Guiana's; Amazon Cooperation Team; Green Heritage Suriname; Stg. Vrienden van Stinasu	Provide grants for sustainable resource use, capacity building and strengthening of the GoS, NGOs, and CBOs related to protected areas. Supports also research and monitoring in Pas. Contributes to sustainable resource use on grass roots level, also through research and monitoring. Provides opportunities to locals to benefit from Pas (ecotourism development) and become park guards. Moderate partnership opportunities with the project.
Local and Private Entities	
Landowners, Resource users, Business sector Fisheries State Oil Company	Farmers, fishermen, tour operator and local guides, local communities organizations, communities or individuals that may be interested in agreements and/or in implementing activities (resource use) in protected areas, eg, on ecotourism. One industrial user, like State Oil Company and a local user (in tourism or fisheries sector) are potential parties for the Consultation Commission. Informed decision making is what the protected area manager is striving for. Moderate partnership opportunities with the project.

1.6 Baseline Analysis: Business as Usual

48. In the absence of this GEF supported project, the likelihood of coastal protected areas improving their financial capacity and corresponding conservation effectiveness is low. There are no existing

plans to substantially alter or improve current financial and budgetary management practices. Coastal protected area managers will continue to lack the tools necessary to access and apply best international principles and practices. Inadequate financial planning will hamstring the realization of efficient and cost-effective financial management. The allocation of limited financial resources will not be strategically linked to the achievement of priority management objectives. The ability of protected areas to generate scaled approaches toward financial management that differentiate between consumptive uses such as fisheries and agriculture and non-consumptive uses such as tourism will not be realized. Biodiversity conservation is expected to rely on inadequate government support. Revenues from existing and newly arising resource use activities within protected areas could help to significantly address this problem, but this will not likely happen without an infusion of technical support to raise the baseline. The current favorable conditions to establish accepted practices with the private sector that require substantial reinvestment in conservation will be lost. This includes a failure of protected areas to identify and capitalize upon evolving and innovative fund-raising opportunities such as biodiversity offsets from oil production.

49. Nearly the entire coastline of Suriname is included within the current protected area system. This monumental achievement represents national commitment and important conservation progress. However if business continues as usual, management capacity and sustainable financing barriers are expected to continue to limit actual conservation success. Existing development is already outpacing conservation capacity improvements. The combined impacts of wildlife and fisheries overharvest, degraded water quality, and harmful development are threatening to overwhelm coastal protected areas. Meanwhile, oil production and climate change will continue to advance quickly and compound an already tenuous situation. While these vastly more complex and challenging scenarios unfold, conservation capacity remains lackluster.

50. Without GEF's strategic investment to help stimulate management and financing improvements, key stakeholders will not have the tools required to generate the responses necessary to address existing and emerging threats. A vague regulatory framework will continue to stymie efficient and cost-effective conservation. Management and fiscal planning will not reflect best international principles and practices. Conservation visions outlined in new mechanisms such as the draft Integrated Coastal Zone Management Plan will likely remain dormant. Protected area managers will not have the technical capacity to cope with and/or gain from emerging challenges and opportunities. Financing for protected area operations will remain inadequate, inconsistent and without innovation. Advanced conservation models for learning and replication will be absent. Emerging revenue generation opportunities will be undercapitalized. Training and capacity building will be extremely limited with almost no improvement made in basic conservation functions such as management planning, business planning and conservation monitoring.

51. During the PPG phase, an extensive review was completed of all investments related to coastal zone protected area strengthening that go beyond "normal" government operational support. This information is summarized in Annex 10. The review concluded that very little investment exists to substantially address the management and financial barriers faced by coastal protected areas. In 2009, WWF and SCF invested US\$ 120,000 to improve tourism services at the entrance of Bigi Pan MUMA. This will include reconstruction of a visitor center and reconstruction of a concrete slip used by small boats entering the protected area. WWF has also supported limited water resources monitoring in this area and adjacent to the MUMA. For nearly forty years, LBB, WWF and others have supported extensive sea turtle research along the eastern coast. A few academic institutions periodically conduct biological surveys within coastal protected areas. A local NGO uses an innovative volunteer program to monitor river dolphins. National NGO's and the Audubon Society of New Jersey (USA) support periodic monitoring of coastal bird species. Western hemisphere migratory bird monitoring is coordinated with Stinasu and the Foundation Vrienden van Stinasu. Recent examples of survey include tagging of amongst others, the Semi-palmated sandpiper to record his route from North America to Suriname. This survey aims to determine potential causes for the declining population. A tourism company located along the eastern coast has invested in conservation

activities, including public awareness. The Fisheries Department will soon be working with FAO to commence Suriname's first rigorous fisheries stock inventory program. FAO is also supporting an assessment of pesticide and herbicide use and impacts. These are each important efforts and the proposed project will coordinate with each and build upon and integrate appropriate lessons. However, they are not focused upon removing fundamental coastal zone conservation barriers.

Table 4: Protected Areas Funding Scenarios from all Sources (2009)

#	Name	Coastal Terrestrial	Actual 2009 USD	Ideal Scenario USD	Gap USD
1	North Commewijne Marowijne MUMA	Coastal	301,677	364,965	63,289
2	Galibi NR	Coastal	90,682	168,683	78,001
3	Wia Wia Nature Reserve	Coastal	162,441	196,520	34,079
4	Bigi Pan MUMA	Coastal	415,157	585,602	170,445
5	Hertenrits Nature Reserve	Coastal	73,263	103,341	30,079
6	North Saramacca MUMA	Coastal	123,452	195,397	71,945
7	Copename Monding Nature Reserve	Coastal	96,018	151,975	55,957
8	North Coronie MUMA	Coastal	632,830	861,382	228,552
9	Peruvia Nature Reserve	Coastal	54,868	86,843	31,975
10	Brownsberg Nature Park	Terrestrial	119,455	159,869	40,414
11	Copie Nature Reserve	Terrestrial	16,599	157,874	141,275
12	Centraal Suriname Natuur Reservaat	Terrestrial	111,755	208,472	96,717
13	Wanekreek Nature Reserve	Terrestrial	30,227	56,228	26,000
14	Brinckheuvel Nature Reserve	Terrestrial	9,099	161,063	151,964
15	Boven Coesewijne NR	Terrestrial	109,855	163,809	53,954
16	Sipaliwini Nature Reserve	Terrestrial	9,099	143,813	134,713
	TOTAL		2,356,478	3,765,836	1,409,358

52. The government with SCF is investing US\$ 1.6 million to rehabilitate mangrove forests in the Coronie District. The project commenced in 2009 and will be completed in 2012. By project end, over 500,000 mangrove starts will be planted along the western coast covering approximately 500 hectares. The project will also develop guidelines for mangrove management and build afforestation capacity. The project is well intentioned and useful, but it will not address root issues of coastal protected area management or sustainable financing. This significant and on-off investment is why the North Coronie MUMA's annual budget is inflated to more than US\$ 600,000. Under the baseline, this will quickly drop back to the current government support of only US\$ 80,000 per year. The Government with the support Inter-American Development Bank is also completing an Integrated Coastal Zone Management Plan for the entire coastal zone. The US\$ 600,000 investment has produced an initial draft now awaiting approval by the RGB. The draft plan proposes legal and institutional reforms and one project activity will support implementation of a pilot program in the central districts of Paramaribo and Wanica. These are locations outside of coastal protected areas and will not address coastal protected area barriers. The GEF funded project on Suriname's Second Communication to the UNFCCC will build climate change adaptation/mitigation capacity, but this will be more broad-based and national in perspective. SCF is making investments in protected area strengthening. However, results are focused primarily within forested areas. This situation will likely continue as initiatives such as REDD+ come on line. Lessons-learned are transferred to coastal zones, but replication is limited. Coastal zone protected areas face much more socially and economically complex issues than those of forested areas.

53. Under a business-as-usual scenario, none of the current investments will result in a measurable improvement of the fundamental management and sustainable financing capacities required to secure the long-term conservation of biodiversity housed within coastal protected areas. This will likely continue under the baseline and the fundamental challenges that currently plague protected area managers and place coastal biodiversity at risk will remain. As the current situation continues unabated, the conservation effectiveness of Suriname's coastal protected areas will be diminished

substantially leaving coastal zone biodiversity increasingly vulnerable. The health of globally significant species and associated habitats, including mangrove forests, will likely be degraded further with cascade effects on overall ecosystem services and related social benefits. Suriname's natural coastal defenses will be weakened, diminishing climate change mitigation contributions and exacerbating the adverse impacts of catastrophic events such as storm surges and sea level rise. Reductions in the productivity of coastal protected areas compounded by increasing vulnerability to expanding unsustainable resource use will deteriorate the quality of life and livelihoods of coastal populations.

Part 2. Strategy

2.1 Project Rationale and Policy Conformity

54. GEF Strategic Objective and Strategic Programme: The project is consistent with GEF Biodiversity Strategic Objective No. 1 (SO1), "Catalyzed sustainability of protected area (PA) systems" including the Strategic Program #1 "Sustainable financing of PA systems at the national level" and Strategic Program #2 "Increasing representation of effectively managed marine PA areas". The project will enable coastal protected areas to satisfy the three criteria for protected areas system sustainability by: 1) developing instruments to ensure the existence of sufficient and predictable revenue for the system; 2) ensuring that protected areas investments are targeted in a representative and therefore cost-effective manner across priority ecosystems; and 3) ensuring the operational effectiveness of protected areas management. Actions will increase management effectiveness and generate replicable models of financial sustainability and cost-effective management strategies. Suriname's coastal protected areas capture both land and seascapes, assisting the proposed project to fit well within the Strategic Program's emphasis upon strengthening both the marine protected area and terrestrial protected area networks.

55. Convention on Biological Diversity: The Project represents a significant advancement towards fulfilling the agreements made at the 7th Meeting of the Conference of the Parties to the CBD. The Project will contribute to the achievement of each of the four elements of this Work Programme by:

Table 5: CBD Compliance

Programme Element 1	<ul style="list-style-type: none"> - Strengthening a national system of protected areas. - Substantially improving site-based PA planning and management. - Preventing and mitigating the negative impacts of key threats to PAs.
Programme Element 2	<ul style="list-style-type: none"> - Establishing mechanisms for the equitable sharing of both costs and benefits arising from the establishment and management of PAs. - Enhancing and securing the involvement of local communities and relevant stakeholders.
Programme Element 3	<ul style="list-style-type: none"> - Providing an enabling legal, policy and institutional environment for PAs. - Building capacity for the planning, establishment and management of PAs. - Contributing to long-term financial sustainability of PAs and the national PA system.
Programme Element 4	<ul style="list-style-type: none"> - Developing and adopting minimum standards and best practices for the national PA system. - Developing and adopting frameworks for monitoring, evaluating and reporting PA management effectiveness at the site and system level. - Promoting the dissemination of, and facilitation access to, scientific and technical information from and on PAs.

56. Baseline, Co-funded and GEF-funded Alternative Costs: Total project costs, including co-funding and GEF funds, will be US\$ 3,645,601. Of this total, co-funding constitutes 74% or US\$ 2,680,045. The GEF financing comprises the remaining 26% of the total or US\$ 965,556.

57. Baseline Scenario: Under the baseline scenario described above, a weak management and strategic planning structure continues to enfeeble the financial stability and effectiveness of Suriname's coastal protected area system.

58. GEF Alternative: The GEF alternative will address the primary barriers limiting efficient and effective conservation of Suriname's coastal biodiversity, addressing both the income and cost sides of the protected area ledger to create a much more capable and financially stable conservation model. GEF investment will enhance capacities and improve the management environment for improved revenue generation. The availability of financial resources will be increased through the introduction of financial mechanisms tailored to the country's conservation needs, including innovative generation approaches that tap into government and private sector opportunities. Cost-effectiveness will be enhanced through the institutionalization of strategic planning regimes, the promotion of alternative business models designed to contribute to - rather than compete with - protected area objectives, increases in management technical capacities, better monitoring of investment effectiveness, and increased public commitment to and financial support for protected area management.

59. The GEF alternative will improve financial strength by setting in place a much more effective regulatory, management and strategic planning structure. The project will support the development and implementation of more unified and coordinated approaches to funding coastal protected areas. The project will eliminate sources of institutional inefficiencies by clarifying decision-making, management, and financing responsibilities. GEF investment will support the development of new coastal zone protected area management frameworks that coordinate current disjunctive practices, creating a much more efficient and strategic conservation regime. Strategic planning models for both conservation and financing will be operational. Planning will boost cost-savings and help ensure that resource use is maximized. Monitoring and evaluation programs will inform the planning process and make certain investments are results oriented. Biodiversity offsets with existing "high impact" resource users will be established as an effective means to limit impacts and stabilize financing. New business planning and financial management regimes will professionalize fundraising and financial planning, allowing for more transparent and inclusive financial strategies.

60. The project will result in demonstration effect, higher capacities, replicable experience and standards necessary to identify and hone management interventions. Lasting skills for financially strong business models and conservation approaches will be developed and tested. Coastal protected areas will become the focus of a systemic capacity-building program to manage these protected areas effectively and to demonstrate clearly the efficacy of collaborative institutional and community participatory approaches. Links between successful conservation of biodiversity and economic benefits accruing to the local communities will be quantified and demonstrated, and the entire system will be on the path to sustainable financing.

61. Incremental Value: The GEF grant request is based on an estimate of the budget required to enhance the protection of biodiversity of global importance found in protected coastal wetlands in the west of Suriname. With GEF investment, the long-term security of over 373,000 hectares of coastal protected areas representing some of northern South America's most biologically productive mangrove, wetland, and mudflat habitats in will be ensured. Suriname's coastal protected area network will be significantly strengthened to address current and rapidly emerging threats. Human capacity will be built on both community and government levels to improve sustainable operation of complex, multiple use protected areas. The project will result in improved management and financial frameworks; examples of inclusive and cooperative protected area management; and, demonstrations that link protected areas to more sustainable economic development alternatives. Additional results will include reduction of immediate threats to several species, a more harmonized management regime, prototypes of a suite of management improvement tools to prepare protected area managers, and an efficient and informed management system. Improvement management pathways will be institutionalized and lessons learned will be amplified throughout the national system of protected areas. None of these elements critical to effective conservation would likely be realized without GEF inputs.

62. Global Benefits: The GEF investment will deliver major global benefits. Strengthening the management and financial security of Suriname's unique coastal protected areas will result in improvements in the protection status of globally important biodiversity (ecosystems and species).

Immediate benefits will include maintaining the productivity of coastal ecosystems to more effectively protect globally significant populations of migratory shorebirds and resident waterfowl. Globally threatened mangrove habitats offering significant climate change mitigation contributions will be protected and rehabilitated. The project will support adaptation by providing resilience in the coastal protected area system that will, ideally, allow for biological communities to adjust behaviors and conditions in response to climate changes.

63. The interaction of mangroves, mudflats, fresh and salt water leads to a highly productive ecosystem. Coastal wetland ecosystems play an important role in maintaining shoreline stability and preserving biodiversity. Mangrove species found in the MUMA's include *Avicennia germinans*, *Rhizophora spp*, and *Laguncularia racemosa*. The coastal zone provides habitat for large mammals such as the giant anteater (*Myrmecophaga tridactyla*). Eight species of carnivores are common in Suriname's coastal protected areas, including the giant otter (*Pteronura brasiliensis*), jaguar (*Panthera onca*), puma (*Puma concolor*), and ocelot (*Leopardus pardalis*). Four species of endangered sea turtles nest along Suriname's coast: Green turtle (*Chelonia mydas*); Olive ridley (*Lepidochelys olivacea*); Hawksbill (*Eretmochelys imbricate*), and Leatherback (*Dermochelys coriacea*). The American manatee (*Trichechus manatus*), Fin whale (*Balaenoptera physalus*) and the Sei whale (*Balaenoptera borealis*) can each be found in these coastal systems. Fewer than one hundred estuarine dolphins (*Sotalia guianensis*) remain in the Suriname River.

64. The coastal system is a globally critical refuge for millions of migratory bird species that visit Suriname each year. At certain times, half of the migratory shorebird individuals recorded in all South America may be found along the western coast of Suriname. The over 120 avian species include: Scarlet ibis (*Eudocimus ruber*), Black-bellied plover (*Pluvialis squatarola*), the Semi-palmate plover (*Charadrius semipalmatus*), the Whimbrel (*Numenius phaeopus*), Yellow-legs (*Tringa spp.*), and Sandpipers (*Calidris spp.*).

65. National Benefits: Suriname will realize a number of benefits from this project. The country's protected area system will be strengthened and expanded significantly. The resiliency of coastal zones to pending climate changes will be strengthened. Suriname's obligations under the CBD will be supported. Standards of living and quality of life will be enhanced nationally as well as locally with improved ecological stability and delivery of ecosystem services. Biological resources sustainable used and relied upon by many of citizens will be better managed. Economic benefits such as more sustainable fisheries and healthier water environments will result from project activities. The country will have several models in place for the future improving future management and financial sustainability of protected areas, including both terrestrial and coastal protected areas. The capacities of government agencies to effectively and efficiently manage natural resources will be increased. An improved regulatory and management environment which is stakeholder inclusive should generate a more stable platform for investment by large sectors of the economy, including oil and agriculture.

66. Local Benefits: Local beneficiaries will include communities, government agencies, agricultural interests, and the fishing, tourism, and oil industries. These groups will gain from improved capacity building, enhanced business opportunities, and more stable resource access and use schemes. Although alleviating unsustainable resource use practices may limit short-term profitability, an improved regulatory and licensing framework will create a more stable and transparent long-term investment environment. The project will help secure ecosystem services that will provide social and economic benefits to local residents, including a more stable investment environment particularly for resource dependent industries. The project will stimulate the development of self-reliance and sustainable economic use of biodiversity resources that limit existing resource access conflicts and improve productivity. Productive sectors, local stakeholders, and protected area managers will benefit from improved conservation partnerships. Improved relations with regional government agencies will also facilitate the flow of other social and economic benefits. By improving management frameworks, the project will help clear pathways for new financial incentives to support local level conservation initiatives. Social, health, and ecological risks associated with oil production will be alleviated

through improved conservation oversight. Improved monitoring and regulatory oversight of water resources should result in lowered levels of pesticides, herbicides, and heavy metals each of which are suspected of adversely impacting human health and welfare along Suriname's coast.

2.2. Country ownership: country eligibility and country drivenness

67. Suriname ratified the Convention on Biological Diversity in 1996 and actively participates in its processes. In 2006, Suriname developed a National Biodiversity Strategy (NBS) stressing the need for conservation and sustainable use of biodiversity. Suriname began drafting its National Biodiversity Action Plan in 2009 and hopes to have it completed by 2011. Initial findings recommend improved monitoring and management of the coastal zone, including updating of management plans. This project will also contribute to the CBD Program of Work on Protected areas. The PoWPA for Suriname mentions protection of lowland ecosystems, protection of the coastal strip with wildlife populations, protection of an important catchment's area. The Multi-Annual Development Plan (MOP 2006-2011) highlights the need to create integrated management of the coastal zone. The protection of mangrove habitats is identified as a key requirement of the Climate Action Plan for the Coastal Zone of Suriname. The Forest Policy of 2003 is also supportive of the objectives of this project. Suriname is also an active participant and supporter of the RAMSAR Convention. This includes designating and proposing many coastal RAMSAR sites.

68. The GEF project will build upon and facilitate the implementation of the draft ICZM Plan. Although not yet released for final government review and/or public comment, the initial draft outlines challenges and proposed responses for coastal zone management. The plan identifies threats caused by weak coastal and flood protection through removal or destruction of mangroves and an overall weak water management regime. The plan proposes policy, institutional, environmental and implementation strategies for Integrated Coastal Zone Management. This includes increasing the effectiveness of protected area management within the coastal zone and strengthening the management and financial capacity responsible agencies. The proposed GEF project closely follows and builds upon with the ICZM plan.

Table 6: Project related conventions ratified by Suriname

Convention/Agreement	Signed	Ratified
Convention on the high seas		1959
Convention relating to Intervention on the High Seas in cases of Oil Pollution Casualties		1975
Amazon Cooperation Treaty		1978
Convention to Wetlands of International Importance especially as Waterfowl Habitats [RAMSAR]		1985
Convention on Nature Protection and Wildlife Preservation in the Western Hemisphere		1985
Convention on the Prevention of Pollution of the Sea by dumping of Waste and other Materials or London Dumping Convention		1988
Convention for Prevention of Marine Pollution from Ships or MARPOL Convention		1988
Convention on International Trade in Endangered Species of Wild Flora and Fauna [CITES]	1981	1995
Convention on Biological Diversity	1992	1996
Convention for the protection of the World Cultural and Natural Heritage		1997
United Nations Convention on the Law of the Sea, Montego Bay, [UNCLOS]	1982	1998
United Nations Convention to Combat Desertification, Paris, 1994, [UNCCD]		2000
Kyoto Protocol to the United Nations Framework Convention on Climate Change, Kyoto	1992	2006
Cartagena Protocol on Bio safety to the Convention on Biological Diversity, Montreal, 2000		2008

69. This project falls within the parameters of the UN Common Country Programme Action Plan for 2008 – 2011 (CPAP), CCA, and UNDAF and the UNDP Country programme Document. Maintenance of the integrity of biodiversity and of environmental services is closely associated with addressing socio-economic vulnerabilities of poor rural communities, a major concern. In addition, the CPAP recognizes the need for improving “evidence based policy making”, public sector reform, citizen participation, and reaching MDG's. Natural resource planning and management is a fundamental plank of the CPAP. As the CPAP states: “efforts will focus on enhancing the capacities of public sector bodies to effectively plan, implement and monitor mechanisms for: mineral resource

management; sustainable land management with a particular emphasis on reducing the vulnerability of the poor and expanded opportunities for sustainable livelihoods; the conservation and management of biodiversity; and disaster mitigation and management.” The UNDAF Outcome 1.4 is: “An enhanced sustainable natural resources planning and management system is in place” with outputs stressing building capacity to design, implement and monitor systems for the management, sustainable use and conservation of biodiversity and to implement measures on the adaptation and mitigation of the effects of climate change. Each of these needs are clearly in line with issues to be addressed by the proposed project.

2.3 Design principles and strategic considerations

100. PIF Conformity: The project design is aligned with the approved PIF. The ultimate project design did not deviate substantively from the anticipated structure. Additional information and detail was added based on study, assessment, and stakeholder consultation undertaken during the project preparation phase. The PPG phase investment was used to complete understanding of barriers, substantiate the baseline; detail strategic approaches to build upon the baseline and remove identified barriers, and clarify roles and responsibilities. The updated project framework reflects these PPG activities and the agreements reached with institutional stakeholders.

70. UNDP's Comparative Advantage: This project will take full advantage of UNDP's comparative advantage in the areas of human resource development and institutional strengthening. UNDP has a long-established Country Office in the country that has allowed it to develop strong relationships with diverse institutional actors at all levels in both public and private sectors. UNDP has worked for several years to help develop the capacity of local government to conserve biodiversity and its use of sustainable resources. The agency is ideally placed to facilitate the kind of multi-stakeholder discussions that will be necessary in this project, in relation to the raising of awareness in Government of the importance of adequate budget allocation for protected areas, and the negotiation of public/private partnerships for the funding of protected areas. UNDP works with a variety of institutions and stakeholders in Suriname and is well positioned to ensure inter-project learning. UNDP is also positioned to help integrate lessons from a host of biodiversity conservation projects the agency supports throughout the region, including the Guiana Shield Initiative. As noted above, this project contributes directly to the achievement of UNDP priorities covered within the UNDAF, CPAP and other planning tools.

71. Coordination with other related initiatives: This project will be implemented in the context of several initiatives. As noted, the GEF project was designed, in large part, upon the on-going ICZM Planning process. The Ministry of Labour, Technological Development and Environment (ATM) is currently implementing a medium-sized GEF grant, “Capacity Building in and Mainstreaming of Sustainable Land Management in Suriname” (SLM), launched in April 2010 with a scheduled close of April 2012. The proposed project will interact with and integrate lessons learned, including coordinating with the development of proposed land management policies improvements particularly those effecting productive agricultural landscapes that impact coastal zone protected areas. The two GEF projects will closely align their efforts by coordinating strategic workplans through participation on project management boards as well as with the exchange of technical expertise. The project will be aligned with and support Suriname with its regular reporting responsibilities, e.g., UNFCCC. The project will also work with several important government initiatives. The de-centralization process in particular represents opportunities for economies of scale and synergy. As noted, the project is purposefully designed to work in districts such as Nickerie where the decentralization process is well-advanced. The proposed project will integrate focused coastal protected area conservation initiatives within on-going general governance capacity building. This includes framing regulatory and management improvements to match already developed decentralized management authority. In these areas, the government stands ready to re-orient staff and funds to provide increased support for the realization of the proposed project's objectives of rationalizing decision-making and improving local participation in overall protected area management. This will include working closely with

important initiatives to be undertaken through REDD+ and CDM. The activities of several non-governmental and academic organizations will be coordinated through the project. This includes ongoing coastal and protected area conservation efforts supported by WWF and the Suriname Conservation Fund. Much of this work will be re-aligned to focus support and attention on challenges and solutions identified during the PPG period. For instance, several opportunities for training and capacity building efforts have been identified. Finally, this proposed project will coordinate very closely with and help strengthen the conservation effectiveness of many private sector activities, including those related to oil production, rice cultivation, tourism, and fisheries. These initiatives are discussed in the business as usual scenario. During the PPG, the Government of Suriname identified many as co-funding opportunities and will continue to ensure that these initiatives are fully coordinated during project implementation.

72. **Project Sites:** The project will result in management improvements in six protected areas located within three administrative Districts along Suriname's western coast. The six pilot protected areas cover approximately 226,000 ha of land and seascape. The total territory of the three administrative districts is approximately 1.2 million ha. The six coastal protected areas hold high levels of species diversity, represent the both main management regimes (Nature Reserve and MUMA), and are impacted by a range of human activity (e.g., rice farming and fishing). Protected areas along Suriname's western coast will be the focus of the nation's growing oil and gas investments. This combination of factors makes the western coast a highly suitable location for setting in place protected area management and financial sustainability interventions to directly address identified barriers while generating conservation models for national and regional replication.

Table 7: Project Sites

	Protected Area	Resp. Agency	Area (ha)	Designation	District
1	Bigi Pan	NCD	67,900	MUMA	Nickerie and Coronie
2	North Coronie	NCD	27,200	MUMA	Coronie
3	North Saramacca	NCD	88,400	MUMA	Saramacca
4	Hertenrits	NCD	100	Nature Reserve	Nickerie
5	Coppename Monding	NCD	12,000	Nature Reserve	Saramacca
6	Peruvia	NCD	31,000	Nature Reserve	Coronie
Total Protected Area = 226,000 ha			Total Size of Three Districts = 1.2 mil ha		

2.4 Project objective, outcomes and outputs/activities

73. The **project goal** is to safeguard Suriname's globally significant coastal biodiversity. The **project objective** is to promote the conservation of biodiversity through improved management of protected areas along the western coast of Suriname. The objective will be achieved through two components: (1) by improving the management effectiveness and efficiency of the Multiple-Use Management Areas (MUMA's); and (2) by increasing and diversifying the MUMA funding.

Outcome 1: Improved management effectiveness and efficiency of coastal zone protected areas
(Total cost: US\$ 1,617,201; GEF \$619,956; Co-financing \$997,245)

74. This outcome is designed to address identified management barriers that currently inhibit strategic and effective conservation. Project support will help build the capacities of government agencies and private stakeholders to more effectively identify and address both existing and newly arising conservation challenges. Decision-making will become coherent with an improved regulatory framework that will clearly define management objectives, roles, and responsibilities for coastal zone protected areas. Opportunities for stakeholder participation will be amplified through the establishment of a formal mechanism for government and private interests to discuss and coordinate conservation and development approaches. Improved management planning regimes supported by a

more rigorous monitoring and evaluation platform will generate conservation tactics that are strategic, cost-effective and informed by good science.

Output 1.1: Operative management agreement for MUMAs developed

75. The Government is committed to finalizing a formal regulation outlining a coherent management and decision-making framework for coastal protected areas. To support the completion of this process, the project will generate a formal management agreement covering national and district level government agencies and key community and economic interests. The output will address the existing regulatory barrier causing complex, uncoordinated, and inefficient management within MUMA's. The project supported agreement will concisely detail the following for coastal zone protected area system: (i) management objectives; (ii) regulatory, monitoring, planning, and enforcement responsibilities and authority; (iii) comprehensive review and permitting process for resource use to making certain anthropogenic activity meets conservation objectives; (iv) pathways for conflict resolution; (v) mechanisms for improving biodiversity monitoring and information sharing; (vi) transparent and inclusive decision-making, and, (vii) sustainable financing, including financial management, planning and revenue generation. By specifying the management tasks of individual agencies, the agreement will allow for government budget allocations more precisely matched to management responsibilities. The agreement will also allow for the innovation of conservation income generation approaches, including more advanced licensing and permitting schemes. The project supported management agreement will form the basis for the subsequent adoption of a government regulation for coastal zone protected area management.

76. Activities will include: (i) completing a formal review of the existing legislative, regulatory and institutional framework based upon the initial assessment completed during the PPG phase; (ii) the generation of a pro-conservation regulatory alternative; and, (iii) the building of government capacity to implement this alternative. The Suriname Nature Preservation Commission will review and provide comment on the draft agreement. Activity will be guided by several principles. The product will build upon and incorporate lessons learned from on-going activities, e.g., Biodiversity Conservation Strategy and ICZM process. The product will incorporate lessons learned from project outputs related to the development of management and financial planning capacities. Issues of gender and poverty alleviation will be firmly integrated. Opportunities for co-management of coastal protected areas and/or sections of coastal protected areas will be explored. The transfer of appropriate responsibilities to local government in light of decentralization policies will be clarified, e.g., establishment of district level ordinances. Best international principles and practices will be incorporated. The development process will be a capacity building exercise that includes both formal and informal training. This will involve conducting a series of stakeholder summits to identify challenges and opportunities, build conservation coalitions, increase understanding of coastal protected areas functions, and clarify management vision.

Output 1.2 Consultation Commissions established

77. Suriname is committed to creating a management environment that actively integrates stakeholder desires and concerns into the management decision-making process. Suriname's coastal protected areas are designed to be multiple-use zones encouraging the implementation of economic and subsistence activities while maintaining cultural values and biodiversity conservation as the highest form of resource use. This highly diverse and sophisticated management environment increases the need for improved stakeholder integration. However, no formal institutional mechanism is in place to help government conservation managers and other stakeholders to deliberate conservation and resource use options in an inclusive and coordinated manner. The output will address this issue by assisting in the development of consultation commissions for each of the three MUMA's covered by the project. This will entail generating a formal legal mechanism, including terms of reference, to describe management processes and define commission membership and decision-making responsibilities linked to the management agreements for Output 1.1 and informed by the management plans of Output 1.3. Development activities will include working with relevant

government and private stakeholders to identify the most appropriate method of structuring the commissions and their tasks. Although the complicated management issues presented by MUMA's will require a much more sophisticated approach, the process will build upon lessons learned from the small-scale commissions already established within two nature reserves. Each commission will be tasked with supporting protected area managers by reviewing and commenting on proposed and on-going activities within coastal protected areas. The voluntary commissions will have an advisory role. A key purpose of each commission will be to help coordinate conservation activity, identify conservation challenges, and promote cooperative solutions. This will include vetting management and business plans. The commissions will serve as a public-private stakeholder board meeting at least twice annually. Membership will likely include relevant government agencies as well as representation from NGO's, CBO's, and private interests such as the energy, agriculture, mining, tourism and fisheries sectors. Commission decisions will help inform the activities of government managers, including assisting with securing of funding required to implement conservation programming.

Output 1.3 Three updated management plans for coastal zone protected areas

78. Suriname's current coastal protected area system does not benefit from contemporary management planning. The most recent management plan was completed more than a decade ago and is not operational nor does it address emerging challenges in a coordinated and strategic manner. Absent a well-informed and effective planning process, coastal protected areas lack context and a platform for tactical generation and allocation of monetary resources. Activity under this output will result in the creation of up-to-date management plans for three coastal MUMA's incorporating best international principles and practices. Management planning will cover basic operational issues such as resource monitoring, annual work plans, performance standards, and terms of reference for protected area staff. The planning process will detail conservation priorities, including improving oversight and regulation of infrastructure development, fisheries, hunting, water resources management, including effluent standards, oil production, and other key impacting sectors. New management plans will define time-bound activities and identify implementation responsibilities. To enhance implementation, the plans will be realistically scaled to match local capacities. Interventions described will address urgent measures such as maintaining adequate flow of both saline and freshwater to benefit mangrove forests and estuarine systems. Management planning will incorporate coastal protected area zoning, identifying core areas, buffer zones, and appropriate economic use areas. A feature of the process will be identifying capacity building needs, financial requirements and proposing appropriately scaled and realistic means to addressing these challenges. The process of generating management plans will build capacity and culminate in a technically stronger cadre of protected area managers and senior government staff. The management plans will identify short, medium and long-term objectives and define annual work plans. The process will be inclusive, working with stakeholders within and beyond the protected area borders to determine appropriate resource use and carrying capacity. The process will also be used as a tool to increase public awareness and engagement. A key element will be incorporating issues of poverty alleviation and gender. A critical measure of success will be the institutionalization of a modern management process within LBB that is organic, responsive, and adaptive. As part of this effort, the project will support the development of management planning standards that will apply to all protected areas within the national protected area system. Initial management plans will be completed and operational prior to the mid-term evaluation, allowing for management plan implementation progress to be evaluated and management plans updated accordingly in order to foster an adaptive management environment.

Output 1.4 A monitoring and evaluation system for coastal zone protected areas

79. Management decision-making within the coastal protected area system is not informed by rigorous monitoring of either the status of biodiversity resources or the impacts of proposed and on-going natural resource uses. Currently, the protected area system does not have access to confident numbers and information regarding the status of biodiversity and/or the use of protected area

resources by fisheries, agriculture, oil production, and a host of other anthropogenic activities. None of these are quantified in any rigorous manner. Without this information and a formalized process for generating, analyzing and applying information, the risks to biodiversity associated with increased natural resource use are increased, the ability for informed decision-making is limited, and opportunities to generate sustainable revenue are handicapped. This output will address the identified barrier by working with protected area managers and national agency staff to generate an efficient, effective, and low-cost approach to protected areas monitoring. Examples of information to be gathered by the system include: visitor numbers, mangrove status, water quality, revenue generation, conservation enforcement, fisheries activity, extent and impact of oil production, subsistence and commercial use of biological resources, and the status of globally significant and indicator species. The monitoring system will generate information required to inform on-going management and business planning. For instance, indicators for protected area system effectiveness will be agreed on by stakeholders and will be measured and assessed on a regular basis. The system will also enhance the review of ongoing and proposed natural resource use within protected areas. The output will create a foundation for generating information required for comprehensive management decision-making, including monitoring the impact of financial allocations in order to improve spending efficiency and effectiveness.

80. Effort will focus upon creating a regularized system for generating data and analyzing information, including developing a cost-effective and user-friendly data management system. Simple information gathering and survey tools will be modeled. Improved monitoring will enable assessment of industrial activity, including oil exploration, infrastructure development and agriculture. Activities will include providing technical assistance to national conservation professionals to detail information priorities, identify existing information and information gaps, distinguish potential information sources, and name immediate monitoring capacity and knowledge needs. An important element of these activities will be incorporation of issues related to climate change. The project will harmonize existing data to: a) provide for effective *in situ* conservation planning and b) guide physical development in ecologically sensitive areas. Existing research permitting structures will be linked to protected area priorities and include requirements for data sharing and dissemination. To build capacity and improve the existing knowledge base, assessments of key species (migratory birds, waterfowl, fish), key habitats (in particular mangroves), and key processes (coastal dynamics, saline and freshwater flow) will be supported to further inform management planning and decision-making. Training will build national capacities to implement cost-effective data and information sharing mechanisms. Opportunities to enhance information generation and sharing will be explored, such as seminars, publications, and private/government sponsored research grants. Coordination with international monitoring bodies will be formalized, particularly for migratory bird species. Work will include assisting with the generation of a data management regime to be housed within the NCD. To make certain project products are applied and effective, output results will be encapsulated in a comprehensive monitoring and information action plan to be integrated within the protected area adaptive management planning process.

Output 1.5: Training program established for select coastal protected areas staff

81. All project outputs are designed to build the capacity of coastal protected area managers to conserve biodiversity. As part of this effort, the project will initiate a formal training program for professional protected area staff and key stakeholders on both national and local levels. Formal training programs will increase capacity to address the following key conservation issues: (i) administrative and regulatory procedures to improve cost-effective conservation, including participatory decision-making; (ii) strategic management planning, including the ability to design, implement and monitor management plans; (iii) strategic financial planning, including the ability to innovate new revenue streams and plan, administer, and report protected area financing; (iv) biodiversity monitoring; and, (v) public awareness and education. In addition, the project will sponsor two national level “replication” workshops to disseminate project findings and activities. These workshops should serve as a forum for enhanced training and inter-active learning to further expand

replication effect by summarizing for a national level audience of diverse stakeholders the successes and failures of project activity in achieving outcomes and outputs.

82. The project's training programs will be based upon a concise, formal, three-year training plan to be completed during the project's inception phase. The plan will be guided by several principles. Training will be well documented to institutionalize a culture of in-service training that continues to build capacity beyond the life-span of this project. This should include tangible training tools that capture lessons and allow training experiences to be re-visited, improved, and widely disseminated throughout the protected area system. Training will dove-tail with project outputs and activities so that all project activities are approached as capacity building exercises. Training should improve the capacity of local protected areas to measure achievement of conservation objectives relative to investments, enhancing both cost-effectiveness and understanding of the conservation results from specific expenditures. Programs will include mechanisms for information transfer along horizontal and vertical management lines to integrate core sectors, including private industry, local communities and a broad range of government agencies. International technical assistance provided by the project will be integrated into the training program to capture best international principles and practices.

Outcome 2: Increased and diversified coastal protected area funding

(Total cost: US \$ 696,000; GEF financing \$250,000; Co-financing \$ 446,000)

83. This outcome will address financial barriers that currently destabilize coastal zone protected area conservation. Identifying and tabulating the social, economic, and ecological benefits of coastal zone protected areas will enhance the appreciation of coastal ecosystem value. Business planning will identify fiscal requirements and increase the efficiency and cost-effectiveness of protected area budgeting. Financial management capacity will be improved so that protected areas are able to capitalize upon emerging funding opportunities. These outputs will build a strong case to justify increased and sustainable revenue streams from government and private sources. The project will work with the private sector to implement new and innovative funding mechanisms designed to offset the conservation costs of pending and existing economic development. Government financial support for coastal zone protected areas will be increased through a strategic approach that accurately defines the costs and benefits of proposed investments. The current government budgeting process relevant to protected areas will be improved to closely align with and provide adequate funding for the achievement of conservation objectives.

Output 2.1 Three business plans for coastal protected areas

84. No coastal protected area currently benefits from a complete and operational financial planning system, including the identification of revenue needs and opportunities. GEF financing will build financial planning capacity while institutionalizing a process for systematically improving site and financial management based upon a continuing learning cycle. As part of this effort, the project will support the formulation of model business plans for three pilot protected areas.

85. Site-level business plans will address issues related to strategic generation and allocation of financial resources and will result in much more effective and efficient management. Business plans will cost operational and capital needs, identify revenue sources from the central budget, develop mechanisms for local income-generation and business opportunities related to rational use of resources. The plans will also identify ways to increase cost-effectiveness. The plans will help inform and adapt staffing regimes and management plans to make certain revenues are optimally matched with the priority needs. Business planning will strive to diversify funding sources. The project will pay special attention to assisting managers to capture prospects associated with ongoing commercial uses. Significant revenue contribution opportunities from both off-shore fisheries and oil production were identified during the PPG phase. Additional revenue streams may also be established near-shore fisheries, tourism, and the industrial agricultural sector. Each of these may include exploring opportunities to maximize impact and user fees, donations, and appropriate revenue-generating opportunities associated with concessions. Other examples and opportunities

include improving and increasing the percentage of revenue generated from hunting and fishing licenses that are invested in protected areas management.

86. Business planning will seek to optimize revenue generation from private sources as well as emerging global funding, including REDD. The business planning process will assess and apply, as appropriate, economic incentives to improve resource management, e.g., permit and fee structures incentivizing lowering of pesticide and herbicide use. A major barrier identified during project design was the need to increase local community support for conservation. To help address this, business plans will explore opportunities to expand and diversify sustainable local economies. To enhance replication and impact, activity will include creation of business planning standards that will apply to all protected areas within the national protected area system. Additional activities will include creation of working groups to bring in expertise and opinion from diverse stakeholders, comprised of site managers, community leaders, and project experts to develop draft elements. Business plans will be based upon best international experience and provide realistic, locally scaled guidance.

87. Financial plans will interlock with overall protected area management planning with particular emphasis upon designing, financing and demonstrating cost-effective approaches to conserving globally significant biodiversity and the integrity of associated ecosystems. Financial planning will also help coordinate and build synergies between currently disparate management institutions. Both preliminary and final results of this output will be used to inform the management agreement to be completed under Output 1.1 so that necessary regulatory changes may take place. By project end, each pilot site will have an operational model for sustained and consistent management and financing required for securing biodiversity values. The business plans financed by this component will serve as a financial addendum to the adaptive management plans.

Output 2.2 Economic valuation of three coastal protected areas completed

88. The full economic value of biodiversity resources and associated ecosystem services provided by Suriname's coastal protected area system are little understood and poorly quantified. This challenges the ability of protected area managers and other stakeholders to promote and justify conservation improvements. A lack of understanding makes it difficult to accurately identify the true costs and risks of negatively resource use and development. In addition, local stakeholders tend to under appreciate the value of coastal protected areas. The deliverable will consist of well-reasoned studies examining and quantifying the precise social, economic and ecological value of three coastal protected areas. Activities under this output will build capacities to identify and tabulate the economic value of coastal protected areas. Part of this effort will cover building the capacity to identify and integrate "non-monetary values" of coastal protected areas, including cultural merit, subsistence reliance, and international conservation significance. The economic value of ecosystem services and the role of biological systems to mitigate impacts from challenges such as pollution and climate change will be well elucidated. This information and the capacity to complete similar studies in the future will equip protected area managers and other conservation stakeholders with the tools required to make fact based economic arguments for increased conservation investment. These activities and capacities will link with and inform management and financing while increasing public awareness of the importance of coastal protected area conservation. Activities and products generated by this output will be used to increase local community support for conservation, e.g., integration of information within public awareness and participatory activities associated with the development of key project outputs such as the management agreement, management plans, and business plans. Resource managers will be capable of assessing the ecological, social, and economic costs/benefits of various management decisions so that resource use is more wisely balanced with long and short term ecological impacts and costs. By project close, resource managers should be able to determine equitable and innovative pricing schemes for the use and alteration of coastal protected area resources, including permitting fees, biodiversity off-sets and bonding, that will each defray protected areas management costs.

Output 2.3 Model biodiversity offset agreement for one coastal protected area

89. Unsustainable resource use and cumulative negative impacts to biodiversity have risen dramatically over the past decade. Oil production and industrial agriculture are primary concerns. As these activities continue, the first step to ensuring impacts are alleviated is making certain that regulatory guidelines creating sound parameters of use are in place and enforced (e.g., point and non-point source pollution standards). The second step is making certain potential adverse impacts are identified, bonded, and fully reclaimed. These tools exist in Suriname and are applied with limited success. For instance, Staatsolie currently completes non-mandatory Preliminary Environmental and Social Impact Assessments (PEIA) for their activities within coastal protected areas. Both regulatory guidelines and requirements for alleviating adverse impacts and associated risks to biological diversity will be strengthened through project improvements to the regulatory framework (Output 1.1), management planning (Output 1.2), protected areas monitoring (Output 1.4), and business planning (Output 2.1). Biodiversity offsets are a conservation tool that currently does not exist in Suriname. The project will help support resource managers and other stakeholders to build the capacity necessary to understand and establish biodiversity offsets. This capacity building effort will include completing an initial “model” agreement with Staatsolie that applies to at least one coastal protected area. During the PPG, discussions were held with Staatsolie securing their enthusiastic support for the establishment of an offset program. During project implementation, the exact terms of this agreement will be defined and negotiated using best available international principles and practices. The draft agreement will be completed prior to the project’s scheduled mid-term evaluation. The agreement will serve as a replicable model that may be applied to other resource users within and proximate to coastal protected areas, including large-scale agriculture. The initial offset agreement will be negotiated based upon project activities that support improvement of impact understanding (economic valuation) and conservation needs (protected area management and financial planning). The offset program will review and incorporate lessons learned from operations in locations such as the Gulf of Mexico, Caspian Sea, and Mediterranean. The cooperatively designed offset agreement will likely entail financial revenue flows and uses, bonding and insurance, support for monitoring of indicator species and critical habitats, and the creation and endowment of a biodiversity conservation fund. Prior to the completion of any off-set agreement, the project will support the creation of biodiversity offset guidelines detailing best international principles and practices such as mitigation hierarchies that insure no net-loss of biodiversity, risk management protocols, monitoring and reporting requirements, and a complete analysis of existing regulatory gaps related to current mitigation schemes. These guidelines will identify opportunities for upscaling and replication with other sectors, including tourism, fishing, infrastructure (roads, dikes, etc.) and agriculture.

Output 2.4 Coastal protected area conservation financing earmarked in annual government budgets

90. Government financial support for coastal protected areas is low and inadequate to cover even basic conservation needs. The project will seek out and help coastal protected areas innovate a greater diversification of funding sources. However, core funding from government sources will continue to be critical to long-term conservation success. Currently, protected area managers do not possess the tools and/or capacity to make strategic justifications to maintain and increase adequate government financial support for coastal protected area conservation. In addition, there are limited mechanisms for identification of improved government funding sources and pathways. The capacity built and information and planning tools established from a variety of project outputs (e.g., biodiversity valuation, management planning, business planning, monitoring, etc.) will generate a significantly improved understanding of the status and importance of coastal protected areas. They will allow protected area managers to identify for the first time strategic conservation financial needs. This will fundamentally improve the capacity of protected areas to justify strategic investment by government and other sources. Using the results of project outputs, LBB will design and present to government a concise financial strategy to: (i) clarify the social, economic, and biological value of coastal protected areas, (ii) the financial requirements to maintain and protect these values, (iii) potential revenue

sources and pathways for improving government financial support for conservation, and, (iv) detailing the impacts and benefits of these investments. This will include elucidating current funding challenges and the impacts of potential funding shortfalls. GEF funds will assist with the design and finalization of an initial financial strategy covering only those protected areas within the project purview. However, after development of the initial model LBB will expand the financial strategy to cover the entire protected area system. The financial strategy will become a part of their annual budget and communication strategy with Government and the Parliament.

91. The project will work with protected area managers and other stakeholders to build the capacity necessary to make certain adequate government financing is secured. The strategy will benefit from the completed PPG phase and lessons learned from ongoing monitoring of the UNDP Financial Sustainability Scorecard for National Systems of Protected Areas. The strategy will assess the relevant enabling environment and propose required changes to make certain adequate revenue streams and financial management authority exist for achieving coastal protected area conservation objectives. The financial strategy will be built upon the model protected area management and business plans. The strategy's objective will be long-term conservation of globally significant biodiversity and maintaining the functionality of associated ecosystems. The strategy will prioritize allocation with a focus upon stimulating improved efficiency and effectiveness of government financial support and management. The process will fully involve key stakeholders and decision-makers sometimes alienated from conservation investment frameworks, e.g., government agencies responsible for finance. The final strategy will be formally presented to both government and parliament to make certain that coastal protected area funding is integrated within annual national planning and budget strategies. An indicator of success will be a substantial increase in government financial support for at least three coastal MUMA's from the current investment of \$ 833,000 to \$ 1,150,000 by project close.

Output 2.5: Mechanism to manage and administer coastal protected area funding

92. The project will build the capacities of protected area managers, community level consultation commissions, district government, and national government required to design and implement local level financial management and administrative procedures for coastal protected areas. Currently, all revenue generated from coastal protected areas is filtered through the central government budget. This creates little incentive for protected area managers to innovate and apply financial mechanisms to increase on-site revenue generation and/or improve financial management and reporting. Local communities do not realize benefits from the conservation of local resources. The de-centralization process offers an opportunity to address this situation. Local governments are now authorized to generate and manage revenue directly from protected area conservation. To date, the coastal protected area system has lacked the technical capacity to capitalize upon this opportunity. The project will provide technical support to establish a new financial modality for Bigi Pan MUMA in the Nickerie District. During the PPG phase, an initial assessment concluded that Bigi Pan offers a relatively simple opportunity to trial an appropriately scaled, local level revenue generation model. Bigi Pan is a WHSRN site and a proposed RAMSAR site with growing national and international tourism interest. This is an area heavily used by local fishing interests and a location targeted for oil exploration. This is an area where decentralization is well advanced. As noted in the baseline analysis, WWF and SCF have supported a few projects here, including the planned construction of a small visitor's center. The proposed GEF project will enhance these on-going efforts. The project will support: (i) protected area management and local government to describe transparent financial management arrangements, e.g., accounting, reporting, and expenditure responsibilities; (ii) the creation of a tourism revenue generation model to trial new financial arrangements, including investment in appropriately scaled infrastructure designed to enhance guest services and capture additional tourism revenue; (iii) local consultation commissions to determine best methods of reinvesting a portion of conservation revenue on the community level; and, (iv) the collating of pilot results to capture and report lessons learned and improve and upscale the initial model. As lessons are learned from the Bigi Pan tourism site, the district level financial mechanism program may be expanded to other locations and sectors such as fisheries.

2.5 Key indicators, risks and assumptions

93. Project indicators are detailed in the results framework attached in Section II of this document.

Table 8: Objectives, outcomes, and indicators

Objectives/Outcomes	Indicators
Project Objective: To promote the conservation of biodiversity through improved management of protected areas along the western coast of Suriname	Increase in coastal protected area operational sustainability measured by average METT score for all coastal PA's based on the following definitions: High (70-100), Medium (50-69), Low (<50).
	Increase in coastal protected areas financial capacity measured by Financial Sustainability Scorecard
	Total mangrove forest cover remains constant and/or increases within coastal protected areas
	Change in population number of three key indicator species within coastal protected areas: Water quality improves and/or remains consistent at five monitoring stations located within coastal protected areas
Outcome 1: Improved effectiveness and efficiency of the management of coastal protected areas	Number of coastal protected areas with clearly designated PA management authority
	Number of coastal PA's implementing contemporary management plans that reflect NSPA standards and integrate landscape/seascape wide approaches to addressing PA threats
	Number of coastal protected areas with comprehensive biodiversity conservation monitoring systems informing management decision-making
	Increase in coastal and terrestrial protected area management effectiveness measured by METT scores
Outcome 2: Increased and diversified coastal protected areas funding	Increase in section 3 of financial scorecard part II: Tools and systems for revenue generation & mobilization from 1% to 32%
	Increase in annual government funding for coastal protected areas conservation
	Increase in annual private sector (e.g., oil, tourism, fisheries, agriculture) monetary investments in coastal protected areas conservation
	Percentage of coastal protected areas implementing business plans that reflect NSPA standards
	Decrease in coastal protected areas funding gap between existing and ideal scenario

94. Risks confronting the project were carefully evaluated during project preparation. Risk mitigation measures were internalized into the design of the project, including a careful analysis of barriers and measures designed to lower or overcome these barriers. Main risks are summarized below. Other assumptions behind project design are elaborated in the Logical Framework.

2.6 Financial Modality

95. The total cost of the project is US \$ 2,570,601 (includes co-financing).

Table 9. Total Project Budget by Outcome

	GEF (\$)	%	Co-Financing (\$)	%	Total (\$)
Outcome 1: Improved effectiveness and efficiency of the management of coastal protected areas	619,956	38%	997,245	62%	1,617,201
Outcome 2: Increased and diversified coastal protected areas funding	250,000	36%	446,000	64%	696,000
Project Management	95,600	37%	161,800	63%	257,400
Total Project Costs	965,556	38%	1,605,045	62%	2,570,601

Table 10. Project Management Budget

Item	Per Week	Estimated person weeks	GEF (\$)	Other sources (\$)	Project Total (\$)
Locally recruited consultants					
Project Manager (full time)	750	144	70,000	38,000	108,000
Project Administrator (full time)	400	72	15,000	13,800	28,800
Audits (annual)			1,600	5,500	7,100
Office facilities, equipment, vehicles and communications					
Travel			2,000	11,000	13,000
Workshops (e.g., project inception)			1,000	9,500	10,500
Office facilities, equipment, vehicles, communications, data provision, utilities			3,000	77,000	80,000
Miscellaneous (petty cash, stationery, etc)			3,000	7,000	10,000
Total			95,600	161,800	257,400

Table 11. Consultants Working for Technical Assistance Components

Item	Per Week	Estimated person weeks	GEF (\$)	Other sources (\$)	Project Total (\$)
Locally recruited consultants					
Biodiversity Conservation Specialist	\$1,500	25	\$37,500	\$17,700	\$55,200
Legal Advisor	\$1,500	15	\$22,500	\$0	\$22,500
National M&E Specialist	\$1,500	8	\$12,000	\$0	\$12,000
Biodiversity Monitoring Specialist	\$1,500	14	\$21,000	\$0	\$21,000
Protected Area Management Specialist	\$1,500	14	\$21,000	\$0	\$21,000
Financing and Business Advisor	\$1,500	14	\$21,000	\$0	\$21,000
Subtotal			\$135,000	\$17,700	\$152,700
International consultants					
Protected Areas Management Advisor	\$3,000	16	\$48,000	\$0	\$48,000
Legal Expert	\$3,000	16	\$48,000	\$0	\$48,000
International M&E Specialists	\$3,000	8	\$24,000	\$0	\$24,000
Conservation Financing and Management Advisor	\$3,000	12	\$36,000	\$21,000	\$57,000
Subtotal			\$156,000	\$21,000	\$177,000
Total			\$291,000	\$38,700	\$329,700

Table 12. Co-financing Sources

Name of co-financier	Classification (Government, NGO, Donor)	Type (cash, in- kind)	Amount (\$)	Status	
				Confirmed	Un-confirmed
GEF Agency (UNDP)	Donor	Cash	100,000	X	
RGB	Government	In kind	450,000	X	
CBN	Donor	Cash	54,545	X	
State Oil Company	Private	Cash	750,000	X	
WWF Guianas	Donor	Cash	250,500	X	
Total				\$ 1,605,045	

2.7. Cost-effectiveness

96. During project design, several alternative scenarios were considered from the point of view of cost-effectiveness. These included extensive purchase of hardware and other tactical equipment, construction of major facilities for administration and tourism, and expensive international training programs. Stakeholders eventually abandoned these options after carefully considering conservation priorities relevant to a limited budget. In the end, the most strategic and, therefore, cost-effective investments rested on a number of principles, each integrated within the activities and expenditures of this proposed project. Paramount was the desire to build the management and financial capacity required for Suriname to independently maintain effective conservation efforts within coastal protected areas. This objective of sustainability makes the GEF investment very cost-effective.

97. Climate change is likely to significantly alter the coast of Suriname, delivering higher sea levels and hard impacting and unreliable meteorological events. The building of dikes is exceedingly expensive. The building of a new dike in part of the North Coronie MUMA, where mangroves have been heavily degraded and where coastal erosion has taken a heavy toll, is already costing over US\$30 million. Such construction will likely result in a severe degradation of mangrove habitats, the loss of natural mitigation and coastal defense functions, loss of coastal livelihoods, slower probability of rehabilitation in the event of an oil spill, and decay of coastal habitats for shorebirds, waterfowl, fish, shrimps and other species. Conserving the ecological integrity of coastal wetlands, and particularly mangrove forests, is likely to be more cost-effective alternative.

98. The proposed project precisely focuses investments upon addressing the specific barriers to achieving long-term conservation effectiveness, including clarifying management responsibilities, building conservation coalitions amongst diverse interests, increasing management capacity by providing tangible examples of management improvements, and directly alleviating long-lingering financing challenges. The project is designed to create working examples of conservation tools currently not operational in Suriname, e.g., protected area management and business plans, coordinated management models, etc. Investment in protected area management represents a proactive expenditure that will pay significant down-stream dividends for those concerned about slowing the alarming loss of global biodiversity. The strengthening of coastal protected areas that already encompass nearly all of Suriname's globally unique coastal wetlands will create a more secure future for a great number of species and landscapes currently vulnerable to the threats identified during project preparation and also for the population and local economy. This one-time, timely and proactive investment will alleviate the need for later and much more costly conservation expenditures such as habitat restoration and species re-introduction, which generally entail greater economic conflicts and costs. The involvement of UNDP's strong network of national and regional staff will help make certain this investment builds upon the experience of similar GEF projects within both the LAC and other regions to take advantage of previously generated knowledge.

99. Improving enabling environments, including institutional framework, monitoring, planning and sustainable financing, represents a very cost-effective conservation approach. Done properly, the long-term policy and management direction of an entire country can be improved for decades as a result of a relatively small capital investment in technical assistance and associated capacity building. Ideally, this investment results in both institutions and communities given the fundamental policy tools required to actively engage in conservation and development initiatives leading to even greater conservation returns. As lessons learned are disseminated throughout Suriname and the region, the project's impacts will be amplified further increasing the overall cost-effectiveness.

100. The establishment of capacities to prioritize funding needs based upon rigorous monitoring and planning while simultaneously enabling protected area managers to capture existing funding streams, including tourism and impact (biodiversity offset) fees from oil and agricultural operations, will enable protected areas management costs to be met in the long term and in a more stable manner. This will reduce the amount of staff resources that need to be invested in seeking funding sources on a recurrent basis.

101. The project is designed to achieve the proposed outcomes while only incurring essential incremental expenses. To accomplish this, the project will build upon the existing baseline activities and national and local capacities, as well as available infrastructure, and will target increased co-financing commitments during project implementation. The project will seek to contribute to the existing government efforts to strengthen the coastal protected area system and will strengthen the capacity of protected area institutions to meet biodiversity conservation priorities in a more ecologically holistic way in compliance with international standards. This increases the project's cost-effectiveness by leveraging and extending the buying power of project funds.

102. The project is designed to support Government and community priorities. This will ideally translate into more efficient implementation as the project works in concert with these key stakeholders. The project outcome and outputs have been appropriately scaled to match local capacity and needs. The framework allows for the gradual ramping up of activities as local capacities are built and allows for a significant period of time for project implementation. UNDP, national and local government and other stakeholders will each be dedicating large amounts of staff time to see that the project is properly executed. Technical assistance, both national and international, is designed to be strategic and efficient. This means that properly selected individuals can provide support for several project outputs, alleviating the need to recruit, transport, and otherwise support a large team of experts to support project implementation.

2.8. Sustainability

103. Environmental Sustainability: The project will support the long-term viability of globally significant biodiversity along Suriname's coast by improving the regulatory, planning, institutional, and financial frameworks for coastal protected area management. The project's results will include the removal of existing conservation barriers and the prevention and/or mitigation of negative impacts of key threats to protected areas. In addition, the project will strengthen the protected area system's ability to conserve one of the globe's best remaining examples of functioning coastal wetlands and a location utilized by millions of migratory birds each year. Positive project results will represent a major contribution to climate change mitigation, preserving valuable ecosystem services and significantly improving resilience to pending climate change impacts. These represent a meaningful contribution to long-term environmental sustainability.

104. Financial Sustainability: Under the baseline, the prospect for financial sustainability of Suriname's coastal protected areas is exceedingly low. Many of this project's activities are directed towards guaranteeing the financial security of Suriname's coastal protected areas. Activities undertaken through each of the project's components will contribute to making certain these protected

area managers are much better equipped to finance and implement initiated conservation measures. The project is designed to catalyze sustainable financing tools such as the capture of existing revenue streams while simultaneously assisting protected area managers to improve their capacity to effectively and efficiently use existing and new financing. The project will assist protected area managers to identify the financial and ecological costs and benefits of various resource use decisions, enabling them to avoid and/or limit the risks potentially harmful activities. Stimulating more cooperative and strategic financial planning will result in cost-saving measures. This increased efficiency and cost-effectiveness will further support financial sustainability. The project was thoughtfully designed by national stakeholders to make certain activities are locally scaled. This approach helps ensure that national interests will be well positioned to finance activities after benefiting from initial GEF investments in capacity building. The ultimate result should be a much more financially stable system of coastal protected areas better equipped to continue and expand project-initiated activities.

105. Social Sustainability: The project preparatory phase benefitted from very active stakeholder involvement. One of the advantages of a location such as Suriname is the “small town” aspect where interaction with all levels of society and decision-makers is relatively easy. Most of Suriname’s coastal protected areas are multiple-use zones. This necessitates a project design approach that supports building prospects for local residents to generate revenue and benefit from the ecosystem services protected areas provide. During the process of redesigning enabling environments and generating management planning improvements, opportunities for increased stakeholder access to protected area management decision-making will be greatly enhanced. Local businesses will benefit from a more stable investment environment, alleviating resource use and access conflicts. This cooperative and inclusive approach has set the stage for continued social sustainability.

106. Institutional Sustainability: Enhanced institutional sustainability will be a direct result of project investments. The proposed project will result in a much more cohesive and well-funded institutional framework and staff better equipped to efficiently and effectively conserve globally significant biodiversity. Much of the project’s efforts are focused upon providing institutions with the tools required to maintain long-term institutional integrity. This will include improving the capacity of protected area institutions to better implement their responsibilities as well as making substantial contributions to bettering institutional frameworks and financial processes. Direct capacity building will take place through training programs. In-direct capacity building will result from implementation of various project activities. Establishing capacity and tangible examples of improved management and business planning will be critical to project success and should lead to lasting management improvements. Resolving unclear mandates will alleviate current institutional inconsistencies and duplications. This will create a much more efficient management environment much more likely to maintain conservation efforts while limiting conflicts. The result will be that Suriname’s protected area institutions being much more fully equipped to address current and emerging challenges.

2.9 Replicability

107. The proposed project will lead to both upscaling and replication. The project’s focus upon improving efficiency and effectiveness of coastal protected areas will generate models for reforms that will be appropriate for the rest of the nation’s protected area system, including coastal protected areas to the west and forested interior protected areas. The project will build national guidelines for management and business planning. Although primary investments will occur in Suriname’s western coastal protected areas, managers and other stakeholders from eastern coastal protected areas and interior protected areas will be invited to participate as appropriate in training programs focused upon building management and financial management capacities. This represents very little additional cost, but will greatly increase collaboration within the protected area system and maximize the number of protected area managers familiar with both the models and the processes required to generate improved management practices that integrate best international principles and practices.

108. To further expand replication effect beyond the core outputs, the project will sponsor two national level “replications” workshops to disseminate findings and activities. These workshops should serve as a forum for inter-active learning, question and thought regarding the successes and failures of project activity in achieving discreet outcomes and outputs. This activity will facilitate the upscale of project investments to stimulate national level improvements. Local and national project managers, community members, government representatives, and protected area staff will be expected to make individual presentations explaining their personal project related activities and the conservation results of those activities, e.g., management reforms, financial planning, biodiversity offsets, participatory management regimes, etc. The workshop results/presentations will be collated into a brief document (less than 40 pages) summarizing what the project has done, why and what are the results. These documents, one developed at project mid-term and a second developed at project close, will serve as teaching guides for protected area managers, community members and others to assist with replication of project results. This will also serve as a benchmark for project evaluation and peer review to make certain project activities are on track to deliver desired impacts. The summary will be presented in a form suitable for incorporation within national strategies and action plans related to protected areas management.

109. Suriname is an integral part of the Guiana Shield and a participant in the UNDP supported Guiana Shield Initiative. This position offers a unique opportunity to use project results to contribute to improved biodiversity conservation throughout the region. UNDP/Suriname will make certain that project results, including key training materials and replication workshops outputs, are distributed through existing Guiana Shield Initiative channels including the GSI electronic database. This platform will be used to support the exchange of information, experience, and expertise between protected areas throughout the region, further strengthening both management capacity and enhancing a more broad-scale, landscape level view and approaches toward biodiversity conservation.

Part 3. Project Results Framework

3.1 Strategic Results Framework

This project will contribute to achieving the following Common Country Programme Outcome as defined in CPAP or CPD: <i>1.4: An enhanced sustainable natural resources planning and management system is in place.</i>
Common Country Programme Outcome Indicators: <i>Data and management systems established with specific focus on land and biodiversity and accessible to the responsible ministries and institutes</i>
Primary applicable Key Environment and Sustainable Development Key Result Area (same as that on the cover page, circle one): 1. Mainstreaming environment and energy OR 2. Catalyzing environmental finance OR 3. Promote climate change adaptation OR 4. Expanding access to environmental and energy services for the poor.
Applicable GEF Strategic Objective and Program: <i>Strategic Objective 1: Catalyze sustainability of protected areas within the context of national systems. Strategic Program #1 (SP-1): Sustainable Financing of Protected Area Systems at the National Level.</i>
Applicable GEF Expected Outcomes: <i>PA systems secure increased revenue and diversification of revenue streams to meet total expenditures required to meet management objectives; Reduction in financing gap to meet PA management objectives.</i>
Applicable GEF Outcome Indicators: <i>Total revenue and diversification in revenue streams.</i>

Objective and Outcomes	Indicator	Baseline	Targets End of Project	Source of verification	Risks and Assumptions
Project Objective: To promote the conservation of biodiversity through improved management of protected areas along the western coast of Suriname	Increase in coastal protected area operational sustainability measured by average METT score for all coastal PA's based on the following definitions: High (70-100), Medium (50-69), Low (<50).	METT for coastal PA's High (70-100): 0 Medium (50-69): 3 Low (<50): 7	METT for coastal PA's High (70-100): 3 Medium (50-69): 3 Low (<50): 4	METT scorecard applied at project start, MTE and FE	Changes in political circumstances and economic priorities affect Government or other stakeholders (including NGO PA managers) commitment to NSPA and regulatory, financial and management improvements
	Increase in coastal protected areas financial capacity measured by Financial Sustainability	Financial Score (Part 2): 13%	Financial Score (Part 2): 38% (The highest score possible is 196)	Financial Sustainability Scorecard applied at project start, MTE and FE	Climate change, natural disasters, and other environmental impacts beyond national do not exceed current

	Scorecard	Legal, regulatory and institutional frameworks: 18% Business planning & other tools for cost-effective management: 13% Tools and systems for revenue generation & mobilization: 1%	Legal, regulatory and institutional frameworks: 49% Business planning & other tools for cost-effective management: 34% Tools and systems for revenue generation & mobilization: 32%		expectations affecting the viability of management options and distract attention from PA issues.
	<p>Total mangrove forest cover remains constant and/or increases within coastal protected areas</p> <p>No negative change in population number of 3 key indicator species within coastal protected areas</p> <p>Water quality improves and/or remains consistent at five monitoring stations located within coastal protected areas</p>	<p>200,000 hectares of mangrove forest in coastal protected areas</p> <p>Number of individuals of three indicator species within coastal protected areas: Scarlet ibis (<i>Eudocimus ruber</i>), Jaguar (<i>Panthera onca</i>), Tarpon (<i>Tarpon atlanticus</i>) (Exact figures to be determined at project inception) 1</p> <p>Water quality at five monitoring stations within coastal protected areas measured by: Chlorine, Mercury, PH and salinity, E-coli, COB and BOD, and Dissolved oxygen.</p> <p>(Exact figures to be determined at project inception.)</p>	<p>200,000 hectares of mangrove forest in coastal protected areas</p> <p>Number of individuals of three indicator species within coastal protected areas: Scarlet ibis (<i>Eudocimus ruber</i>), Jaguar (<i>Panthera onca</i>), Tarpon (<i>Tarpon atlanticus</i>) (Exact figures to be determined at project inception)</p> <p>Water quality at five monitoring stations within coastal protected areas measured by levels of: Chlorine, Mercury, PH and salinity, E-coli, COB and BOD, and Dissolved oxygen.</p> <p>(Exact figures to be determined at project inception.)</p>	PA reports, monitoring results, management plans, and project reports	
Outcome 1: Improved effectiveness and	Number of coastal protected areas with	0 coastal protected areas within NSPA with legal agreement	3 coastal protected areas within NSPA with legal agreements	Legal agreement reviewed, PA reports,	Decision-makers (national and local) will support and

1 Mangrove surveys will be conducted by the University of Suriname. Scarlet ibis surveys will be conducted by NCD with the support of Stinasu. Tarpon surveys will be conducted with the support of Fisheries Department. The University of Suriname will work with NCD to conduct three jaguar surveys during project implementation. The National Hydraulic Service will work with PA management to generate water quality information.

efficiency of the management of coastal protected areas	clearly designated PA management authority	designating PA management authority	designating PA management authority (100% of PA's)	management plans, and project reports	approve various legal agreements, including making required institutional reforms.
	Number of coastal PA's implementing contemporary management plans that reflect NSPA standards and integrate landscape/seascape wide approaches to addressing PA threats	0 coastal protected areas implementing contemporary management plans that reflect NSPA standards and integrate landscape/seascape wide approaches to addressing PA threats	3 coastal protected areas implementing contemporary management plans that reflect NSPA standards and integrate landscape/seascape wide approaches to addressing PA threats	PA reports, management plans, and project reports	NSPA is developed and effectuated. Authorities will follow coordinated MUMA management relationship. Continued GoS support for MUMA management improvement.
	Number of coastal protected areas with comprehensive biodiversity conservation monitoring systems informing management decision-making	0 coastal protected areas with comprehensive biodiversity conservation monitoring systems informing management decision-making	3 coastal protected areas with comprehensive biodiversity conservation monitoring systems informing management decision-making	PA reports, management plans, and project reports	Institutions and individuals successfully apply new skills. Inadequate management and technical support undermines project outcomes
	Increase in coastal and terrestrial protected area management effectiveness measured by METT scores	<p>METT Scores for 16 PA's:</p> <p>Coastal PA's: Bigi Pan: 56 Hertenrits: 42 North Coronie: 37 North Saramacca: 56 North Commewijne/Marowijne: 34 Coppename Monding: 56 Wia Wia: 20 Galibi: 45 Peruvia: 43 Wanekreek: 22</p> <p>Terrestrial PA's: Boven Coesewijne: 54 Copi: 24 Brinckheuvel: 22 Brownsberg: 33</p>	<p>METT Scores for 16 PA's:</p> <p>Coastal PA's: (25% increase) Bigi Pan: 70 Hertenrits: 53 North Coronie: 47 North Saramacca: 70 North Commewijne/Marowijne: 43 Coppename Monding: 70 Wia Wia: 25 Galibi: 56 Peruvia: 54 Wanekreek: 27.5</p> <p>Terrestrial PA's: (10% increase) Boven Coesewijne: 59 Copi: 26 Brinckheuvel: 24 Brownsberg: 36</p>	<p>PA reports, management plans, and project reports</p> <p>METT scores at inception, MTE, and FE</p>	Institutional Reform of RGB departments is finalized

		Central Suriname: 40 Sipaliwini: 25	Central Suriname: 44 Sipaliwini: 28		
<p>Outputs:</p> <p>Cooperative management agreements for MUMAs developed, specifying roles of key Ministries and stakeholders, financial responsibilities, and conflict resolution mechanisms.</p> <p>Consultation Commissions established (with representation of GoS agencies and MUMA users) to resolve MUMA-related conflicts</p> <p>Three updated management plans in place for the MUMAs, which describe measures to maintain ecosystems, and how management can be adapted, based on information available.</p> <p>A monitoring and evaluation system in place for each MUMA.</p> <p>Selected staff from the MUMAs are trained in management plan development, implementation, administration, and financial planning (number of staff will be determined during the PPG phase).</p>					
Outcome 2: Increased and diversified coastal protected areas funding	Increase in section 3 of financial scorecard part II: Tools and systems for revenue generation & mobilization from 1% to 32%	Baseline: 1%	Final: 32%	UNDP Financial Scorecard	Government, NGO's, private sector and other donors maintain and/or improve investment and support for NSPA.
	Increase in annual government funding for coastal protected areas conservation	Baseline: US\$ 833,000	Final: US\$ 1,150,000 (25% increase.)	GoS financial reports, coastal protected areas financial reports, PA reports, management plans, and project reports	PA management will complete and implement management and business plans.
	Increase in annual private sector (e.g., oil, tourism, fisheries, agriculture) monetary investments in coastal	Baseline: US\$ 592,000 ²	Final: US\$ 740,000 ³ (25% increase)	Coastal protected areas financial reports, PA reports, management plans, and project reports	State Oil Company maintains high level of engagement and support for biodiversity off-set programming

² This figure from 2009 includes: 75,000 private investment in Warappa Kreek in 2009, 500,000 on coastal MUMA research spent by State Oil Company, and 17,000 spent by State Oil Company on turtle monitoring.

³ This will include the State Oil Company (Staatsoilie), permits/fees from tourism, etc.

	protected areas conservation				
	Percentage of coastal protected areas implementing business plans that reflect NSPA standards	0 coastal protected areas implementing business plans that reflect NSPA standards	3 coastal protected areas with implementing business plans that reflect NSPA standards (25% increase)	Review of business plans, PA reports, management plans, and project reports	
	Decrease in coastal protected areas funding gap between existing and ideal scenario	Coastal PA's funding gap: Bigi Pan: 29% Hertenrits: 29% North Coronie: 27% North Saramacca: 37% North Commewijne/Marowijne: 17% Coppename Monding: 37% Wia Wia: 17% Galibi: 46% Peruvia: 27% Wanekreek: 86%	Coastal PA's funding gap: Bigi Pan: 9% Hertenrits: 9% North Coronie: 7% North Saramacca: 17% North Commewijne/Marowijne: +3% Coppename Monding: 17% Wia Wia: +3% Galibi: 26% Peruvia: 7% Wanekreek: 66% (20% decrease)		
<p>Outputs:</p> <p>Three business plans for MUMAs, which aim at financial sustainability of MUMA management.</p> <p>Three MUMA economic valuations undertaken and used to increase public and private-budget allocations.</p> <p>Agreement with the State Oil Company for a biodiversity offset scheme in at least one MUMA</p> <p>Proposal to earmark MUMA related line items in the annual budgets of key GoS agencies.</p> <p>Mechanism to manage and administer MUMA-derived income / funds.</p>					

3.1 Total Budget and Workplan

Award ID:	00061290	Project ID(s):	00077607
Award Title:	Suriname Coastal Protected Area Management		
Business Unit:	SUR10		
Project Title:	Surname Coastal Protected Area Management		
PIMS no.	4370		
Implementing Partner (Executing Agency)	UNDP		

GEF Outcome	Responsible Party	SoF	UNDP B/L	UNDP B/L Description	Amount Year 1 (USD)	Amount Year 2 (USD)	Amount Year 3 (USD)	Total (USD)	Budget Notes
Outcome 1: Improved effectiveness and efficiency of the management of coastal protected areas	Ministry of Physical Planning, Land and Forest Management	GEF / UNDP	71200	International Consultants	45,000	45,000	30,000	120,000	1
			71300	National Consultants	40,000	40,000	34,000	114,000	2a
			71300	Natl Consultants (UNDP)	10,000	5,000	2,700	17,700	2b
			71400	Service Contracts (Indv)	75,300	75,000	54,000	204,300	3
			71600	Travel	22,000	16,000	10,000	48,000	4
			72100	Service Contracts	8,000	8,000	7,000	23,000	5
			72200	Equipment	9,000	7,000	7,000	23,000	6
			72300	Materials and Goods	5,000	5,000	5,000	15,000	7
			73400	Rental (Vehicles)	8,000	8,000	8,000	24,000	8
			74200	Audiovisual & Printing	4,000	3,000	3,000	10,000	9
			74500	Miscellaneous	4,000	4,000	4,000	12,000	10
			75700	Training	9,956	8,700	8,000	26,656	11
			SubTotal GEF		230,256	219,700	170,000	619,956	
			SubTotal UNDP		10,000	5,000	2,700	17,700	
			SUBTOTAL GEF OUTCOME 1		240,256	224,700	172,700	637,656	
Outcome 2: Increased and diversified coastal protected areas funding	Ministry of Physical Planning, Land and Forest Management	GEF / UNDP	71200	International Consultants	13,000	5,000	3,000	21,000	12a
			71200	International Consultants (UNDP)	10,000	5,000	6,000	21,000	12b
			71300	National Consultants	9,000	9,000	3,000	21,000	13
			71400	Service Contracts (Indv)	25,000	25,000	22,000	72,000	14
			71600	Travel	19,000	9,500	9,500	38,000	15
			72100	Service Contracts	6,000	6,000	6,000	18,000	16

			72300	Materials and Goods	8,000	5,000	5,000	18,000	17
			73400	Rental (Vehicles)	7,000	7,000	7,000	21,000	18
			74200	Audiovisual & Printing	2,000	3,000	3,000	8,000	19
			74500	Miscellaneous	5,000	5,000	5,000	15,000	20
			75700	Training	6,000	6,000	6,000	18,000	21
			SubTotal GEF		100,000	80,500	69,500	250,000	
			SubTotal UNDP		10,000	5,000	6,000	21,000	
			SUBTOTAL GEF OUTCOME 2		110,000	85,500	75,500	271,000	
Project Management	Ministry of Physical Planning, Land and Forest Management	GEF / UNDP	71400	Service Contracts (Ind) (GEF)	28,334	28,333	28,333	85,000	22
			71400	Service Contracts (Ind) (UNDP)	17,267	17,267	17,266	51,800	23
			71600	Travel (GEF)	670	665	665	2,000	24
			71600	Travel (UNDP)	340	330	330	1,000	25
			72200	Equipment & Furniture (GEF)	2,000	500	500	3,000	26a
			72200	Equipment & Furniture (UNDP)	500	0	0	500	26b
			73200	Premises Alternations (UNDP)	750	0	0	750	27
			73400	Rental and Maint of other equip. (UNDP)	250	250	250	750	28
			74100	Professional Services (GEF)	550	550	500	1,600	29a
			74100	Professional Services (UNDP)	1,000	1,000	1,000	3,000	29b
			74200	Audio-visual & Printing (GEF)	500	250	250	1,000	30a
			74200	Audio-visual & Printing (UNDP)	1,000	250	250	1,500	30b
			74500	Miscellaneous (GEF)	1,000	1,000	1,000	3,000	31a
			74500	Miscellaneous (UNDP)	1,000	500	500	2,000	31b
			SubTotal GEF		33,054	31,298	31,248	95,600	
			SubTotal UNDP		22,107	19,597	19,596	61,300	
			SUBTOTAL PM		55,161	50,895	50,844	156,900	
GEF PROJECT TOTAL					363,310	331,498	270,748	965,556	
UNDP PROJECT TOTAL					42,107	29,597	28,296	100,000	
PROJECT TOTAL					405,417	361,095	299,044	1,065,556	

Summary of Funds

Sources of Co-Financing	Type (cash/in-kind)	Year One (\$)	Year Two (\$)	Year Three (\$)	Total (\$)
GEF	Cash	363,310	331,498	270,748	965,556
Project Government Contribution (Government of Suriname)	In-kind	75,000	150,000	225,000	450,000
GEF Agency (UNDP)	Cash	42,107	29,597	28,296	100,000
CBN	Cash	25,000	29,545	-	54,545
State Oil Company	Cash	250,000	250,000	250,000	750,000
WWF Guianas	Cash	158,500	92,000	-	250,500
Totals		913,917	882,640	774,044	2,570,601

Explanation of Co-financing

Sources of Co-Financing	Description of Co-Financing
Project Government Contribution (Government of Surinam)	In kind contribution for management activities (exploration costs of NCD, as well as partially for salaries). Will cover substantial costs related to project management, including office space and travel support.
GEF Agency (UNDP)	Cash contribution for project management and national/international consultants.
CBN	Capacity building for MUMA management and studies regarding economic valuation of resources within the coastal zone.
Private Sector (State Oil Company)	Investments in capacity building at the University regarding inventories and monitoring in estuarine zones (baseline studies and data collection)/ social and environmental impact analysis in these MUMAs. Support for biodiversity off-set program.
NGO (WWF)	Contribution to marine conservation, sea turtle monitoring and assessment of carbon storage in swamps for future compensation schemes. Support for enhanced coastal protected area management, including contributions to revenue streams and protected area management planning/training.

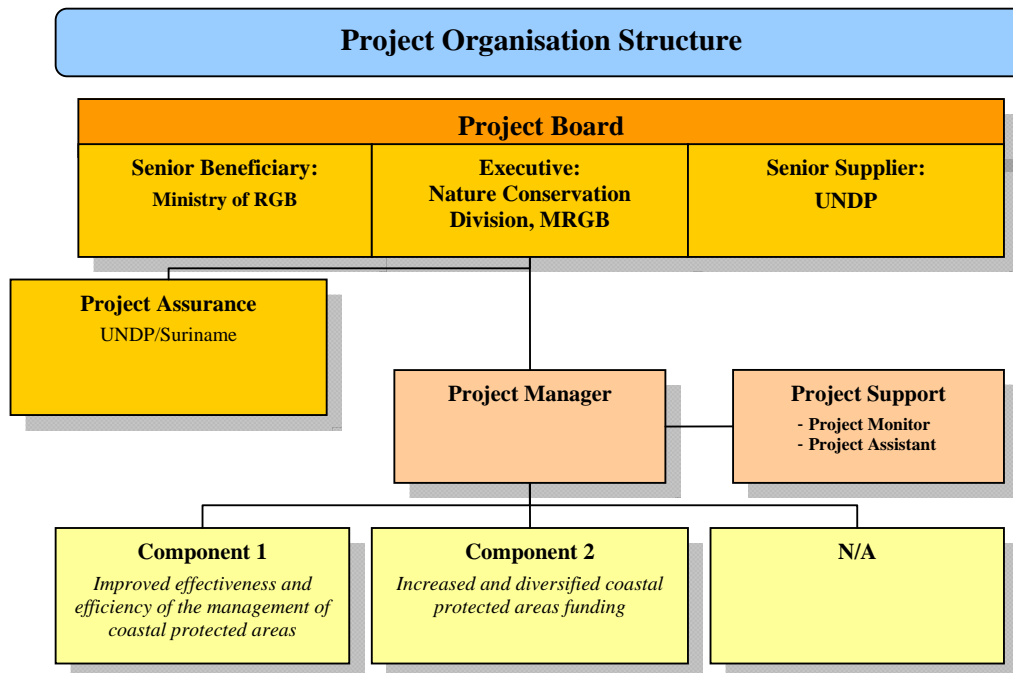
Budget Notes

Note	Atlas Number	Category	3 year total	Description of Expenditures (to be finalized at project inception phase)
Outcome 1: Improved effectiveness and efficiency of the management of coastal protected areas				
Total GEF: \$619,956				
1	71200	International Consultants	\$120,000	Protected areas management advisor (\$ 48,000): Support the development of new and improved protected area management planning. Will also have significant inputs and support function for public awareness, costing, and biodiversity monitoring aspects of project. Support training and capacity building efforts. Legal Expert (\$ 48,000): Provide legal advice and drafting for project's regulatory activities, including operative management agreement, terms for consultative commissions, and biodiversity offsets. Support training and capacity building efforts. M&E (\$24,000): Completion of mid-term and final evaluations
2	71300	National Consultants	\$131,700	Biodiversity conservation specialist (\$ 55,200): Advice and provide tangible outputs for wide-range of project activities, including management and business planning, biodiversity monitoring, public awareness and stakeholder involvement, and training. Legal Advisor (\$22,500): Provide legal advice and drafting for project's regulatory activities, including operative management agreement, terms for consultative commissions, and biodiversity offsets. Support training and capacity building efforts. M&E (\$ 12,000): Completion of mid-term and final evaluations Biodiversity monitoring (\$ 21,000): Support design and implementation of biodiversity monitoring outputs. Protected Area Management (\$ 21,000): Support the development of new and improved protected area management planning. Will also have significant inputs and support function for public awareness, costing, and biodiversity monitoring aspects of project. Support training and capacity building efforts. \$114,000 GEF \$17,700 UNDP
3	71400	Service Contracts (Ind)	\$204,300	Various contracts necessary for the completion of legal review (\$30,000), consultation commission development (\$20,000), protected area management planning (\$30,000), monitoring and evaluation system launch (\$50,000), and management training program (\$74,300).
4	71600	Travel	\$48,000	National travel to field sites (\$ 25,000) International travel for technical support (\$ 23,000) This is a three-year project. Each field site is located a substantial distance from the capital. Transport costs in Suriname are high. During project implementation, the most cost-effective means will be identified. The GoS will provide some vehicle support.
5	72100	Service Contracts	\$23,000	Development, monitoring, and reporting of model management schemes
6	72200	Equipment	\$23,000	Equipment required to establish and support initial operation of ground based activities, e.g., biodiversity and water monitoring
7	72300	Materials and Goods	\$15,000	Materials required to establish and monitor model management regimes

8	73400	Rental (Vehicles)	\$24,000	Rental of local transport – including boats - to support monitoring, management plan development, etc.
9	74200	Audiovisual & Printing	\$10,000	Support for development of materials for various public awareness and education, including website and print media.
10	74500	Miscellaneous	\$12,000	Sundry expenses.
11	75700	Training	\$26,656	Support for training components, including national outcome/output reporting workshops.
Outcome 2: Increased and diversified coastal protected areas funding				
Total GEF: \$ 250,000				
12	71200	International Consultants	\$75,000	Conservation financing and management advisor (\$ 57,000): Support the development of new and improved protected area business planning and income generation activities. Will also have significant inputs and support function for public awareness, costing, and financial monitoring aspects of project. Support training and capacity building efforts. \$36,000 GEF / \$21,000 UNDP
13	71300	National Consultants	\$60,000	Financing and business advisor (\$ 21,000): Support the development of new and improved protected area business planning and income generation activities. Will also have significant inputs and support function for public awareness, costing, and financial monitoring aspects of project. Support training and capacity building efforts.
14	71400	Service Contracts (Ind)	\$72,000	Various contracts necessary for the completion of coastal protected areas business plans (\$20,000), economic valuations (\$25,000), biodiversity offset program (\$10,000), support for government budgeting (\$5,000), and model mechanisms for protected area financial management (\$12,000).
15	71600	Travel	\$38,000	National travel to field sites (\$ 20,000) International travel for technical support (\$ 18,000) This is a three-year project. Each field site is located a substantial distance from the capital. Transport costs in Suriname are high. During project implementation, the most cost-effective means will be identified. The GoS will provide some vehicle support.
16	72100	Service Contracts	\$18,000	Development, monitoring, and reporting of model financing schemes
17	72300	Materials and Goods	\$18,000	Materials required to establish and monitor model financing regimes
18	73400	Rental (Vehicles)	\$21,000	Rental of local transport – including boats - to support monitoring, business plan development, etc.
19	74200	Audiovisual & Printing	\$8,000	Support for development of materials for various public awareness and education, including website and print media.
20	74500	Miscellaneous	\$15,000	Sundry expenses.
21	75700	Training	\$18,000	Support for training components, including public awareness and support.
Project Management				
Total GEF US\$95,600 and UNDP US\$				
22	71400	Service Contracts (Ind) (GEF)	\$85,000	Full time project manager (GEF: \$ 70,000) Part-time project administrator (GEF: \$ 15,000)
23	71400	Service Contracts (Ind)	\$51,800	Full-time project manager (UNDP: \$ 38,000)

		(UNDP)		Part-time project administrator (UNDP: \$ 13,800)
24	71600	Travel (GEF)	\$2,000	Various travel to support project management. Much of this cost will be supported by GOS.
25	71600	Travel (UNDP)	\$1,000	Various travel to support project management. Much of this cost will be supported by GOS.
26	72200	Equipment & Furniture	\$3,500	3,000 GEF/500 UNDP computers, printers, photocopier, projector, telephone, etc.)
27	73200	Premises Alternations (UNDP)	\$750	NCD will cover most costs associated with establishing and operating a project management office, e.g. office space and utilities. However, some alterations and upkeep may be required.
28	73400	Rental and Maint of other equip. (UNDP)	\$750	Telephone and other sundries.
29	74100	Professional Services	\$4,600	Completion of project audits. 1,600 GEF/3,000 UNDP
30	74200	Audio-visual & Printing	\$2,500	Support for publications, e.g., inception reports, etc. 1,000 GEF/1,500 UNDP
31	74500	Miscellaneous	\$5,000	Support for required management activities, including project inception. 3,000 GEF/2,000 UNDP

Part 4. Management Arrangements



101. Project Board: Will be responsible for making management decisions for a project in particular when guidance is required by the Project Manager. The Project Board plays a critical role in project monitoring and evaluations by quality assuring these processes and products, and using evaluations for performance improvement, accountability and learning. It ensures that required resources are committed and arbitrates on any conflicts within the project or negotiates a solution to any problems with external bodies. In addition, it approves the appointment and responsibilities of the Project Manager and any delegation of its Project Assurance responsibilities. Based on the approved Annual Work Plan, the Project Board can also consider and approve the quarterly plans (if applicable) and also approve any essential deviations from the original plans.

102. The Project Board will consist of the various organizations involved in environmental sustainability in Protected Areas and will include representatives from all of the relevant government sectors. The Project Board will tentatively consist of representatives of the Ministry of Physical Planning, Land and Forest Management, NCD and UNDP. Other members may be co-opted at the discretion of the permanent membership. The GEF Project coordinators from other partner projects, including GEF funded projects, will be invited to participate in sessions as observers to ensure proper project coordination and cross-fertilization if necessary. The Project Board may also choose to create technical sub-committees to advise it on specific issues. Such technical bodies may be given a permanent status for the life of the demonstration project, where appropriate, and at the discretion of the Project Board. At a minimum, the Board will meet quarterly to review project progress, including adoption of work plans and budget.

103. In order to ensure UNDP's ultimate accountability for the project results, Project Board decisions will be made in accordance to standards that shall ensure management for development results, best value money, fairness, integrity, transparency and effective international competition. In case consensus cannot be reached within the Project Board, the final decision shall rest with the UNDP Project Manager.

104. Executive: Head of Nature Conservation Division will serve as the Board's Executive and will be responsible for chairing the Board.

105. Senior Supplier: individual or group representing the interests of the parties concerned which provide funding for specific cost sharing projects and/or technical expertise to the project. The Senior Supplier's primary function within the Board is to provide guidance regarding the technical feasibility of the project. The following Senior Suppliers will be represented on the Board: UNDP.

106. Senior Beneficiary: individual or group of individuals representing the interests of those who will ultimately benefit from the project. The Senior Beneficiary's primary function within the Board is to ensure the realization of project results from the perspective of project beneficiaries. Senior Beneficiaries will be represented on the Board and appointed at project implementation.

107. Project Assurance: supports the Project Board by carrying out objective and independent project oversight and monitoring functions. A UNDP Staff member will hold the Project Assurance role.

108. Project Manager: The Project Manager has the authority to run the project on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Board. The Project Manager's prime responsibility is to ensure that the project produces the results specified in the project document, to the required standard of quality and within the specified constraints of time and cost.

109. Project Support: The Project Support role provides project administration, management and technical support to the Project Manager as required by the needs of the individual project or Project Manager.

4.1 Results of capacity assessment of implementing partner

110. A micro-assessment of the Ministry of Physical Planning, Land and Forest Management that also included the Nature Conservation Division was conducted in July 2008. The objective of the assessment was to review the financial management capacity of the partner to manage funds for the implementation of projects by UN Agencies. It is intended to identify the most suitable cash transfer modality under the Harmonized Approach to Cash Transfers (HACT).

111. An overall risk rating of 'moderate' is applied to the Ministry of Physical Planning, Land and Forest Management financial management system. This indicates that this partner's system for managing cash transfers is "considered capable of correctly recording all transactions and balances, supports the preparation of regular and reliable financial statements, safeguards the entity's assets, and is subject to acceptable auditing arrangements." However the Staff of the financial department (BFZ) and the internal audit (I.C.) of the Ministry are not involved in the execution of donor projects. The civil servants are not familiar with the rules and procedures of the donors.

4.2 Institutional Coordination and Support

112. The project will be executed under National Execution (NEX), according to the standards and regulation for UNDP cooperation in Suriname. The Project Executing Agency will be NCD. The Ministry of RGB will sign the grant agreement with UNDP and will be accountable to UNDP for an efficient and effective use of project resources and the achievement of the project goals, according to the approved agreement.

113. The duration of the project will be 3 years. The Project will comprise the following management, oversight and coordination structures: (i) A *Project Board* with strategic decision-making, non-executive powers would tentatively be composed by representatives of: LBB/NCD,

Fisheries Department, relevant District Commissioners, UNDP/CO, University of Suriname, SCF, NIMOS, and Staatsoilie. The GEF Project coordinators from other partner projects, including GEF funded projects, will be invited to participate in sessions as observers to ensure proper project coordination and cross-fertilization if necessary. (ii) A *Project Management Unit* (PMU) will be responsible for directing, supervising and coordinating the project implementation. The PMU will be located in the offices of NCD.

114. In terms of key Project staff, a nominated senior LBB staff will become the *National Project Director*, while a *National Project Manager* (PM) will be contracted by UNDP based on a recruitment process and will be responsible for the day-to-day Project implementation, leading and managing the PMU. In addition to the Project Manager, the PMU will be composed of the following staff: administrative assistant and accountant (part-time).

115. Administrative and professional personnel collaborating as advisors will interact on an ongoing basis with the NPM and the PMU technical and professional teams, according to needs arising during project implementation. An important and common part of the staff TORs will be to identify measures on how to sustain the capacity development activities and results beyond the Project duration. The initial part of these measures will be integrated into the project work plans.

116. A 2-month *Inception Phase* will be used to carefully plan the whole project implementation process, culminating in the Inception Workshop. In addition, the necessary communication structures will be established between the main project components and partners to ensure optimal coordination and that key stakeholders are in full agreement with project objectives and hence committed towards the outcomes to be achieved.

4.3 UNDP Support Services

117. UNDP will provide technical support to the PMU and will be responsible for the required budget revisions, donor reporting, advance of funds, and monitoring of the project. UNDP will act as the GEF Implementing Agency for this project and as such the responsibility for managing GEF funds will be administered by UNDP CO. UNDP will during first year of project do payments through the direct payment modality and build capacity within RGB to facilitate Cash advances. Based on the progress and results of the HACT micro assessment in 2011 UNDP in the second year will utilize the Cash advance modality of funds to the PMU. At the end of each three-month period, the PMU will submit a report on activities and a financial report for expenses incurred along with a request for funds for the next period. UNDP will also facilitate communication between the PMU, the Implementing Partner and the GEF as and if required. Other services support that UNDP can offer are support that UNDP can offer is outlined in the Implementation Support Services (ISS).

4.4 Collaborative arrangements with related projects

118. As noted and described throughout this document, there are several projects currently being implemented in Suriname that may impact this GEF project. These projects were carefully considered and consulted during the PPG phase. Many coordination meetings were held to discuss how to improve the GEF project design based upon lessons from on-going work and how best to collaborate to make certain positive impacts are maximized. This spirit of cooperation will continue through implementation with planned national level workshops, conservation training programs, protected area planning activities, project reporting and, for some, functioning as part of the project advisory board. Following is a description of a few key projects and how they will relate to the GEF project.

119. Valuable lessons and experiences from the IDB funded Integrated Coastal Zone Management plan and framework were already incorporated in the GEF project design and will continue to inform implementation. The Project Rehabilitation and Enhancing the Resilience of Mangrove in Coronie

District will contribute to better understanding of mangrove forests and resulting recommendations will support the development and implementation of management and business plans supported by the proposed project. The SCF has long and valuable experience with supporting conservation funding and protected area strengthening. These lessons are reflected in the design of this project. SCF's is prepared to provide counsel and support during implementation. The GLIS Project will support planning and implementation, particularly in terms of mapping support. The Sustainable Land Management (SLM) project will assist by providing information and support to implement mechanisms to alleviate land degradation on sites proximate to coastal protected areas. Strategic cooperation with the DLGP project will be crucial to pilot income generation from resource use in locations such as Bigi Pan. WWF and SCF's upgrading of the entrance point at Bigi Pan creates the opportunity for the GEF p project to support an improved income generation model. The Fisheries stock assessment and River Dolphin monitoring programs will provide this GEF Project with statistics regarding trends. The proposed project will benefit from Suriname's Second Communication to the UNFCCC will build climate change adaptation/mitigation capacity and improve data collection and monitoring.

4.5 Prior obligations and Prerequisites

120. There are no prior obligations and/or prerequisites for this project.

A brief description/summary of the inputs to be provided by all partners

	Expected Inputs
Nature Conservation Division	NCD is the National Implementing Partner under this GEF contract, representative of the GoS and the Ministry of RGB. NCD acts in compliance with GEF guidelines and acquires technical assistance from UNDP office in Suriname. Management of the project will be the direct responsibility for the Project Management Unit. NCD chairs the Board or Steering Committee.
Project Board	The Project Board will be responsible for the achievement of the results expected from the project. In addition they are responsible for monitoring the effective management of project funds. The Project board is accountable for the quality, timeliness and effectiveness of project-funded outputs. The board will ensure adequate implementation of national legislations and regulations, rules and procedures. In cases where no national guidelines exist, UNDP principles will be applied. The Project Board will tentatively consist of representatives of the Ministry of Physical Planning, Land and Forest Management, NCD and UNDP.
Project Steering Committee	The Project Steering Committee includes an environmental NGO, representatives of GoS, Academic community, and private sector. The Project Steering Committee will have senior representatives from agencies responsible for protected areas management among others, Nature Conservation Division (chair), Fisheries Department, the Academia, an environmental NGO, and the private sector.
Project Management Unit	Hiring of the Project Management Unit is through NCD/UNDP. NCD will monitor the Project Management through a Project Board or Steering Committee with representatives of different stakeholders. The Project Management Unit is supported by a Project Manager and Assistant. The Unit will develop a Consultation Commission per MUMA to assist in executing the project. Drafting ToRs for sub consultants will be through the PMU.
Consultation Commission per MUMA	The Project Management will be working together with the new to establish Consultation Commission per MUMA. This Commission will establish data flow to the Project Management and vice versa to resource users, scientific community, district authority and other parties to develop an informed decision-making process. Within the legal and financial administrative limitation of NCD, the decentralized district authorities provide opportunity to

	achieve project outcomes.
UNDP/GEF	Will be the Implementing Agency for the project from GEF. Has a seat in the project Board or Steering Committee to oversee project implementation, as well as monitoring of the project. Measurable indicators for safeguarding transparency of activities and procedures, and professional auditing are as well responsibilities of UNDP. Staff and consultants will be contracted according to the established rules, regulations and procurement guidelines of the United Nations and all financial transactions and agreements will follow the same rules, regulations and procurement guidelines.

Audit arrangements

121. The Government will provide the Resident Representative with certified periodic financial statements, and with an annual audit of the financial statements relating to the status of UNDP (including GEF) funds according to the established procedures set out in the Programming and Finance manuals. The Audit will be conducted by the legally recognized auditor of the Government, or by a commercial auditor engaged by the Government.

Agreement on intellectual property rights and use of logo on the project's deliverables

122. In order to accord proper acknowledgement to GEF for providing funding, a GEF logo should appear on all relevant GEF project publications, including among others, project hardware and vehicles purchased with GEF funds. Any citation on publications regarding projects funded by GEF should also accord proper acknowledgment to GEF.

Part 5: Monitoring Framework and Evaluation

110. The project will be monitored through the following M& E activities. The M& E budget is provided in the table below.

111. Project start: A Project Inception Workshop will be held within the first 2 months of project start with those with assigned roles in the project organization structure, UNDP country office and where appropriate/feasible regional technical policy and program advisors as well as other stakeholders. The Inception Workshop is crucial to building ownership for the project results and to plan the first year annual work plan.

112. The Inception Workshop will address a number of key issues including: (a) Assist all partners to fully understand and take ownership of the project. (b) Detail the roles, support services and complementary responsibilities of UNDP CO and RCU staff vis à vis the project team. (c) Discuss the roles, functions, and responsibilities within the project's decision-making structures, including reporting and communication lines, and conflict resolution mechanisms. (d) The Terms of Reference for project staff will be discussed again as needed. (e) Based on the project results framework and the relevant GEF Tracking Tool if appropriate, finalize the first annual work plan. Review and agree on the indicators, targets and their means of verification, and recheck assumptions and risks. (f) Provide a detailed overview of reporting, monitoring and evaluation (M&E) requirements. The Monitoring and Evaluation work plan and budget should be agreed and scheduled. (g) Discuss financial reporting procedures and obligations, and arrangements for annual audit. (h) Plan and schedule Project Board meetings. Roles and responsibilities of all project organization structures should be clarified and meetings planned. The first Project Board meeting should be held within the first 2 months following the inception workshop.

113. An Inception Workshop report is a key reference document and must be prepared and shared with participants to formalize various agreements and plans decided during the meeting.

114. Quarterly: Progress made shall be monitored in the UNDP Enhanced Results Based Management Platform. Based on the initial risk analysis submitted, the risk log shall be regularly updated in ATLAS. Risks become critical when the impact and probability are high. Note that for UNDP GEF projects, all financial risks associated with financial instruments such as revolving funds, microfinance schemes, or capitalization of ESCOs are automatically classified as critical on the basis of their innovative nature (high impact and uncertainty due to no previous experience justifies classification as critical). Based on the information recorded in Atlas, a Project Progress Reports (PPR) can be generated in the Executive Snapshot. Other ATLAS logs can be used to monitor issues, lessons learned etc. The use of these functions is a key indicator in the UNDP Executive Balanced Scorecard.

115. Annually (Annual Project Review/Project Implementation Reports (APR/PIR)): This key report is prepared to monitor progress made since project start and in particular for the previous reporting period (30 June to 1 July). The APR/PIR combines both UNDP and GEF reporting requirements.

116. The APR/PIR includes, but is not limited to, reporting on the following: (a) Progress made toward project objective and project outcomes - each with indicators, baseline data and end-of-project targets (cumulative); (b) Project outputs delivered per project outcome (annual); (c) Lesson learned/good practice; (d) AWP and other expenditure reports; (e) Risk and adaptive management; (f) ATLAS QPR; (g) Portfolio level indicators (i.e. GEF focal area tracking tools) are used by most focal areas on an annual basis as well.

117. Periodic Monitoring through site visits: UNDP CO and the UNDP RCU will conduct visits to project sites based on the agreed schedule in the project's Inception Report/Annual Work Plan to assess first hand project progress. Other members of the Project Board may also join these visits. A Field Visit Report/BTOR will be prepared by the CO and UNDP RCU and will be circulated no less than one month after the visit to the project team and Project Board members.

118. Mid-term of project cycle: The project will undergo an independent Mid-Term Evaluation at the mid-point of project implementation (approximately February 2013). The Mid-Term Evaluation will determine progress being made toward the achievement of outcomes and will identify course correction if needed. It will focus on the effectiveness, efficiency and timeliness of project implementation; will highlight issues requiring decisions and actions; and will present initial lessons learned about project design, implementation and management. Findings of this review will be incorporated as recommendations for enhanced implementation during the final half of the project's term. The organization, terms of reference and timing of the mid-term evaluation will be decided after consultation between the parties to the project document. The Terms of Reference for this Mid-term evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF. The management response and the evaluation will be uploaded to UNDP corporate systems, in particular the UNDP Evaluation Office Evaluation Resource Center (ERC). The relevant GEF Focal Area Tracking Tools will also be completed during the mid-term evaluation cycle.

119. End of Project: An independent Final Evaluation will take place three months prior to the final Project Board meeting and will be undertaken in accordance with UNDP and GEF guidance. The final evaluation will focus on the delivery of the project's results as initially planned (and as corrected after the mid-term evaluation, if any such correction took place). The final evaluation will look at impact and sustainability of results, including the contribution to capacity development and the achievement of global environmental benefits/goals. The Terms of Reference for this evaluation will be prepared by the UNDP CO based on guidance from the Regional Coordinating Unit and UNDP-GEF.

120. The Terminal Evaluation should also provide recommendations for follow-up activities and requires a management response which should be uploaded to PIMS and to the UNDP Evaluation

Office Evaluation Resource Center (ERC). The relevant GEF Focal Area Tracking Tools will also be completed during the final evaluation.

121. During the last three months, the project team will prepare the Project Terminal Report. This comprehensive report will summarize the results achieved (objectives, outcomes, outputs), lessons learned, problems met and areas where results may not have been achieved. It will also lay out recommendations for any further steps that may need to be taken to ensure sustainability and replicability of the project's results.

122. Learning and knowledge sharing: Results from the project will be disseminated within and beyond the project intervention zone through existing information sharing networks and forums. The project will identify and participate, as relevant and appropriate, in scientific, policy-based and/or any other networks, which may be of benefit to project implementation though lessons learned. The project will identify, analyze, and share lessons learned that might be beneficial in the design and implementation of similar future projects. Finally, there will be a two-way flow of information between this project and other projects of a similar focus.

M& E Workplan and Budget

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Inception Workshop and Report	<ul style="list-style-type: none"> Project Manager UNDP CO, UNDP GEF GEF operational / political focal points 	Indicative cost: \$5,000	Within first two months of project start up
Measurement of Means of Verification of project results.	<ul style="list-style-type: none"> Project Manager will oversee the hiring of specific studies and institutions, and delegate responsibilities to relevant team members. 	To be finalized in Inception Phase and Workshop.	Start, mid and end of project (during evaluation cycle) and annually when required.
Measurement of Means of Verification for Project Progress on output and implementation	<ul style="list-style-type: none"> Oversight by Project Manager Project team 	To be determined as part of the Annual Work Plan's preparation.	Annually prior to ARR/PIR and to the definition of annual work plans
ARR/PIR	<ul style="list-style-type: none"> Project manager and team UNDP CO UNDP RTA UNDP EEG GEF operational focal point 	None	Annually
Periodic status/ progress reports	<ul style="list-style-type: none"> Project manager and team 	None	Quarterly
Mid-term Evaluation	<ul style="list-style-type: none"> Project manager and team UNDP CO UNDP RCU External Consultants (i.e. evaluation team) GEF operational focal point 	Indicative cost: \$20,000	At the mid-point of project implementation.
Final Evaluation	<ul style="list-style-type: none"> Project manager and team UNDP CO UNDP RCU External Consultants (i.e. evaluation team) GEF operational focal point 	Indicative cost: \$20,000	At least three months before the end of project implementation

Type of M&E activity	Responsible Parties	Budget US\$ <i>Excluding project team staff time</i>	Time frame
Project Terminal Report	<ul style="list-style-type: none"> Project manager and team UNDP CO Local consultant GEF operational focal point 	None	At least three months before the end of the project
Audit	<ul style="list-style-type: none"> UNDP CO Project manager and team 	Indicative cost - per year: \$2,500	Yearly
Visits to field sites	<ul style="list-style-type: none"> UNDP CO UNDP RCU (as appropriate) Government representatives GEF operational focal point 	For GEF supported projects, paid from IA fees and operational budget	Yearly
TOTAL indicative COST Excluding project team staff time and UNDP staff and travel expenses		US\$ 52,500 (+/- 5% of total budget)	

Part 6. Legal Context

123. This document together with the CPAP signed by the Government and UNDP in January 2008 which is incorporated by reference constitutes together a Project Document as referred to in the SBAA and all CPAP provisions apply to this document.

124. Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the implementing partner and its personnel and property, and of UNDP's property in the implementing partner's custody, rests with the implementing partner.

125. The implementing partner shall: (a) 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; (b) assume all risks and liabilities related to the implementing partner's security, and the full implementation of the security plan.

126. 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 this agreement.

127. This project will be implemented by the Nature Conservation Division (the National Implementing Partner) in accordance with its financial regulations, rules, practices and procedures only to the extent that they do not contravene the principles of the Financial Regulations and Rules of UNDP. Where the financial governance of an Implementing Partner does not provide the required guidance to ensure best value for money, fairness, integrity, transparency, and effective international competition, the financial governance of UNDP shall apply.

128. The responsibility for the safety and security of the Implementing Partner and its personnel and property, and of UNDP's property in the Implementing Partner's custody, rests with the Implementing Partner. The Implementing Partner shall: (a) 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; (b) assume all risks and liabilities related to the Implementing Partner's security, and the full implementation of the security plan. 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 this agreement.

129. The Implementing Partner agrees to undertake all reasonable efforts to ensure that none of the UNDP funds received pursuant to the Project Document 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), accessed via: <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

Part 7. Annexes

Annex 1:	Risk Analysis
Annex 2:	Agreements
Annex 3:	Terms of Reference
Annex 4:	Capacity Assessment
Annex 5:	Complete List of Protected Landscapes
Annex 6:	Maps of Suriname Protected Areas
Annex 7:	Extended Summary of Policy and Institutional Context
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Annex 9:	Consultants to be hired for the project using GEF Resources
Annex 10:	Detailed Table of Baseline Programs and Projects
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Annex 13:	METT Scorecards

Annex 1: Risk Analysis



OFFLINE RISK LOG

Project Title: Surname Coastal Protected Area Management						Award ID: 00059649		Date: February 2011	
#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Changes in political circumstances and economic priorities affect Government or other stakeholders commitment to coastal protected area conservation	Oct 2010	Political	I - 3 P - 2	From the outset of the PPG phase, the project has involved relevant institutional stakeholders, such as heads of agencies/Ministries and boards and key NGO's and others to ensure their support for and participation in the project. This included briefing members of parliament in August 2010. The project enjoys high-level political support from the relevant agencies. Decision-makers (national and local) should be poised to support and approve financial commitments. In addition, project management – including the steering committee – have been positioned to provide necessary support.	LBB	UNDP	Feb 2011	
2	Climate change, including sea level rise, would dramatically alter ecological functions within the coastal zone.	Oct 2010	Environmental	I - 3 P - 2	The project is designed specifically to help build resilience in the coastal protected areas in light of pending climate change impacts. To mitigate the impact of climate change, as part of the coastal protected area management, existing mangrove habitats will be protected and measures for the restoration of degraded mangrove habitats will be proposed. The strategy for mangrove habitat maintenance will be to maintain the flow of fresh water towards the coast, and to prevent the conversion of mangroves for agricultural and habitation purposes. This strategy will be featured in the adapted management	LBB	UNDP	Feb 2011	

					plans for coastal protected areas and integrated in biodiversity offsets and other mitigation measures to be developed during project implementation.				
3	Critical enabling environment improvements, including institutional coordination mechanisms, will be resisted and not changed	Oct 2010	Political	I - 3 P - 3	The project is designed to provide superior international technical support while building local capacity to insure that enabling environment improvements reflect best principles and practices. However, there are always risks that communities will resist change and/or government will not take decisive action necessary to overcome potential institutional barriers. To mitigate this risk, project preparation involved full vetting of project design and objectives with key government agencies, including commissioners of districts with coastal protected areas. Building capacity to realize inclusive management approaches is a hallmark of the project and will continue throughout the implementation period with an objective of building effective coordinated coastal protected area management.	LBB	UNDP	Feb 2011	
4	Overarching macroeconomic and fiscal constraints interfere with sustained funding opportunities for coastal protected areas	Oct 2010	Political	I - 3 P - 2	This risk was considered and incorporated during project preparation. The current macroeconomic situation is stable and government is taken measures to minimize effects. To date, Suriname has shown economic growth throughout the global downturn. Ironically, the project is poised to work with and benefit from ongoing oil production activity that shows no sign of abatement. Finally, the total revenue required to create a substantial increase in management effectiveness is relatively low.	LBB	UNDP	Feb 2011	

Annex 2: Agreements (See separate file)

Annex 3: Terms of Reference

Project Manager

The project manager (PM) shall be responsible for providing critical technical input to project implementation and overall management and supervision of the GEF project. He/she will manage and provide overall supervision for all staff in the Project Coordination Unit (PCU). He/she shall liaise directly with the UNDP-CO, National Project Director and project partners in order to develop the annual work plan for the project. He/she will report to the UNDP-CO Environment Unit and the Project Director located in Paramaribo.

Duties:

The PM will have the following specific duties:

Management:

- Provide management leadership of the project - both organizational and substantive – budgeting, planning and general monitoring of the project, PMU staff and budget.
- Supervise and coordinate the project's work to ensure its results are in accordance with the Project Document and the project's Results Framework and its specific indicators of success.
- Maintain a close working relationship with key stakeholders.
- Make certain project is implemented according to the rules and procedures established in the UNDP Programming Manual.
- Ensure adequate information flow, discussions and feedback among the various stakeholders of the project.
- Prepare annual work plans, ensure adherence to the project's work plans, and implement project activities in full consultation with UNDP-CO and the Project Director. Make certain workplans are linked directly to the project's Results Framework and its specific "Indicators of Success." The work plan will provide guidance on the day-to-day implementation of the project document noting the need for overall coordination with other projects and on the integration of the various donors funded parallel initiatives. As required by UNDP-CO and the Project Director, the Project Manager will prepare revisions of the work plan.
- Catalyze the adaptive management of the project by actively monitoring progress towards achievement of project objectives vis-à-vis the agreed progress indicators and applying the resulting insights to the project's ongoing work. This will include regularly informing the UNDP-CO and Project Director regarding project progress and setbacks and proposed alterations.
- Assume overall responsibility for the proper handling of logistics related to project workshops and events.
- Prepare GEF quarterly project progress reports, as well as any other reports requested by the Executing Agency and UNDP.
- Guide the work of consultants and subcontractors and oversee compliance with the agreed work plan.
- Monitor the expenditures, commitments and balance of funds under the project budget lines, and draft project budget revisions.
- Assume overall responsibility for the meeting financial delivery targets set out in the agreed annual work plans, reporting on project funds and related record keeping.
- Liaise with project partners to ensure their co-financing contributions are provided within the agreed terms.

Technical Input:

- Provide critical and significant technical input to project implementation based upon professional background and experience. This technical input to be agreed and detailed with UNDP at project inception.
- Provide overall technical guidance and consistency of vision for project's strategic protected area network expansion and protected area management approach as manifested through the development of related sub-contracting documents.
- Effectively and efficiently implement the project activities towards full achievement of its stated objectives and for all substantive, managerial and financial reports from the Project.
- Engage in a constructive dialogue with the Project Director and project partners both within Suriname and outside of Suriname to maximize consistency and synergy between the various project components.
- Provide technical input to and be responsible for preparation of the development of Terms of Reference for consultants and contractors.
- Arrange for the timely recruitment and procurement of quality services and equipment and for implementation of project activities of in accord with applicable rules, regulation and standards;
- Foster and establish technical best-practice links with other related protected area initiatives.
- Interact on a technical level with other relevant national and regional protected area initiatives, including but not limited to GEF funded projects.
- Catalyze the development system-wide partnerships for the project.
- Provide overall technical guidance to maintain and develop the project web-site seeking and incorporating data and information from all project partners;
- Provide overall technical guidance to development of web-based mechanism for peer-to-peer training and learning of lessons;
- Represent the project at the Steering Committee meetings, technical meetings and other appropriate forums.
- Undertake any other actions related to the project as requested by UNDP.

Required Skills and Experience

- Advanced university degree in environmental management, e.g. conservation biology, environmental law, natural resource economics.
- At least ten years experience in fields related to the assignment including three years at a project management level.
- Able to make significant technical and management contributions to project and be familiar with the goals and procedures of international organizations.
- Working knowledge of Suriname biodiversity conservation challenges/opportunities, including strong vision and leadership skills.
- Excellent written/spoken English skills.

Terms of Reference for Short-Term Technical Positions

Based upon the guidance of this document, the Project Manager will prepare Terms of Reference for the following short-term technical positions. Draft Terms of Reference for short-term positions will be presented to the Project Board for approval within two months of project initiation.

National Short-Term Technical Support Experts	
1	Biodiversity Conservation Specialist
2	Legal Advisor
3	National M&E Advisor
4	Protected Area Management Specialist
5	Financing and Business Advisor
6	Biodiversity Monitoring Specialists (Mid and Final Project Evaluations)

International Short-Term Technical Support Experts	
1	Protected Areas Management
2	Legal Expert
3	Conservation Financing and Management
4	Monitoring and Evaluation Specialists (Mid and Final Project Evaluations)

Annex 4: Capacity Assessment

A micro-assessment of the Ministry of Physical Planning, Land and Forest Management, including the Nature Conservation Division, was conducted in July 2008. The objective of the assessment was to review the financial management capacity of the partner to manage funds for the implementation of projects by UN Agencies. It is intended to identify the most suitable cash transfer modality under the Harmonized Approach to Cash Transfers (HACT).

An overall risk rating of 'moderate' is applied to the Ministry of Physical Planning, Land and Forest Management financial management system. This indicates that this partner's system for managing cash transfers is "considered capable of correctly recording all transactions and balances, supports the preparation of regular and reliable financial statements, safeguards the entity's assets, and is subject to acceptable auditing arrangements." However the Staff of the financial department (BFZ) and the internal audit (I.C.) of the Ministry are not involved in the execution of donor projects. The civil servants are not familiar with the rules and procedures of the donors.

The Ministry of Physical Planning, Land and Forest Management has been in operation since 2005 as a Ministry of the Government of Suriname (GOS). The Forest Service and its Nature Conservation Division that resort under the Ministry have been in operation from the 1960 and operates under the mandate of several Acts: Nature Preservation Law, The Game Law, The law on the Protection of Fish Species and ministerial decrees establishing the different Multiple Use Management Areas (MUMAs). The Ministry and specifically the Nature Conservation Division of the Forest Service is entrusted with the conservation and sustainable utilization of protected areas and fauna and Flora in general. The Government of Suriname directly funds the daily operations of the NCD through salaries, limited funds for operational costs.

The NCD organization has a good structure, established procedures and developed processes for managing projects and their associated funding. While staff complement given volume of programme and finance activities is adequate, plans are in place to increase and improve capacity by hiring a project manager and administrative assistant. The planning staff of the NCD has participated in the Workshop for Partners on Harmonized Approach to Cash Transfer (HACT) jointly put on by UNICEF, UNFPA and UNDP in November 2008.

As per normal operating procedures, reconciliation of bank accounts, general and subsidiary ledgers are done on a monthly basis. Internal control for managing financial activities is done through the separation of duties related to financial transaction processes. Independent annual audits of the partners operations are carried out by the Auditor General and audit companies. Advocacy and policy dialogue are engaged in by the partner through the establishment of project steering committees composed of relevant/various stakeholders and partnerships have been formed with several national and international agencies. Information related to the aforementioned must be tabled in Parliament each year.

With some adjustments to the computerized financial management system of the government (BUCS) it can be used for reporting and monitoring purposes of donor projects. However, this is not the case seeing as the Financial Department (BFZ) and the Internal Audit Department (I.C.) of the Ministry of ROGB need to be more involved in the execution and the supervision of the projects financed by the UN to facilitate reporting and monitoring. The project will initially use the direct payment modality whilst putting a system in place for the BFZ and IC to be more involved in the execution and supervision of the projects financed by the UN. UNDP will during first year of project funnel payments through the direct payment modality and to build capacity within RGB to facilitate cash advances. Based on the progress and results of a HACT micro assessment to be completed in 2011, UNDP will utilize the cash advance modality of funds during the project's second year.

Annex 5: Summary of Protected Areas

BIGI PAN MUMA (136.600 ha) IUCN cat: VI	
Legal scope	(1) State Owned; Established in 1987 (2) Law enforcement plan is based on Game Law and Nature Protection Law (3) Decision making by Nature Conservation Division is mainly by the Head Office in Paramaribo, not delegated to site manager (4) No co-management of PA
Management objective (s)	(1) Conservation of nesting & feeding area of coastal birds, mainly migratory birds from North America (2) Maintenance of hydrology for breeding & production of aquatic species, as well for bird species
Natural and Cultural Integrity	Natural and cultural values of the area mostly intact
Major threats	(1) Resource use: Oil drilling is very high; over fishing of fish & shrimp occurs; pollution from fertilizers & chemicals used in the agriculture sector; recreational & tourism activities; (2) Climate Change: Very high threat from sea level rise due to climate change (3) Illegal activities: Area is easily accessible, medium occurrence of poaching
Administration & Operations	(1) Staff: Highly understaffed to achieve management goals, existing staff is not adequately qualified. (2) Equipment: Very low availability of equipment, no or little maintenance of existing equipment
Indigenous peoples (IP) & Local communities	(1) No involvement of local communities during establishment of PA (2) Current role of Local communities: no IP in or near the PA. (3) Local communities have some input in development of work plan, but no decision making role (4) Economic benefits for local communities: Some economic benefits from fishing, ecotourism and hunting
Financing	(1) Secure budgets: Insignificant secure budget, only for existing staff salaries (2) Fundraising & Projects: Although the PA is highly dependent from donor funding, limited fundraising efforts undertaken.
HERTENRITS NATUUR RESERVAAT (100 ha) IUCN cat: III	
Legal scope	(1) State Owned; established in 1972 (2) Law enforcement plan based on Game Law and Nature Protection Law (3) Decision making by Nature Conservation Division is mainly from Paramaribo (4) No co-management of PA (5) No PA manager on-site (6) Situated within Bigi Pan MUMA
Management objective (s)	Protection of Cultural Heritage
Natural and Cultural Integrity	Natural and Cultural integrity highly intact
Major threats	(1) Resource use: Very low or non-existent due to inaccessibility

	(2) Climate Change: Very high threat from sea level rise due to climate change (3) Illegal activities; Low registration and reporting of illegal activities
Administration & Operations	(1) Staff; Staff numbers very low, not adequately trained staff (2) Equipment: No equipment available for HR, borrowed from other PA's (3) No active resources management, surveys and monitoring
Indigenous peoples & Local communities	(1) No Involvement of Local communities during establishment (2) Local communities: No IP in or near the PA & Local Communities have no role in management
Financing	(1) Insignificant Secured budget (2) Fundraising & Projects: No fundraising or projects
NORTH CORONIE MUMA IUCN cat: VI 27.200 ha	
Legal scope	(1) State Owned; legally established in 2000 (2) Law enforcement plan based on Game Law and Nature Protection Law (3) Decision making by Nature Conservation Division located in Paramaribo (4) No co-management of PA (5) No PA manager on-site
Management objective (s)	Protection of coastline and conservation of natural productivity, high biodiversity & production capacity of goods & services
Natural and Cultural Integrity	Area highly impacted by coastline erosion
Major threats	(1) Resource use: Major threats from Oil drilling and mining & industrial areas and also from sewage coming from households, garbage & solid waste. (2) Medium threat from dam construction, hunting & fishing and natural deterioration of values (3) Climate Change: Very high threat from sea level rise due to climate change (4) Illegal activities: Illegal mining and mangrove harvesting
Administration & Operations	(1) Staff: Insufficient staff (2) Equipment; little or no equipment available, little or no maintenance of equipment (3) Surveys and monitoring: regular surveys and monitoring of scarlet ibis population
Indigenous peoples & Local communities	(1) No IP in or near the PA. Local communities' consultation and input during development of management plan. (2) Local communities have no active role in management activities.
Financing	(1) Secure budgets: Very low secured budget (2) Fundraising & Projects: currently no fundraising or projects in the PA
COPPENAME MONDING NATUUR RESERVAAT 12.000 ha IUCN cat: III	
Legal scope	(1) State Owned; legally established in 1966 (2) Law enforcement plan based on Game Law and Nature Protection Law (3) Decision making by Nature Conservation Division located in Paramaribo, no mandate delegated (4) No co-management of PA (5) No PA manager on-site

Management objective (s)	Protection of important shore birds mainly Scarlet Ibis and Conservation of natural features of the Area
Natural and Cultural Integrity	The area is highly intact
Major threats	(1) Resource use: Medium threat -over- harvesting of aquatic resources and from hunting on shore birds (2) Climate Change: Very high threat from sea level rise due to climate change (3) Illegal activities; illegal hunting on protected species (Scarlet Ibis)
Administration & Operations	Staff; insignificant numbers of staff Equipment: little or no equipment, Little or no maintenance of existing equipment
Indigenous peoples & Local communities	(1) No IP living in or near the area (2) No Involvement of Local communities during establishment (3) No role for Local communities in management activities
Financing	(1) Secure budgets: insignificant secured budget (2) Fundraising & Projects: no fundraising and Incidental projects on surveys, no monitoring projects
NOORD SARAMACCA MUMA 92.000 ha IUCN cat: VI	
Legal scope	(1) State Owned; legally established in 2000 (2) Law enforcement plan based on Game Law and Nature Protection Law (3) Decision making by Nature Conservation Division located in the Paramibo (4) No co-management of PA (5) No PA manager on-site
Management objective (s)	Integrated coastal zone, management to preserve the Coppename Monding Nature Reserve ecosystems
Natural and Cultural Integrity	Area mostly intact
Major threats	(1) Resource use: Major threat from commercial and industrial areas and medium threat from oil drilling, hydrological modifications, water management in service of agriculture practices (2) Climate Change: Very high threat from sea level rise due to climate change (3) Illegal activities: High levels of illegal fishing, hunting and killing of wildlife, including mammals and shorebirds
Administration & Operations	(1) Staff: insufficient staff (2) Equipment: insufficient equipment for optimal management (3) Surveys and monitoring aimed at the PA management
Indigenous peoples & Local communities	(1) No indigenous peoples in or near the PA (2) Local communities were consulted during establishment (3) No participation of Local communities in management activities.
Financing	(1) Very low secured budgets (2) No Fundraising & Projects in the area
NOORD COMEIJNE MAROWIJNE MUMA (61,500 ha) IUCN cat: VI	
Legal scope	(1) State Owned; Legally established in 2002 (2) Law enforcement plan based on Game Law and Nature Protection Law (3) Decision making by Nature Conservation Division located in Paramaribo (4) No co-management of PA, however some interaction with locals of

	Galibi (overleg-cie)
Management objective (s)	(1) Conservation of sea turtle nesting sites & feeding area of international important coastal birds (2) Maintenance of hydrology for breeding & production area of fish and shrimp
Natural and Cultural Integrity	(1) Natural and cultural values of the area mostly intact. (2) NCD provides every IP family of Galibi the opportunity to consume a limited number of turtle eggs as indicated is part of their culture
Major threats	(1) Resource use: exploration of oil stock on- and off shore; (2) Overfishing of fish & shrimp; (3) Pollution from agricultural use of fertilizers & chemicals (4) Trawlers are obliged to use TED (Turtle Excluding Device); (5) Recreational & tourism activities is significantly increasing. Dolphin tours, sea turtle nesting seasons, and bird watching are the main attractions. (6) Climate Change: Very high threat from sea level rise due to climate change (7) Illegal activities: Area is easy accessible; medium occurrence of illegal poaching
Administration & Operations	(1) Staff: Highly understaffed to achieve management goals, existing staff is not adequately qualified (2) Equipment: Very low availability of equipment, no or little maintenance of existing equipment
Indigenous peoples & Local communities	(1) No involvement of indigenous peoples and local communities during establishment of the smaller Pas within this MUMA, but the process of this MUMA included consultations with locals (2) Current role of IP and Local communities: Little (3) Within the communication structure of Galibi. No decision-making role. (4) Economic benefits for IP & local communities: Economic benefits from fishing, ecotourism and hunting
Financing	(1) Secure budgets: Insignificant secured budget, only for existing staff salaries (2) Fundraising & Projects: The monitoring and management of the sea turtle section of the PA will be continued donor funding. Although the PA is highly dependent on donor funding, limited fundraising efforts recorded. (3) Private partnership is very weak, while the initiatives from tourism are mainly coming from that group.
BROWNSBERG NATUUR PARK (12,200 ha) IUCN cat: II	
Legal scope	(1) State Owned; Legally established in 1970 (2) Law enforcement plan based on Game Law and Nature Protection Law (3) Decision making by STINASU located in Paramaribo
Management objective (s)	(1) Promote research, education and Nature tourism (2) Protect park' cultural and natural resources
Natural and Cultural Integrity	(1) Natural and cultural values of the area are degraded, mainly in the outer boundaries (2) STINASU provides locals employment in the tourism sector
Major threats	(1) Resource use: gold mining is the main threat (2) Other land use types like agriculture, fisheries form minor threats, while hunting and poaching cause concerns to the management (3) Climate Change: At this moment no long term shifts are expected due to climate change

	(4)Illegal activities: Area is easily accessible; medium occurrence of illegal poaching and mining
Administration &Operations	(1) Staff: Highly understaffed to achieve management goals (2) Existing staff not adequately qualified (3) STINASU conducted a number of internal management evaluations, which resulted in low field activities . Transformation of the organization was recommended. (4) Equipment: Very low availability of equipment, no or little maintenance of existing equipment
Indigenous peoples & Local communities	(1)No involvement of Maroons during establishment of park, however the last decade locals are consulted regarding management decisions that can impact on their livelihood (2) Current role of Maroons: Little (3) No decision-making role (4) Economic benefits for Maroons: Economic benefits from employment at STINASU, (il)legal land use within borders of park.
Financing	(1)Secure budgets: Insignificant secured budget, only for existing staff salaries (2)Fundraising & Projects: Researchers from abroad conducted projects and organized financial resources. Stinasu could continue this. (3)Private partnership is very weak, while the initiatives from tourism are mainly coming from that group. Reorganizing entrance fees and maintenance of the facilities are key actions within a professionalized management
SIPALIWINI NR (100,000HA) WIA WIA NR (36,000 HA) COPIE NR (28,000HA) WANEKREEK NR (50,000HA) PERUVIA NR (32,000HA) BRINCKHEUVEL NR (6,000 HA) GALIBI NR (4,000HA) BOVEN COESEWIJNE NR (27,400 HA) CSNR (1,600,000HA)	
IUCN cat: IV	
Legal scope	(1) State Owned; All Legally established (2) Law enforcement plan based on Game Law and Nature Protection Law (3) Decision making by NCD located in Paramaribo
Management objective (s)	(1) Mainly for conservation of biodiversity and landscape; (2) Promotion of research, education and tourism.
Natural and Cultural Integrity	Natural and cultural values of the area mainly intact.
Major threats	(1)Resource use: gold mining (Brinck heuvel) (2)Other land use types like agriculture, fisheries form minor threats, while hunting and poaching are causing concerns to the management. (3)Climate Change: Currently no long term shifts are expected due to climate change (4)Illegal activities: Medium occurrence of illegal poaching and mining
Administration &Operations	(1)Staff: Highly understaffed to achieve management goals, existing staff is not adequately qualified. No clear vision and mission and lack of action plans

	(2)Equipment: Very low availability of equipment, no or little maintenance of existing equipment
Indigenous peoples & Local communities	<p>(1)No involvement of Maroons during establishment of most of the Pas, however the last decade locals are consulted regarding management decisions that can impact on their livelihood. This is not the case for all Pas mentioned here.</p> <p>(2)Current role of Maroons and IP: Little. No decision-making role. In Sipaliwini NR, IP have now park wardens for an early warning system</p> <p>(3)Economic benefits for Maroons and IP: Economic benefits from resource extraction from Pas</p> <p>(4) Drug trafficking sometimes recorded</p>
Financing	<p>(1) Secure budgets: Insignificant secured budget, only for existing staff salaries</p> <p>(2) Private partnership is very weak, while the initiatives from tourism are mainly coming from that group. Reorganizing entrance fees and maintenance of the facilities are key actions within a professionalized management to gain more revues from tourism</p>

Annex 6: Map of Suriname Protected Areas (16 existing/4 proposed)

There are 16 existing protected and 4 proposed protected areas in Suriname. This project will focus effort upon enhancing the management and financial capacity of the 9 existing coastal protected areas located to the West of the capital city, Paramaribo.



Annex 7: Extended Summary of Policy Context

Legislation	Date	Description/Assessment
Water Board Act	1932	Establish water boards which are in charge of maintenance of waterways and water works within designated areas
The Laws on the Issuance of State-owned Lands	1937	Replaced by the one of 1982. Important for protection of certain natural areas. For instance, the Brownsberg Nature Park has been issued on a long-term lease base to the Foundation for Nature Preservation in Suriname. The Foundation manages it as a national park.
Nature Preservation Law	1954	Is the basis for establishing nature reserves; this is the most important law on protected areas. Reasons for protection are listed: natural richness is needed for science, recreation, education, and due to ethical, esthetical and economical considerations. The economical considerations are for instance nature tourism and maintenance of genetic resources (wild “strains” of related industrial crops, vegetables, fruits, plants used in the manufacture of pharmaceuticals etc.). In addition, varied nature and scenic beauty; and/or because of the presence of –from a scientifically or culturally significant point of view – important flora, fauna, or geological objects.”
Game Law	1954	This law distinguishes the following wildlife categories: game species, cage species, predominantly harmful species and protected species. The wild animal species (especially reptiles, amphibians and invertebrates), which do not fall under these categories, are not protected by the Game Law. In order to regulate the export of wildlife, an export quota system for exporters, non-residents and residents has been established by the Government of Suriname. The export of wildlife is only permitted for the species mentioned on the quota-list and for the respective quota, which are established annually.
Game Resolution	1970	A new Game Resolution as of 1 January 2003 has replaced the Game Resolution of 1970. The Resolution sets bag-limits for game species and cage species and extends the coverage of the Game Law over the entire land surface and the 200 miles of maritime zone (the territorial sea and the economic zone). In the southern zone (in the far interior where people have to rely on subsistence hunting) hunting on game species and cage species is open the whole year and there is no bag-limit for these species.
Urban Planning Law	1972	Provision for urban development
Hindrance Act	1972	The aim of this act is to prevent the cause of danger, damage or hindrance caused by undertakings (enterprises) to the outside-fence surrounding environment.
Pesticide Law	1972	Provides guidelines on pesticides use.
The Planning Law	1973	Provides mechanism to establish Special Management Areas, to be developed as Multiple-Use Management Areas.
Mining Decree	1986 and 1997	Article 4, sub. 1: “during the mining operation all mining activities should be carried out ... applying the most modern international techniques ...professionally making use of advanced technology and appropriate materials taking into account current requirements regarding safety and health... including requirements to protect the ecosystems”. Article 16, sub 1: “after closure of the mining concession the holder of the right will, to the satisfaction of the Minister (of Natural Resources) take all necessary measures in the interest of public safety, the conservation of the deposit, the rehabilitation of the land concerned and the protection of the environment
Constitution of the Republic of Suriname	1987	Several articles stipulate the function and rights on property as well as the basic policy
Decree on Regional	1989	Provide for the democratic process and decentralized government

Bodies		
Petroleum Act	1991	Minimize the negative impact of mining on the biodiversity and environment: Article 7, sub 2, states: “upon termination of the petroleum activities on state land the land should return to its original condition insofar as reasonably possible”.
The Law on Forest Management	1992	Replaces the Timber Law of 1947. The management of this Law is mandated to the Foundation for Forest Management and Production Control (SBB). This new law has several categories of forests; some can be considered as protected areas: 1. Protection Forest (“Schermbos”). 2. Specially Protected Forest (“Speciaal beschermd bos”). The holders of exploration permits or concessions are required to respect the traditional rights of the tribal communities in their villages, settlements, and on their shifting cultivation grounds that are located within the boundaries of their terrains. On basis of the Timber Law, the President had issued cutting permits for timber exploitation to these tribal communities, under conditions set by Government Resolution. In the new Law on Forest Management the cutting permit areas are called Community Forests (“Gemeenschapsbos”) and may include one or more categories of forests.
The Ministerial Decree on Guidelines Issuance of Land in Estuarine Management Areas	2005	Provides instructions regarding zones where issuance of land is possible or not and regarding the conditions for issuance.

Annex 8: Summary of baseline and incremental costs

Result	Baseline Scenario	Alternative Scenario
Outcome 1: Improved management effectiveness and efficiency of coastal zone protected areas	<p>Although coastal protected areas exist and moves baseline forward, the protected area system continues to be defined by very weak management agreements and a largely uncoordinated management approach. This sustains financial and management inefficiencies.</p> <p>A vague regulatory framework will continue to stymie efficient and cost-effective conservation, leading to duplication and conflict between agencies, private resource users, and communities. Haphazard and poorly informed management decisions will continue to accelerate protected area degradation even as threats expand.</p> <p>Management plans are antiquated and it is very unlikely that other protected areas within the system will have the financial and/or capacity where-with all to generate effective management plans to address emerging threats such as oil production.</p> <p>The system for monitoring impacts and results of various management investments is extremely limited, hampering identification of key species and habitats and generating and supplying data necessary to inform investment of limited resources.</p> <p>Protected area managers will not have the technical capacity to cope with and/or gain from emerging challenges and opportunities. Management does not reflect best international principles and practices.</p> <p>Advanced conservation models for learning and replication will be absent. There will be almost no opportunities for building the capacities required to institutionalize management planning principles and practices. Training and capacity building will be extremely limited with almost no improvement made in basic conservation functions such as management planning, business planning and conservation monitoring.</p>	<p>Streamlined regulatory tools strengthen cohesive decision-making, resource mobilization, and allocation, including operational instruments drafted to support rationalized management system. This clarification of institutional mandates will alleviate costly and counter-productive management practices.</p> <p>Three protected areas have operational management plans to inform strategic financial management and 100% of protected areas have access to fundamental knowledge required to generate management plans, including ability to monitor effectiveness and accordingly improve management approaches and related financial investments.</p> <p>Monitoring system delivering information required for sound-management decision-making.</p> <p>Capacity built and being exercised for on-the-ground cohesive, efficient, and cost-effective protected area. Management generating conservation results, including protecting coastal zones for improved biodiversity conservation and climate change mitigation/adaptation benefits.</p>
Outcome 2: Increased and diversified coastal zone protected areas funding	<p>PA's are constrained by inadequate access to funding.</p> <p>Almost no working models for sustainable protected area revenue generation available.</p> <p>The protected area system continues to rely upon revenue generation approaches based largely upon opportunistic and unreliable government funding sources while missing opportunities for creative and beneficial</p>	<p>Strategic financial investments benefitting from informed decision-making, including a comprehensive monitoring and evaluation system for protected area management.</p> <p>Security of coastal protected areas benefit from improved understanding of value and access to sustainable financing sources, including improved income generation, management, and innovation of biodiversity offsets, regularized investments by</p>

	<p>funding.</p> <p>Coastal Protected Areas do not have strategic plan to guide financial recruitment and investment. Protected area financing continues to be inefficient with uncoordinated revenue generation and allocation approaches.</p>	<p>government, and fiscal support from private sector.</p> <p>Capacity built and implementing strategic plan for financial recruitment and investment with unified institutional framework and approach, including functional financing strategy.</p>
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Annex 9: Consultants to be hired for the project using GEF Resources

The following table gives estimates of the consultants to be hired with GEF resources for providing technical assistance to the project and have been arranged by project outcome. Technical assistance acquired with GEF funds will provide needed skills to overcome the key barriers that have been identified. Some adjustments to these estimates may be required in response to adaptive management as project implementation advances.

Position Titles	\$ / person week	Est. weeks	Tasks to be performed
For Project Management			
Local			
Project Manager (full time)	750	93	<p>Full-time position with total effort of approximately 144 weeks. Co-financing will cover 51 additional weeks. Experienced project manager with a technical background in biodiversity conservation policy. The Project Manager is the maximum authority at the project level for all project execution and for facilitating information to the stakeholders and board. This person will provide technical support, direction and leadership for all project activities. This person will contribute as needed to the completion of project outputs. The candidate will be an expert in biodiversity conservation principles and practices. The ideal candidate will have a background in protected areas management and/or conservation policy.</p> <p>Deliver results and manage funds in line with the work plan approved by management body; Analyze and evaluate achieved results regularly to ensure that the project is meeting the target beneficiaries' needs, and communicating them to management body; Record and resolve project issues occurring during the implementation within the tolerance level initially defined by management body; Report issues to management body with recommendations for solutions to project issues that exceed the defined tolerance level; Discuss and deal with local and national authorities on matters pertaining to activities described in the project document; Ensure timely preparation and submission of yearly/quarterly project work plans and reports; Lead the recruitment process of the necessary local experts in the areas identified in the project document in accordance with UNDP rules and regulations; Collect, register and maintain information on project activities by reviewing reports and through firsthand sources; Advise all project counterparts on applicable administrative procedures and ensures their proper implementation.</p>
Project Administrator (full time)	\$400	38	<p>This is a part-time, unshared staff position. Total effort will be approximately 72 weeks with co-financing supporting additional 35 weeks. Acts as Administrative Assistant. The Project Administrator allows the Project Manager to support the development of outcomes. Will provide administrative support to the Project Manager in UNDP-GEF reporting, financial management, and logistical support. Collect, register and maintain all information on project activities; Contribute to the preparation and implementation of progress reports; Monitor project activities, budgets and financial expenditures; Advise all project counterparts on applicable administrative procedures and ensures their proper implementation; Maintain project correspondence and communication; Support the preparations of project work-plans</p>

				and operational and financial planning processes; Assist in procurement and recruitment processes; Assist in the preparation of payments requests for operational expenses, salaries, insurance, etc. against project budgets and work plans; Follow-up on timely disbursements by UNDP CO; Receive, screen and distribute correspondence and attach necessary background information; Prepare routine correspondence and memoranda for supervisor's signature, check enclosures and addresses; Assist in logistical organization of meetings, training and workshops; Prepare agendas and arrange field visits, appointments and meetings both internal and external related to the project activities and write minutes from the meetings; Maintain project filing system; Maintain records over project equipment inventory; Provide support to management body, project manager, and others to make certain all financial records are properly maintained and support necessary reporting requirements. Perform other duties as required.
<p>Justification for travel:</p> <p>Significant travel will be required from Paramaribo to various project sites to monitor and support implementation activity. Some regional travel may be required to participate in activities promoting greater cooperation on landscape level conservation initiatives.</p>				
For Technical Assistance				
Local				
Biodiversity Specialist	Conservation	\$1,500	25	<p>Total effort will be approximately 37 weeks with 12 weeks supported by co-financing. Responsible for supporting activities related to improving biodiversity monitoring, information management, and decision-making. Will also support training programs, completion of strategies, capacity building programs and other project initiatives as required.</p> <p>The Biodiversity Conservation Specialist will serve as principle TA for the following outputs:</p> <ul style="list-style-type: none"> • Output 1.5 (Coordinate PA Training program) • Output 2.2 (Lead economic valuation of PA) • Output 2.4 (Lead government conservation financing strategy) <p>The Biodiversity Conservation Specialist will serve a supporting role for these outputs:</p> <ul style="list-style-type: none"> • Output 1.1 (Advice on management agreement/regulation) • Output 1.2 (Advice on Consultation Commissions) • Output 1.3 (Advice on management planning) • Output 1.4 (Advice on monitoring) • Output 2.3 (Advice on biodiversity off-set)
Legal Advisor		\$1,500	15	<p>Responsible to support outcomes and project activities related to law and policy, including the review, development, and completion of model management agreements and providing necessary legal counsel income generation. Will also support training programs, completion of strategies, capacity building programs and other project initiatives as required.</p> <p>The Legal Advisor will serve as principle TA for the following outputs:</p> <ul style="list-style-type: none"> • Output 1.1 (Design PA regulatory framework)

			<ul style="list-style-type: none"> • Output 2.3 (Design biodiversity off-set agreement) <p>The Legal Advisor will serve a supporting role for these outputs:</p> <ul style="list-style-type: none"> • Output 1.2 (Legal counsel for Consultation Commissions) • Output 1.5 (Provide PA training) • Output 2.4 (Legal counsel for government conservation financing strategy)
National M&E Specialist	\$1,500	8	<p>Primary duty will be supporting the completion of the project's mid-term and final evaluation. TOR's to be developed according to M&E plan.</p>
Biodiversity Monitoring Specialist	\$1,500	14	<p>Responsible to support outcomes and project activities related to biodiversity monitoring. Will also support training programs, completion of strategies, capacity building programs and other project initiatives as required.</p> <p>The Biodiversity Monitoring Specialist will serve as principle TA for the following outputs:</p> <ul style="list-style-type: none"> • Output 1.4 (Design monitoring and evaluation system). <p>The Biodiversity Monitoring Specialist will serve a supporting role for these outputs:</p> <ul style="list-style-type: none"> • Output 1.3 (Advice on management planning) • Output 1.5 (Participate in PA training) • Output 2.1 (Advise on monitoring business planning) • Output 2.2 (Integrate monitoring results into economic valuation) • Output 2.3 (Integrate monitoring results into off-sets) • Output 2.4 (Advise on costs of monitoring to improve earmarking)
Protected Area Management Specialist	\$1,500	14	<p>Responsible to support outcomes and project activities related to conservation planning and sustainable resource use. Will also support training programs, completion of strategies, capacity building programs and other project initiatives as required.</p> <p>The Protected Area Management Specialist will serve as principle TA for the following outputs:</p> <ul style="list-style-type: none"> • Output 1.2 (Establish PA Consultation Commissions) • Output 1.3 (Oversee PA management planning) <p>The Protected Areas Management Specialist will serve a supporting role for these outputs:</p> <ul style="list-style-type: none"> • Output 1.1 (Advice on regulatory requirements) • Output 1.4 (Integration of monitoring PA planning) • Output 1.5 (Participate in PA staff training) • Output 2.1 (Advice on business planning) • Output 2.2 (Advice on economic valuation) • Output 2.3 (Advice on biodiversity off-set) • Output 2.4 (Advice on government funding) • Output 2.5 (Advice on PA funding administration)

Finance and Business Advisor	\$1,500	14	<p>Responsible to support outcomes and project activities related to sustainable business training and development, including business and financial management and planning. Position includes designing mechanisms for sustainable uses to generate protected area funding. Will also training programs, completion of strategies, capacity building programs and other project initiatives as required.</p> <p>The Finance and Business Advisor will serve as principle TA for the following outputs:</p> <ul style="list-style-type: none"> • Output 2.1 (Lead PA business planning) • Output 2.5 (Lead PA funding administration improvements) <p>The Finance and Business Advisor will serve a supporting role for these outputs:</p> <ul style="list-style-type: none"> • Output 1.3 (Coordinate with management planning process) • Output 1.4 (Coordinate on monitoring system to understand costs) • Output 1.5 (Participate in PA staff training) • Output 2.2 (Coordinate with economic valuation activity) • Output 2.4 (Assist with coastal zone PA earmarks)
International			
Protected Areas Management Advisor	\$3,000	16	Responsible to support outcomes and project activities related to biodiversity conservation and protected area management activities, including management planning, biodiversity monitoring, and oversight of sustainable resource use. Will be knowledgeable of and have hands-on experience with design of management frameworks for multiple use protected areas, including tourism, oil/gas production, fisheries, and agriculture. Will support training programs, completion of strategies, capacity building programs and other project initiatives as required.
Legal Expert	\$3,000	16	Responsible to support outcomes and project activities related to legal and institutional reforms. Will be knowledgeable of and have hands-on experience with design of regulations, agreements and contracting frameworks for protected area management. Should have experience with biodiversity offsets for oil/gas industry and sustainable financing modalities. Will support training programs, completion of strategies, capacity building programs, and other project initiatives as required.
International M&E Specialists	\$3,000	8	Conduct project final and mid-term evaluation. TOR's to be developed according to M&E plan.
Conservation Financing and Management Advisor	\$3,000	12	Total effort will be approximately 19 weeks with 7 weeks supported by co-financing. Responsible to support outcomes and project activities related to business planning and financial management. Will be knowledgeable of and have hands-on experience with design of innovative and sustainable conservation financing, including permitting systems for sustainable resource use (extractive and non-extractive), fiscal efficiency, biodiversity offsets. Will ideally be familiar with both oil/gas and agricultural industry. Will support training programs, completion of strategies, capacity building programs, and other project initiatives as required.
Justification for travel:			

Significant travel will be required from Paramaribo to various project sites to monitor and support implementation activity. Some regional travel may be required to participate in activities promoting greater cooperation on landscape level conservation initiatives.

Annex 10: Detailed Table of Baseline Programs and Projects

Title	Budget/Source (US\$)	Period	Description
Suriname Conservation Fund			
a. Conservation of Globally Significant Forest Ecosystems in Suriname's Guyana Shield Bio-region b. Capacity building support to the Suriname Conservation Fund c. Effective Management of CSNR d. Documentaries on CSNR and SNR	Total: \$ 18m. Part A \$9.2m/GEF \$0.25m/UNDP \$2.3m/UNF \$2.5m/CI \$3.6/GoS Part B \$ 3.6m/GoS Part C \$ 824,193/ SCF Part D \$51,300/ SCF	a. 2000 -2006 b. 2004 -2011 c. 2007-2011 d. 2002-ongoing	<p>Part A. The project aimed at protecting the rich biodiversity of Suriname's tropical forests by establishing a management regime and by establishing a financial mechanism for primary two nature reserves, namely Central Suriname Nature Reserve (CSNR) and the Sipaliwini Nature Reserve (SNR). The project created the Suriname Conservation Foundation (SCF) and enabled the endowment target of US\$ 15 m. The endowment funds uses annual revenues to fund protected areas and community based conservation management, awareness efforts and strengthening of inventories, research and monitoring in prioritized areas, and promotion and management of ecotourism barrier removal activities.</p> <p>Part B: In 2004, the Dutch Bilateral Treaty Fund released the second tranche. These funds are being used to improve the general capacity of SCF and agencies that manage CSNR/SNR and develop relevant policies.</p> <p>Part C: The project aimed at effective management of CSNR in order to reach the vision and strategic objectives of the approved management plan of CSNR. This will be made possible by establishing a management structure for CSNR under LBB/NCD. The project is hoping to complete a business plan by 2011. Budgetted high, however NCD received a fraction of the down sized project of \$ 318,598.</p> <p>Part D: Support for the completion of a series of films documenting biodiversity and the work of researchers and communities.</p>
Improved management of Wayana Lands in southeastern Suriname	\$ 35,450 SCF	2008 - 2009	Support to build local community capacity to protect remote conservation area.
Rehabilitation and Enhancement of the Resilience of Coronie Coastal Mangroves	Total: \$1,65m. \$ 1.4m/SCF \$ 250,000/GoS \$ 30,000/AdeKUS	2009-2012	The project focus is enhancing coastal zone protection through mangrove afforestation. The objectives are: (1) capacity building in mangrove afforestation; (2) improving adaptation towards sea level rise; and, (3) general biodiversity and ecological conservation. Project outputs: (1) two mangrove sites will be rehabilitated and monitored with 0.5-1 million mangrove trees planted; (2) guidelines for mangrove afforestation and rehabilitation; (3) guidelines for coastline protection and mangrove conservation; (4) capacity building at the University and at local

			level regarding coastline protection through conservation of mangroves.
Rehabilitation of Access to Bigi Pan MUMA	Total: \$120,000 \$ 70,000/SCF \$ 50,000/WWF	2009	This project rehabilitated the entrance point of Bigi Pan MUMA. A concrete slipway was constructed for easy and safe entrance to the protected area.
Biodiversity and Economic Valuation of Bigi Pan MUMA	Total: \$110,000 \$40,000/ SCF \$70,000/WWF G	2004-2008	Objectives of the project were: (1) identify land use activities and capitalize direct use values of tourism and fisheries in Bigi Pan; and, (2) determine threats. This project initiated valuation, but requires follow up to determine the complete value of the direct and indirect use values.
Expeditions to Coronie freshwater swamps	Total: \$80,000 \$40,000/SCF \$40,000/WWF G	2007-2010	Two surveys were conducted with participation of CELOS, local communities, the National Herbarium and NCD game wardens to (1) collect data on biodiversity and hydrology in order to (2) develop a model for participatory ecosystem management and sustainable development. The objectives were not fully met.
Stress Factors and Ecological Condition of the Mangrove Ecosystems along the Northern Coast of Suriname	Total: \$ 165,115 \$ 69,655/SCF \$95,460/CI	2007-2009	The objective was to (1) identify possible stress factors, which have an impact on the mangrove system, and to (2) design possible models for solutions to eliminate these stress factors. This study is part of a PhD research and project results will shortly be presented to the society.
Preparation of the local people in the Wayambo area to produce a map of their occupation and traditional use of land	\$17,890/SCF	2006-2008	The project supported local capacity building.
The Assembly of Water: Ecosystem restoration and sustainable livelihood in Coronie	Total: \$ 69,000 \$22,500/SCF \$47,400/ UNDP	2007 - 2008	The project's objectives were: (1) design and execute a Participatory Ecosystem Management and (2) Sustainable Development Plan for Coronie. Project outcomes of the Participatory Community Appraisal, the stakeholder Analysis and the scientific assessment were used for an innovative exercise in Scenario Planning in which participants made a choice for different possible scenarios and reached consensus on a desired future for Coronie District.
National Biodiversity Information Network (NBIN)	\$ 20,000/SCF (GoS contribution)	2010-ongoing	Biodiversity data network is being developed under ATM.
WWF			
Guiana Shield Natural Resources Management Project	Total: \$ 3m/joint financial contribution of WWF-NL WWF-France FFEM Dutch Embassy	2007-2011	The project aims at sustainable utilization of resources by improving and promoting: (1) legislation and policies (2) environmental education and communication with key stakeholders and the entire society (3) protected areas management in selected regions of the country (4) effective management and conservation of freshwater resources through research and monitoring (5) modify species management and conservation, and (6) gold

			mining pollution abatement in close collaboration with the Ministry of natural resources and on the field level with miners.
Sea Turtle Conservation: a) Annual Sea turtle monitoring during the nesting season b) Annual Sea turtle monitoring and enforcement during nesting season c) Sea turtle conservation	a) Total: \$ 45,000/yr \$ 30,000 WWF G \$ 15,000 GoS b) Total US\$ 55,000/yr \$ 40,000/WWF G \$ 15,000/GoS c) Budget allocated \$250,000 (WWF G)	a) Annually b) 1960 – annually with NCD c) 2010- 2012	a) Nests monitoring and satellite tracking project on the journey of three turtles are initiatives in collaboration with Stinasu, as well as local NGO in Galibi. The project locations are Galibi Nature Reserve and North Commewijne-Marowijne MUMA. Outputs are towards (1) data provision for updating rules and regulations regarding sea turtle conservation in the waters or on land (2) capacity building of local community for alternative income (mainly ecotourism/fisheries) instead of poaching (3) increase awareness around conservation and sustainable livelihoods. b) Law enforcement and awareness during nesting season c) Project on marine actions towards sea turtle conservation and sustainable fishing
Promote Sustainable resource use in Bigi Pan MUMA	\$ 100,000 WWF G	2008 - 2011	Project outputs: (1) development of an information/education centre at Longmay, lodging facility in Bigi Pan, and fishermen' camp (2) training for local guides and anglers.
Water Management in Nickerie	\$100,000 WWF G	2008-2010	The project aimed to (1) conduct surveys in biological weed suppression and (2) introduction of automatic water level registration tools to monitoring freshwater in swamps and irrigation canals. Outputs: (1) Remote network of water level systems (early warning system) placed on strategic locations in the Nani swamp and canals to monitoring the urgency of water spilling (2) data collected on manatee behavior in canals and ponds. This project requires follow up to model efficient water use with daily collected data. In addition, the manatee experiment should be revised and continued.
Suriname Water Resources Information System-SWRIS	\$100,000 WWF G	2009 - 2010	The Faculty of Technology of the Anton de Kom University of Suriname executed this project in close collaboration with all major partners in the water sector. The project aimed at (1) creating an information platform for collection and distribution of water data in order to (2) promote the conservation of aquatic resources in Suriname. Output: (1) A water portal which entails water related data, research and monitoring protocols and opportunities for capacity building of partners.
Dutch Bilateral Treaty Funds			
The Suriname Land Information System (GLIS) Project	\$ 15.4 m Dutch bilateral Treaty Funds.	2003 - 2010	This project aimed at (1) collecting detailed remote sensing information and (2) developing and improving the GIS on land titles in the coastal zone of Suriname. GLIS will provide satellite images of coastal zone protected areas to help monitor the coastline, and land use changes.
Fund for Capacity Building Forest and Nature (CBN)	\$900,000/ Dutch bilateral Treaty Fund	2008 - 2012	Trust Fund managed by Tropenbos International Suriname. This facility was created with rest funds initially allocated for JSOOC (Forest related

			<p>Training centre of the Ministry of RGB) to improve (1) capacity improvement of forest and nature related sector. Some projects funded by CBN are:</p> <p>Projects under education – related to waste management (Foundation Samarja \$50,000);</p> <p>Creation of an awareness and education centre at Colakreek (METS, \$12,000);</p> <p>Production of publication on biodiversity (Warappakreek \$30,000);</p> <p>Training of newly recruited forest guards (SBB \$45,000);</p> <p>Training of park guards in South Suriname (ACT \$ 7,000);</p> <p>Training in GIS (FTeW \$22,000) ;</p> <p>Guideline for agroforestry systems in Suriname (CELOS \$23,000);</p> <p>Climate change conference in Suriname (Ministry of ATM \$ 12,000).</p>
Construction of the Coronie Sea Dyke	\$ 66 million/ Dutch Bilateral Treaty fund	2009 - 2014	Construction of a sea wall within the North Coronie MUMA
IDB			
Decentralization of Local Government Strengthening Program (DLGP) Phase I and II	<p>I: \$ 4.9 m/IDB</p> <p>II: \$ 15 m/IDB</p>	<p>I: 2003 - 2008</p> <p>II: 2009 until 2014</p>	The project output will transform the centralized government to a decentralized system in compliance with the national legal framework.
Integrated Coastal Cone Management (ICZM)	\$600,000/ IDB \$40,000/GoS	2008 - 2010	<p>a)The project developed: (1) an Integrated Coastal Zone Management Plan; (2) Overview of required Legal and Institutional Reforms to execute the Plan; (3) Pilot Plan for implementing ICZM in the Districts of Paramaribo and Wanica.</p> <p>b) The remaining funds of approx. (\$ 35,000) will be used for drafting a Framework Law on Physical Planning</p>
Capacity building in Forest Carbon Assessment and Monitoring	Total: \$ 85,000. \$50,000/WWF G \$35,000/TBI	2010 - 2011	Key staff from governmental agencies and research institutes are being trained in the protocols for data collection towards carbon calculation in different forest types.
FAO			
Fisheries stock assessment	\$560,000/ FAO	2009 onwards	Project outputs are geared towards: (1) Develop a Fisheries Management Plan to monitor fish stock and guarantee food security (2) Establishment of research facility for aquaculture fisheries (3) Capacity building of staff and stakeholders. Ongoing project.
UNDP			
Ecotourism and nature conservation for sustainable community	Total: \$ 59,450 \$9,300/SCF	2006-2008	Out put: (1) enhanced the economic potentials of the Bigi Poika village community with development of various economic initiatives

development of Bigi Poika.-..	\$50,150/UNDP/SGP		
Biodiversity and Climate Change Action Plan (NBAP)	Total: \$ 95,000 \$82,000/GoS \$13,000/GEF	2009-2011	Project outputs: (1) updated Action plan is developed.
Capacity Building and Mainstreaming of Sustainable Land Management	Total \$ 1.4 m \$ 500,000/GEF \$400,000/GoS cash \$ 547,763/GoS in kind	2010 - 2012	The project under the Ministry of ATM will (1) strengthen Suriname's capacity to implement SLM, (2) mainstream policies to support SLM, (3) mobilize resources for the financing of SLM, and (4) adapt land management through participatory processes and dissemination of lessons learned. The SLM project will also help strengthen the relative enabling environment. Adequate land management and thus resources use in and adjacent to protected areas will directly impact on its ecological integrity.
Enabling activities for the preparation of Suriname's Second Communication to the UNFCCC	\$ 405,000/GEF	2009 - 2012	This project will enable Suriname to prepare its Second National Communication to the Conference of the Parties to the United Nations Framework Convention on Climate Change (UNFCCC). Project outputs will result in: (1) capacity improvement of responsible organization to plan, implement, and monitor a mechanism for the management of mineral and renewable natural resources; (2) responsible organization have the capacity to identify, design and implement measures related to the adaptation and mitigation of the effects of climate change for vulnerable zones; (3) Responsible team trained in data collection and analysis for GHG in relation to climate change. During the implementation of the project, climate change information to general public will be improved. Crosscutting issues will be addressed to foster the effort to achieve synergy between the UNFCCC and the UN Conventions to Combat Desertification and on Biological Diversity.
Initiation plan Support to Suriname REDD+ Programme and related	\$100,000 allocated. GEF	2011- onwards	Capacity Building of local agencies and the Ministry of RGB to conduct REDD+ initiatives. UNDP is awaiting GoS' request.
Others			
River Dolphin Monitoring	\$60,000 p/yr Green Heritage Foundation Suriname Donations to NGO by eco-volunteers	annual	Green Heritage Foundation Suriname (GHFS-NGO) executes a River Dolphin conservation and awareness project in the Suriname River estuarine. Project is supported by donations from eco-volunteers. Project outcomes are: (1) understanding behavioral changes versus environmental indicators in the river ecosystem; (2) providing GoS data to update guidelines and policies for dolphin conservation; and, (3) capacity building of monitoring staff and dolphin tour guides.
Warappakreek Foundation	Total: \$ 1 m/private and public investments	2007 - ongoing	A historic and culture based nature experience is developed at Bakki and the Warappa creek (North Commewijne Marowijne MUMA). The ongoing

	2007-2010: \$ 400,000 2011-2013: \$600,000		character of the project aims at: (1) promoting migration to the plantation and (2) providing employment to locals (3) promoting sustainable resource use. This project provides opportunities for private- public partnership. Outputs: Tourism facilities will be built (2) Education and awareness programs will be integrated in the visitors program (3) A museum and multifunctional centre will be constructed and used by public (4) collaborative actions undertaken with NCD to conserve the area (4) the living conditions are improved for locals to migrate.
VLIR Umbrella Project- (Belgian) Flemish Cooperation with Suriname: Catholic University of Leuven: a) SurCoMMoDe b) SNRMP	Total: \$ 1 m a) \$: 400,000/Belgians b) \$ 600,000/Belgians	a) 2005-2010 b) 2008-2013	a) The project “ Suriname Coast Morphodynamic Model Development ”, SurCoMMoDe , aimed at data collection and capacity building for coastal modelling. Data generated in the future will be helpful to understand the impact of human induced interventions and nature on the coastal changes and responses. Simulations can become useful in drafting strategies for the ICZM – unit and especially for MUMA managers to understand what future changes they may expect (project started in 2005 and was completed in 2010) b) A Masters of Science Course in Sustainable Natural Resources Management Program started in 2008. The project is planned until 2013. The project budget is US\$ 600,000. The GoS can recruit park managers in the future with higher education and a broad perspective on natural resource management. NCD can also request for specific research and monitoring assistance.
Vessel Monitoring System	\$60,000/ GoS	2007, annually extended	The Ministry of Agriculture, Fisheries and Animal Husbandry (LVV) developed a Vessel Monitoring System, for which investments were made in capacity building of personnel and purchase of software. The project is ongoing, and strives to expanded every year. The owners of the first group of industrial trawlers invested an US\$ 1,800 for the GPS and pay an annually fee of US\$ 2,000 for their license. The Ministry also monitors the use of Turtle Excluding Device (TED), which is compulsory for the trawlers.
Inland MUMA	-	In preparation	Conservation International has in preparation the creation of an inland MUMA bordering the Peruvia NR and North Saramacca MUMA. This plan will design corridors for the now isolated protected areas in this part of the country.
The KfW funds	\$100,000	2010 - onwards	The KfW funds for Suriname are being managed by CI Suriname as well, and are primarily for Carbon studies, capacity building and institutional strengthening of GIS/RS knowledge in the country. Ongoing.
Development of the Readiness Preparation Proposal (RPP)	Funded by GoS	2009-2010	Reduced Emissions from Deforestation and Degradation (REDD) and all related projects initiated by the GoS and NGOs, funded by several donor. Second submission at the Worldbank/FCPF in 2010 and already reviewed by the Worldbank.
Cedrella Odorata	\$ 22,500/ CITES	2009	The project aimed at determining opportunities of

			protecting the <i>Cedrella odorata species</i> by law. An inventory was conducted throughout the coastal zone.
UNFF Country Led Initiative	TBI,WWF Guianas, UNDP, CI-Suriname	2008	Workshop on Financing Sustainable Forest Management: International Developments and perspectives for Suriname
Rapid assessment of Existing Financial Mechanisms for Sustainable Forest Management in Suriname	TBI- Suriname	2009	Output: (1) Opportunities for SFM is listed through existing financial mechanisms.
Baseline inventory aboveground carbon stocks in different forest types.	\$80,000/TBI-Suriname	2009	Output: (1) Capacity building of expertise working in the forest sector regarding carbon storage (2) Methodology and figures presented for discussions within GoS agencies and NGO on future steps.
Strategic Approach to International Chemicals Management (SAICM) project.	\$ 250,000 allocated by SAICM Trust Fund	2011-2013	“Development and strengthening of national chemicals management institutions, plans, programmes and activities to implement the Strategic Approach, building upon work conducted to implement international chemicals-related agreements and initiatives”; and “Undertaking analysis, interagency coordination, and public participation activities directed at enabling the implementation of the Strategic Approach by integrating – i.e. mainstreaming – the sound management of chemicals in national strategies, and thereby informing development assistance cooperation priorities”.

Annex 11: Summary of METT Scores

No.	Mgmt Entity	Protected Area	METT Score July 2010
1	LBB/NCD	Boven Coesewijne Nature Reserve	54
2	LBB/NCD	Brick Heuvel Nature Reserve	22
3	LBB/Stinasu	Brownsberg Nature Park	33
4	LBB/NCD	Copie Nature Reserve	24
5	LBB/NCD	Galibi Nature Reserve	45
6	LBB/NCD	Noord Commewijne Marowijne MUMA	56
7	LBB/NCD	Peruvia Nature Reserve	43
8	LBB/NCD	Sipaliwini Nature Reserve	25
9	LBB/NCD	Wanekreek Nature Reserve	22
10	LBB/NCD	Wia Wia Nature Reserve	20
11	NCD/NCD	Coppename Monding Nature Reserve	36
12	NCD/NCD	Bigi Pan MUMA	56
13	LBB /NCD	Hertenrits Nature Reserve	34
14	LBB /NCD	Noord Coronie MUMA	42
15	LBB /NCD	Noord Saramacca MUMA	37
16	LBB /NCD	Central Suriname Nature Reserve	40

Annex 12: Financial Scorecard

FINANCIAL SCORECARD - PART I – OVERALL FINANCIAL STATUS OF THE PROTECTED AREAS SYSTEM

Basic Protected Area System Information			
<p>There are sixteen protected areas within Suriname’s national protected area system. The current system covers 2.1 million hectares or nearly 13% of the country’s territory. The system captures examples of most ecosystems present. Suriname’s ten coastal protected areas cover approximately 373,000 hectares. The six terrestrial protected areas cover approximately 1.76 million hectares. The 1.6 million hectare Central Suriname Nature Reserve (CSNR) located in the forested interior is the nation’s largest, representing 75% of the total protected area system. The CSNR is recognized as a World Heritage Site. Suriname has three types of protected areas: Nature Parks, Nature Reserves, and Multiple Use Management Areas. Nature Reserves are locations with significant biodiversity and/or geological attributes. Nature Reserves are managed as high value natural areas with fairly restricted use. For instance, the Nature Preservation Law (1954) forbids persons “to either deliberately, or through negligence, damage the soil conditions, the natural beauty, the flora and fauna, or to perform any action which destroys the value of the reserve.” Hunting, fishing, camping and several other recreational uses are to be conducted only with written permission from the Forest Service. Nature Parks are relatively low-level conservation areas. Suriname has only one Nature Park (Brownsberg). Stinasu is responsible for management and the actual site belongs to Alcoa’s (Suralco) bauxite concession. Multiple Use Management Areas (MUMA’s) are designated to maintain biological productivity, ensure the health of globally significant wildlife, and protect resources for sustainable livelihoods. MUMA’s may be commercially utilized within sustainable limits with permits required for both research and resource extraction. Biodiversity conservation, including protected areas management, is generally under the authority of the Ministry for Physical Planning, Land and Forest Management (RGB). RGB is responsible for general land, wildlife and forest management issues. The Foundation for Forest Management and Production Control (SBB) within RGB is responsible for forestry. The RGB’s Suriname Forest Service (LBB) oversees protected area and wildlife management. The head of the LBB is the general manager for all Nature Reserves and MUMA’s. The LBB delegates operational authority for protected area management to its Nature Conservation Division (NCD). The NCD is directly responsible for daily operations, including management planning and law enforcement.</p> <p>This is the first time a financial scorecard has been completed for the national protected area system. No long-term financial planning exists.</p>			
Protected Areas System	Number of sites	Total hectares	Comments

National protected areas	15	2,134,500	
National protected areas co-managed by NGOs	1	8,400	Brownsberg Nature Park is co-managed by an NGO (Stinasu).
State protected areas	N/A	N/A	
Others (define)	N/A	N/A	

Financial Analysis of the National Protected Area System	Baseline year 2009 (US\$) ⁴	Years 2011 - 12 ⁵ (US\$)	Comments
Available Finances			
(1) Total annual central government budget allocated to PA management (excluding donor funds and revenues generated (4) and retained within the PA system)	1,168,726		This is total annual GoS expenditure (mainly NCD + Fisheries) consisting of salaries and operational costs. Confidence: Medium/High
National protected areas	1,113,893		This information is obtained via interviews and budget information. Confidence: High
National areas co-managed by NGOs	54,833		Financial information was obtained via interviews. No exact data were available. Confidence: Medium
State protected areas	N/A		There are no PA's managed by decentralized authorities (districts, regional authorities).

⁴ Figures in USD, converted from SRD, 1 USD = 2.8 SRD

⁵ The Financial Scorecard will be reviewed and updated during the project's mid-term and final evaluations

(2) Total annual government budget provided for PA management (including donor funds, loans, debt-for nature swaps)	2,856,476		38 % is provided by GoS Confidence: Medium/High
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National protected areas	1,113,893		Central government budget for national protected area system.
National areas co-managed by NGOs	54,833		Central government budget for Brownsberg Nature Park.
Donor contributions			This information is based on in interviews held with people from donor organizations and recipients. Confidence: Medium/Low
WWF Guianas	110,000		This relates mostly to turtle monitoring. This is a one year estimate of a multi-annual project.
Suriname Conservation Fund	725,750		This is the sum of all SCF contributions made in 2009, which went to business plan development of CSNR and coastal mangrove rehabilitation activities.
IDB (Inter American Development Bank)	200,000		IDB financed an integrated coastal zone management plan which links directly to the 4 coastal MUMA's. This is a one year estimate of a multi-annual project.
State Oil Company	517,000		Annual expenditures of multi-year commitments for activities such as turtle monitoring (\$ 17,000) and social/environmental impact research in coastal MUMA's (\$ 500,000).
Warappakreek Creek Tourism Center	75,000		Primarily investments in public awareness.
Green Heritage Foundation	60,000		Dolphin monitoring sustained through visitor fees.
(3) Total annual revenue generation from PAs, broken down by source	406,445		Information is based on interviews with GoS representatives. Medium robustness, part of the numbers had to be estimated due to lack of available data. Confidence: Medium
a. Tourism - total	137,409		Annual number of visitors is estimated at 15,230

			Confidence: Medium
Tourism taxes	NA		
Entrance fees	137,409		Information is based on interviews. This relates to entrance fees levied by one NGO co-managed site. Brownsberg Nature Park NGO (Stinasu). Low confidence since part of the revenues had to be estimated. Confidence: Low
Additional user fees	NA		
Concessions	NA		
b. Payments for ecosystem services (PES)	NA		
c. Other (specify each type of revenue generation mechanism):	269,036		This information is estimated from interviews with representatives of NCD and Fisheries department. Confidence: Low/Medium
Hunting Permits	133,929		
Fishing Permits	100,000		
Illegal Hunting Fines	35,107		
(4) Total annual revenues by PA type	406,455		
National protected areas	269,036		This related to fines and permit fees levied by the GoS. Medium robustness since estimates had to be made for parts of the data. Confidence: Medium
National areas co-managed by NGOs	137,409		This relates to entrance fees levied by NGOs that co-manage a few PA's. Medium robustness since estimates had to be made for parts of the data. Confidence: Medium

(5) Percentage of PA generated revenues retained in the PA system for re-investment⁶	33%		Fines and permit fees levied by the GoS are not used for PA management and are thus not retained. Revenues generated by NGO's are used to sustain tourism related activities implemented by these NGO's. Again, only the Brownsberg Nature Park (Stinasu). Confidence: Medium
(6) Total finances available to the PA system [government budget plus donor support etc (2)] plus [total annual revenues (4) multiplied by percentage of PA generated revenues retained in the PA system for re-investment (5)]	2,993,885		This is the total available budget including donor funds (2,856,476) + revenues retained (137,409). Confidence: Medium
Costs and Financing Needs			
(7) Total annual expenditure for PAs (operating and investment costs)	1,168,726		This is the total annual expenditure excluding donor funds since donor support is on an ad-hoc basis and not structural.
National protected areas	1,113,893		This is the annual GoS expenditure (mainly salaries and operational costs).
National protected areas co-managed by NGOs	54,833		This is annual NGO expenditure active in PA's and contributing to PA management.
(8) Estimation of financing needs			
A. Estimated financing needs for <i>basic</i> management costs and investments to be covered	3,575,125		This is the current level of expenditure + required budget to run existing PA management system on a basic level. It is based on annual budget requests from NCD that are only partly approved, resulting in the current situation.
B. Estimated financing needs for <i>optimal</i> management costs and investments to be covered	4,265,836		This is the current level of expenditure + required budget to make serious improvements (including annual depreciations of required investments) based on a work plan developed by NCD that describes the desired situation of PA

⁶ This includes funds to be shared by PAs with local stakeholders

			management activities at the level of NCD.
(9) Annual financing gap (financial needs – available finances)			
A. Net actual annual deficit	1,409,358		Amount = 4,265,836 -/- 2,856.478
B. Annual financing gap for basic expenditure scenarios	718,650		Amount = 3,575,125 -/- 2,856.478
C. Annual financing gap for optimal expenditure scenarios	1,409,358		Amount = 4,265,836 -/- 2,856.478

FINANCIAL SCORECARD – PART II – ASSESSING ELEMENTS OF THE FINANCING SYSTEM

Component 1: Legal, regulatory and institutional frameworks					COMMENT
<i>Element 1</i> - Legal, policy and regulatory support for revenue generation by protected areas	None (0)	Some (1)	A few (2)	Fully (3)	
(i) Laws are in place that facilitate PA revenue mechanisms	X				The current regulatory framework does not accommodate PA revenues and financial mechanisms.
(ii) Fiscal instruments such as taxes on tourism and water or tax breaks exist to promote PA financing	X				Fiscal instruments for taxing tourism and impact fees for extractive use are not in place.
<i>Element 2</i> - Legal, policy and regulatory support for revenue retention and sharing within the PA system	No (0)	Under development (1)	Yes, but needs improvement (2)	Yes, satisfactory (3)	
(i) Laws, policies and procedures are in place for PA revenues to be retained by the PA system	X				The regulatory systems does not allow PA revenues to be retained. PA related revenues (fines, permits) are got to the Ministry of Finance that is in charge of the GoS Treasury. A particular case is created for Stinasu (see below)
(ii) Laws, policies and procedures are in place for PA revenues to be retained, in part, at the PA site level			X		Only the one PA managed by an NGO allows revenue retention. All other PA revenues flow into the general treasury of the GoS. NCD cannot claim these revenues.
(iii) Laws, policies and procedures are in place for revenue sharing at the PA site level with local stakeholders	X				There are no particular laws, policies and procedures created for this purpose. On a case basis there might

					be benefits from tourist related activities within PA's (transport, guides, benefit sharing by private companies) depending on policies of private tourism firms.
<i>Element 3 - Legal and regulatory conditions for establishing Funds (trust funds, sinking funds or revolving funds)⁷</i>					
	No (0)	Established (1)	Established with limited capital (2)	Established with adequate capital (3)	
(i) A Fund have been established and capitalized to finance the PA system	X				There is no overall system wide fund created to finance the PA system as a whole.
	None (0)	Some (1)	Quite a few (2)	Fully (3)	
(ii) Funds have been created to finance specific PAs		X			SCF (Suriname Conservation Fund) is in place focused primarily on CSNR. This is a fund from which the revenues are used to finance PA related activities and projects, originally focused on 1 particular PA (CSNR) but is currently also supporting a few other PA's
	No (0)	Partially (1)	Quite well (2)	Fully (3)	
(iii) Funds are integrated into the national PA financing systems	X				Currently, sources or funding are GoS budgets, ad hoc donor support and PA specific support from SCF. These 3 sources co-exist together but are not

⁷ Where a PA system does not require a Trust Fund due to robust financing within government, award full 9 points

					integrated into any kind of national PA financing system.
Element 4 - Legal, policy and regulatory support for alternative institutional arrangements for PA management to reduce cost burden to government	None (0)	Under development (1)	Yes, but needs improvement (2)	Yes, Satisfactory (3)	
(i) There are laws which allow and regulate delegation of PA management and associated financial management for concessions	X				There is no law in place that delegates PA management and financial management for concessions.
(ii) There are laws which allow and regulate delegation of PA management and associated financial management for co-management	X				There is no law in place that allows or regulates PA management. In addition no law exists for financial management for co- management.
(ii) There are laws which allow and regulate delegation of PA management and associated financial management to local government	X				No law exists that allow and regulates delegation of PA management and regulates associated management to local government.
(iv) There are laws which allow private reserves	X				No law exists that allows for private reserves.
Element 5 - National PA financing strategies	Not begun (0)	In progress (1)	Completed (3)	Under implementation	
(i) Degree of formulation, adoption and implementation of a national financing strategy	X				No national financing strategy exists.
(ii) The inclusion within the national PA financing strategy of key policies:	No (0)	Yes (2)			National PA financing strategy does not exist. Discussions about this issue took place and potential options have been researched.
- Revenue generation and fee levels across PAs	X				Generally this is not the case except for Stinasu and CSNR for which a business case is being developed.
- Criteria for allocation of PA budgets to PA sites (business	X				One business plan is currently in

plans, performance etc)					development for one PA (CSNR)
- Safeguards to ensure that revenue generation does not adversely affect conservation objectives of PAs	X				This issue is not tackled in the current legislation system.
- Requirements for PA management plans to include financial sections or associated business plans	X				There are no policies that require PA management plans to include financial sections or business plans, however donor funded PA management plans do have them because donors require them to be included.

<i>Element 6 - Economic valuation of protected area systems (ecosystem services, tourism based employment etc)</i>	None (0)	Partial (1)	Satisfactory (2)	Full (3)	
(i) Economic data on the contribution of protected areas to local and national development		X			There is some information available regarding statistics on fisheries activities and tourism, but generally statistics are limited and not 100% reliable although the available information does create a picture.
(ii) PA economic values are recognized across government		X			General awareness of PA economic values is present generally throughout the government and public management.
<i>Element 7- Improved government budgeting for PA systems</i>	No (0)	Yes (2)			
(i) Policy of the Treasury towards budgeting for the PA system provides for increased medium to long term financial resources in accordance with demonstrated needs of the system.	X				This item is not in place. Claims from NCD are higher than actual budgets made available.
(ii) Policy promotes budgeting for PAs based on financial need as determined by PA management plans.	X				There is not link between management plans and budgeting.

					Nearly all management plans are out-of date.
(iii) There are policies that PA budgets should include funds for the livelihoods of communities living in and around the PA as part of threat reduction strategies		X			This is marginally covered in the management cycle.
Element 8 - Clearly defined institutional responsibilities for PA management and financing	None (0)	Partial (1)	Improving (2)	Full (3)	
(i) Mandates of institutions regarding PA finances are clear and agreed		X			This applies to 1 PA (Stinasu) managed by a NGO.

Element 9 - Well-defined staffing requirements, profiles and incentives at site and system level	None (0)	Partial (1)	Almost there (2)	Full (3)	
(i) There are sufficient number of positions for economists and financial planners and analysts in the PA authorities to properly manage the finances of the PA system		X			There is some expertise available but not enough.
(ii) Terms of Reference (TORs) for PA staff include responsibilities for revenue generation, financial management and cost-effectiveness	X				This is no common practice at the moment.
(iii) Laws and regulations motivate PA managers to promote site level financial sustainability (eg a portion of site generated revenues are allowed to be maintained for on-site re-investment and that such finances are additional to government budgets and not substitutional)	X				Current law and regulations have not addressed this issue.
(iv) Performance assessment of PA site managers includes assessment of sound financial planning, revenue generation and cost-effective management			X		Financial assessment is part of the performance assessment of PA managers.
(v) PA managers have the possibility to budget and plan for the long-term (eg over 5 years)				X	This is part of the PA planning and control cycle.

Total Score for Component 1	0	7	4	3	Actual score: 14 Total possible score: 78 18 %
Component 2 – Business planning and tools for cost-effective management					Comment
<i>Element 1 – PA site-level business planning</i>	Not begun (0)	Early stages (1)	Near complete (2)	Completed (3)	
(i) PA management plans showing objectives, needs and costs are prepared across the PA system		X			55% of the PA's have management plans (9 out of 16), but they are antiquated
(ii) Business plans, based on standard formats and linked to PA management plans and conservation objectives, are developed for pilot sites		X			Only the CSNR is in the process of developing a business plan. No other protected areas have business plans.
(iii) Business plans are implemented at the pilot sites (degree of implementation measured by achievement of objectives)	X				See above
(iv) Business plans are developed for all appropriate PA sites (business plans will not be useful for PAs with no potential to generate revenues)	X				See above
(v) Financing gaps identified by business plans for PAs contribute to system level planning and budgeting	X				See above
(vi) Costs of implementing business plans are monitored and contributes to cost-effective guidance and financial performance reporting	X				See above

<i>Element 2 - Operational, transparent and useful accounting and auditing systems</i>	None (0)	Partial (1)	Near complete (2)	Fully completed (3)	
(i) Policy and regulations require comprehensive, coordinated cost accounting systems to be in place (for both input and activity based accounting)	X				This issue is not addressed in the current legislative and policy frameworks.
(ii) There is a transparent and coordinated cost and investment accounting system operational for the PA system	X				Investments in PA's are ad-hoc and take place at various different institutes within GoS so no coordinated system is available.
(iii) Revenue tracking systems for each PA in place and operational	X				No tracking system is in place.
(iv) There is a system so that the accounting data contributes to national reporting	X				Available data is scattered over various sources and difficult to obtain.
<i>Element 3 - Systems for monitoring and reporting on financial management performance</i>	None (0)	Partial (1)	Near completed (2)	Complete and operational (3)	
(i) All PA revenues and expenditures are fully and accurately reported by government and are made transparent	X				There are limited PA related revenues and there is no PA system wide system of planning and control and reporting.
(ii) Financial returns on investments from capital improvements measured and reported, where possible (eg track increase in visitor revenues before and after establishment of a visitor centre)	X				This is not at all the case at the moment. Investments are also limited to highly necessary things rather than managing them from a business point of view.
(iii) A monitoring and reporting system in place to show how and why funds are allocated across PA sites and the central PA authority		X			Reporting about PA expenditure is done on a regular basis. However, this is not linked to monitoring of achievement of management objectives.
(iv) Financial performance of PAs is evaluated and reported		X			See above

(linked to cost-effectiveness)					
<i>Element 4</i> - Methods for allocating funds across individual PA sites	No (0)	Yes (2)	Yes, but needs improvement (2)	Yes, but needs improvement (2)	
(i) National PA budget is appropriately allocated to sites based on criteria agreed in national financing strategy	X				There is no national financing strategy.
(ii) Policy and criteria for allocating funds to co-managed PAs complement site based fundraising efforts	X				Fundraising efforts take place on a fairly ad-hoc basis instead of a coordinated approach.
<i>Element 5</i> - Training and support networks to enable PA managers to operate more cost-effectively	Absent (0)	Partially done (1)	Almost done (2)	Fully (3)	
(i) Guidance on cost-effective management developed and being used by PA managers		X			Guidance is developed and being used.
(ii) Operational and investment cost comparisons between PA sites complete, available and being used to track PA manager performance	X				PA's are currently not managed in such a way but are limited to essential ranger and monitoring activity.
(iii) Monitoring and learning systems of cost-effectiveness are in place and feed into management policy and planning		X			During regular meetings of PA managers discuss this, but no formal linkage to adaptive management planning.
(iv) PA site managers are trained in financial management and cost-effective management	X				Does not occur.
(v) PA site managers share costs of common practices with each other and with PA headquarters ⁸			X		Some coordination occurs, facilitated by the central office.
Total Score for Component 2	0	6	2	0	Actual score: 8 Total possible score: 61

⁸ This might include aerial surveys, marine pollution monitoring, economic valuations etc.

					13 %
Component 3 – Tools for revenue generation					Comment
<i>Element 1</i> - Number and variety of revenue sources used across the PA system	None (0)	Partially (1)	A fair amount (2)	Optimal (3)	
(i) An up-to-date analysis of all revenue options for the country complete and available including feasibility studies		X			This only occurs in CSNR
(ii) There is a diverse set of sources and mechanisms generating funds for the PA system		X			There are various sources: GoS, donor support and SCF (Suriname Conservation Fund) and some first steps in revenue generating PA management (Stinasu, business plan CSNR).
(iii) PAs are operating revenue mechanisms that generate positive net revenues (greater than annual operating costs and over long-term payback initial investment cost)	X				Most protected areas run at a deficit, although significant revenue generation options exist.
<i>Element 2</i> - Setting and establishment of user fees across the PA system	No (0)	Partially (1)	Satisfactory (2)	Fully (3)	
(i) A system wide strategy and implementation plan for user fees is complete and adopted by government	X				There is not system wide strategy or individual PA plans.
(ii) The national tourism industry and Ministry are supportive and are partners in the PA user fee system and programmes	X				There is no policy platform for this.
(iii) Tourism related infrastructure investment is proposed and is made for PA sites across the network based on revenue potential, return on investment and level of entrance		X			This applies for 1 PA (Galibi)

fees ⁹					
(iv) Where tourism is promoted PA managers can demonstrate maximum revenue whilst still meeting PA conservation objectives		X			This is limited to one protected area.
(v) Non tourism user fees are applied and generate additional revenue	X				This does not occur, particularly in regards to impact and use fees within MUMA's.
Element 3 - Effective fee collection systems	None (0)	Partially (1)	Completed (2)	Operational (3)	
(i) A system wide strategy and implementation plan for fee collection is complete and adopted by PA authorities (including co-managers)	X				Such a strategy is not in place at the moment. A step by step approach is taken using CSNR as a pilot site.
Element 4 - Marketing and communication strategies for revenue generation mechanisms	None (0)	Partially (1)	Satisfactory (2)	Fully (3)	
(i) Communication campaigns and marketing for the public about the tourism fees, new conservation taxes etc are widespread and high profile	X				This item is not in place.
Element 5 - Operational PES schemes for PAs¹⁰	None	Partially	Progressing	Fully	

⁹ As tourism infrastructure increases within PAs and in turn increases visitor numbers and PA revenues the score for this item should be increased in proportion to its importance to funding the PA system.

¹⁰ Where PES is not appropriate or feasible for a PA system take 12 points off total possible score for the PA system

	(0)	(1)	(2)	(3)	
(i) A system wide strategy and implementation plan for PES is complete and adopted by government	X				Such a strategy does not exist.
(ii) Pilot PES schemes at select sites developed	X				There are no pilots.
(iii) Operational performance of pilots is evaluated and reported	X				No pilots so no evaluation at this stage.
(iv) Scale up of PES across the PA system is underway	X				See above.
Element 6 - Operational concessions within PAs	None (0)	Partially (1)	Progressing (2)	Fully (3)	
(i) A system wide strategy and implementation plan complete and adopted by government for concessions	X				There are no concessions allowed in PA's according to law.
(ii) Concession opportunities are identified at appropriate PA sites across the PA system	X				See above.
(iii) Concession opportunities are operational at pilot sites	X				See above.
(iv) Operational performance of pilots is evaluated, reported and acted upon	X				See above.
Element 7 - PA training programmes on revenue generation mechanisms	None (0)	Limited (1)	Satis-factory (2)	Extensive (3)	
(i) Training courses run by the government and other competent organizations for PA managers on revenue mechanisms and financial administration	X				
Total Score for Component 3	0	4	0	0	Actual score: 4 Total possible score: 57 1 %

FINANCIAL SCORECARD - PART III - SCORING AND MEASURING PROGRESS

Total Score for PA System	26
Total Possible Score	196
Actual score as a percentage of the total possible score	13%
Percentage scored in previous year	N/A

Signature

Director of Protected Areas System

Date

28 April 2011

Annex 13: METT Scorecards (see separate file)