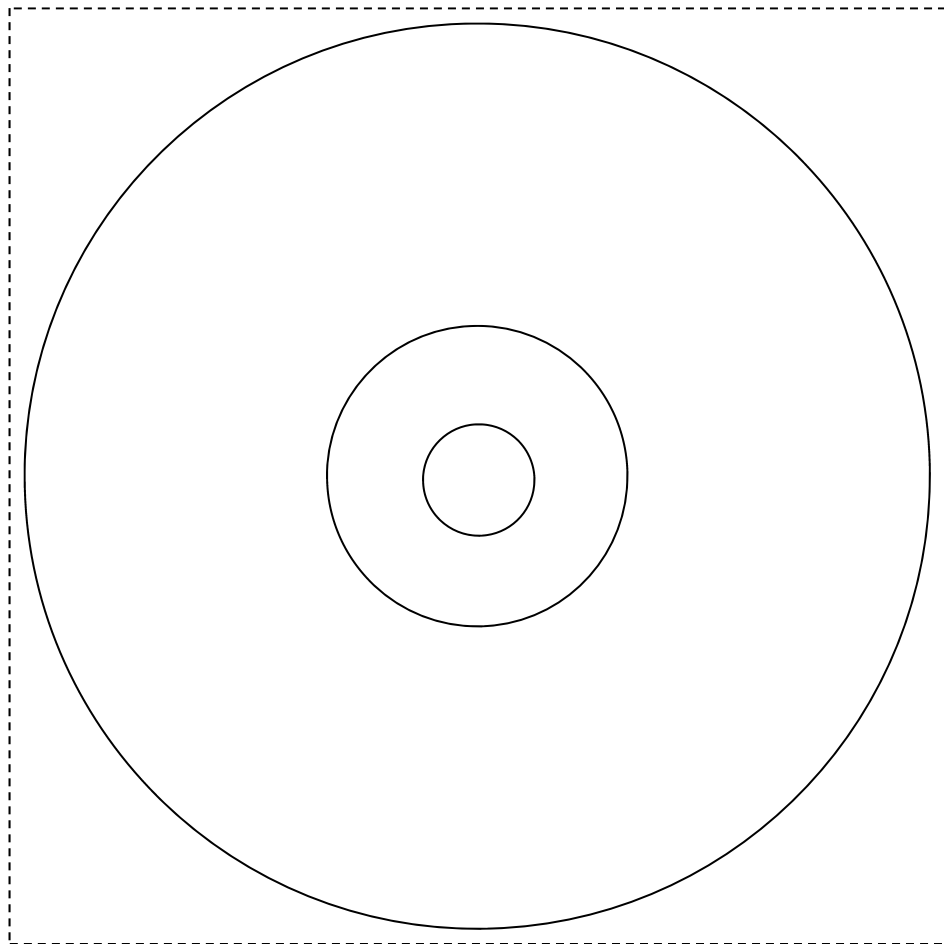


SURINAME



National Capacity Self-Assessment



National Capacity Self-Assessment Report

May 2009

Ministry of Labour, Technological Development and Environment



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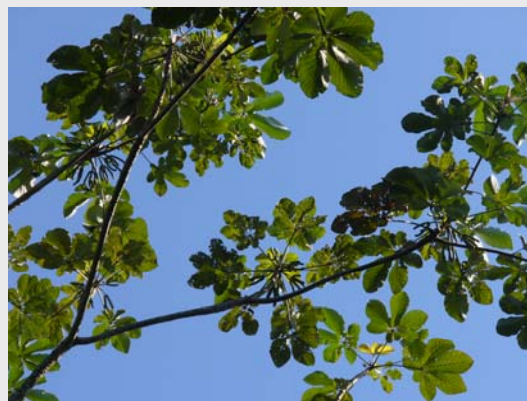
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May 2009

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Preface

When Suriname ratified all three Rio Conventions, the Convention on Biological Diversity, the Framework Convention on Climate Change and the Convention to Combat Desertification, we not only committed ourselves to achieve sustainable development for the Surinamese community, but also to contribute to the sustainable development of the Global community.

Suriname has a rich abundance of biological diversity and natural resources. One of our constraints in our efforts to sustainably manage and use these resources is our shortage in capacity, qualitatively and in quantity. Meaning in human resources, institutions, legislation etc. By conducting the National Capacity Self Assessment (NCSA), Suriname has identified its capacity needs. Through the implementation of the formulated Capacity Development Action Plan (CDAP) we are confident that we will be able to strengthen and / or build our capacity.

As Minister of Labour, Technological Development and Environment, the Focal Point of all three Rio Conventions, I greatly appreciate the active involvement and valuable contributions of the various stakeholders in the NCSA process, especially during the development of the CDAP. As such, I believe that all the stakeholders will contribute in the implementation of the CDAP. But most importantly, I have a strong believe that all the stakeholders in Suriname will contribute in and also benefit from the implementation of the Rio Conventions and thus, the achievement of sustainable development.



A handwritten signature in blue ink, reading "J. Williams", with a long horizontal flourish extending to the right.

The Minister of Labour, Technological Development and Environment
Mrs. Joyce Amarello-Williams

Acronyms

Acronym	Dutch	English
AdeKUS	Anton de Kom Universiteit van Suriname	Anton de Kom University of Suriname
ATM	Ministerie van Arbeid, Technologische Ontwikkeling en Milieu	Ministry of Labour, Technological Development and Environment
BBS	Nationaal Herbarium	National Herbarium
CCA		Cross-Cutting Analysis
CDAP		Capacity Development Action Plan
CDNFP		Capacity Development National Focal Point
CELOS	Centrum voor Landbouwkundig Onderzoek in Suriname	Center for Agricultural Research in Suriname
CMO	Centrum voor Milieu Onderzoek	Center for Environmental Research
ESIA		Environmental & Social Impact Assessment
ESS		Environmental Services & Support
GEF		Global Environment Facility
IPR		Intellectual Property Rights
LBB	's Lands Bosbeheer	Forest Service
MSc		Master of Science
NB	Natuurbeheer	Nature Conservation Division of LBB
NBAP	Nationaal Biodiversiteit Actie Plan	National Biodiversity Action Plan
NBSC		National Biodiversity Steering Committee
NCCSC		National Climate Change Steering Committee
NCLD	Nationale Commissie voor Landdegradatie	National Land Degradation Steering Committee

Acronym	Dutch	English
NCSA		National Capacity Self-Assessment
NGO		Non-governmental Organization
NIMOS	Nationaal Instituut voor Milieu en Ontwikkeling in Suriname	National Institute for Environment and Development in Suriname
NKAP	Nationaal Klimaat Actie Plan	National Climate Change Action Plan
NZCS	Nationale Zoologische Collectie Suriname	National Zoological Collection Suriname
PES		Payment for Ecosystem Services
PLOS	Ministerie van Planning en Ontwikkelings Samenwerking	Ministry of Planning and Development Co-operation
Rio Conventions		Multilateral Environmental Agreements signed in Rio de Janeiro in 1992
ROGB	Ministerie van Ruimtelijke Ordening, Grond- en Bosbeheer	Ministry of Physical Planning, Land and Forest Management
SBB	Stichting Bosbeheer en Bostoezicht	Foundation for Forest Management and Production Control
SNAP	Suriname Nationaal Actie Plan	National Land Degradation Action Plan
UNCBD		United Nations Convention on Biological Diversity
UNCCD		United Nations Convention to Combat Desertification
UNCED		United Nations Conference on Environment and Development
UNDP		United Nations Development Programme
UNFCCC		United Nations Framework Convention on Climate Change



1 Introduction

The National Capacity Self-Assessment (NCSA) is a Global Environment Facility (GEF) funded and country-driven enabling activity that allows countries to make a self-assessment of their capacity needs and prepare a national capacity action plan to meet the country's requirements towards the three 'Rio Conventions'. The main focus of an NCSA lies in these three conventions, which were initiated at the United Nations Conference on Environment and Development (UNCED) convened in Rio de Janeiro in 1992: the Convention on Biological Diversity (UNCBD); the Framework Convention on Climate Change (UNFCCC), and the Convention to Combat Desertification (UNCCD), which has been expanded to include both land degradation and sustainable land management (see also next page).

An NCSA addresses the following objectives:

- Identify priority issues for action within the thematic areas of biodiversity, climate change and desertification / land degradation;
- Find synergies among capacity needs across the three thematic areas;
- Catalyze targeted and coordinated actions and requests for external assistance;
- Link country actions to protect the global environment to the broader national environmental management and sustainable development framework.

An NCSA has several potential benefits. It can identify critical capacity constraints that can impede national development, and can be used as a strategic planning tool to improve environmental management. Furthermore, it structures and focuses discussions on improving environmental management within and among government agencies, and with NGO and private sector stakeholders. Through the implementation of an NCSA, awareness increases regarding new approaches to environmental management and sustainable development, and efficient and effective use of limited human and financial resources are encouraged.

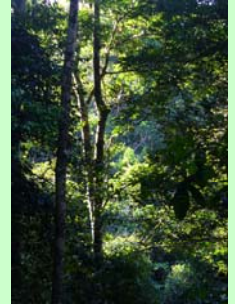
The Suriname NCSA incorporated these principles in the approach used, and aimed to review the global environment issues that require priority attention, to analyze capacity strengths, constraints and needs, and determine the kinds of capacity development needed to strengthen management of these issues and to prepare a national plan of capacity development actions.

Background to the three Rio Conventions

United Nations Convention on Biological Diversity (UNCBD)

The UNCBD has three overarching goals:

1. To conserve biological diversity, that is, safeguard representative ecosystems and habitats, as well as the full diversity of species and genetic materials;
2. To use biodiversity in a sustainable manner, that is, in such a way and at such a rate that the resource is not exhausted, but in stead renews;
3. The equitable sharing of benefits that are derived from the access to genetic resources and their use, for example the (financial) compensation of those who are the owners, stewards or custodians of biological resources and biodiversity-related knowledge.



United Nations Framework Convention on Climate Change (UNFCCC)

The UNFCCC aims at stabilization of greenhouse gas concentrations in the atmosphere at a level that would prevent dangerous anthropogenic interference with the climate system. In short the convention has two main areas of concern:

1. To reduce greenhouse gas emissions from human activities, for example through developing and promoting energy-saving measures and the protection of carbon sinks (forests, peat areas, etc.);
2. To assess the direct effects of greenhouse gas on climate change (increase of temperature, sea level rise, dryer / wetter seasons, intensification of UV radiation, etc.) and to develop adaptations to cope with or to decrease these effects.

United Nations Convention to Combat Desertification (UNCCD)

The UNCCD is a convention to combat desertification and mitigate the effects of drought through national action programs. Achieving the objective of the convention requires a long-term integrated strategy that focuses simultaneously on affected areas, on improved productivity of land, and the rehabilitation, conservation and sustainable management of land and water resources. Implementing the UNCCD will lead to improved living conditions, in particular at the community level.



2 Approach and Methods

Country-driven Approach

In accordance with the GEF-NCSA Guidelines, the Suriname NCSA was implemented as a country-driven process, taking into account specific national circumstances and constraints. The Suriname NCSA was performed, through a participatory process that involved wide-ranging stakeholder consultations, with UNDP as the GEF executing agency. Outputs and activities related to existing strategies and plans, as well as National Reports to the Rio Conventions. The NCSA made use of institutional mechanisms already in place in Suriname, related to the implementation of projects for improved environmental management and sustainable development. The Ministry of Planning and Development Cooperation (PLOS) was the Implementing Partner on behalf of the Government, and the Ministry of Labour, Technological Development and Environment (ATM) was appointed as the Project Manager. The UNDP sub-office in Suriname was duly represented in all the NCSA meetings. The National Project Coordinator was Symbiont Consulting, which coordinated the work of both national and international consultants throughout the project. To provide support to the NCSA team (including consultants and representatives of the Environmental Section of ATM, PLOS and UNDP) in implementing the NCSA, two training workshops were organized in April and November 2008. During these workshops, the international and national experts performed group discussions on the development of work plans for the NCSA, outlines for the NCSA documents and tools to be used.

The project focused on fact-finding, assessment studies, and consultations with multiple stakeholders that helped to identify needs and proposed actions. The implementation of all activities included structural mechanisms for key stakeholder involvement and consultation.

Methods and Timeframe

Undertaking an NCSA follows a six step approach, resulting in a logical range of outputs. In Suriname this was performed as follows:

Step 1 → Inception: during inception the administrative, management and consultative arrangements are decided and organized. The inception phase was combined with and included in the NCSA project document (2004).

Step 2 → Stocktaking: this step involves a situation analysis that provides the baseline for the next steps. It identifies all national activities and documents that are relevant to the convention themes and all related stakeholders and their organizations. In Suriname, the stocktaking was completed while working on the three thematic assessments in 2008.

Step 3 → Thematic Assessments: with the thematic assessments the country's performance and achievements to each Rio Convention are analyzed. The output includes a succinct picture of strengths and constraints in implementing the conventions' requirements. In Suriname, the three Thematic Assessments (UNFCCC, UNCBD and UNCCD) were completed in August 2008 and were a sound and reliable up-to-date knowledge base for conducting the next step.

Step 4 → Cross-Cutting Analysis: this analysis identifies capacity needs and constraints that cut across the conventions. It includes common needs and possible synergies, and highlights priority capacity needs that relate to more than one of the Rio Conventions. In Suriname, the Cross-Cutting Analysis (CCA) was finalized in December 2008 and strongly prioritized the capacity issues.

Step 5 → Capacity Development Action Plan: the Capacity Development Action Plan (CDAP) identifies a program of capacity development actions and recommends goals, objectives and strategies for implementation. In Suriname, the CDAP was separately developed from the NCSA Report and was finalized in April 2009.

Step 6 → NCSA Report: the present NCSA report summarizes the whole NCSA process and highlights the major conclusions and lessons from the NCSA. In Suriname, this final step was undertaken in parallel with the CDAP development and finalized in May 2009.

The documents elaborated during the development of the NCSA (see Annex I) are stand-alone publications that will be also available on the UNDP-GEF webpage.

Stakeholder Participation

Useful information was obtained from stakeholders in each step of the project. The Suriname NCSA consulted with key decision makers and performed a participatory approach with involvement of the three Rio Conventions' National Focal Points, the Government, the NGO community, the academic sector and, to some extent, with the private sector (see Annex II, listing stakeholders that participated in the NCSA process). Stakeholders were consulted by means of more than fifty face to face interviews, three presentations for steering committees and focal groups, and four different inquiries with almost thirty responses. Next, three National workshops were organized to involve stakeholders in the identification, validation and prioritization of capacity issues:

- Inception and Stocktaking Workshop (May 11th 2007): identification and description of stakeholders that have an affinity with one (or more) of the Rio Conventions;
- First National CDAP Workshop (November 10th 2008): identification and prioritization of capacity needs at the individual level;
- Second National CDAP Workshop (March 16th 2009): prioritization of capacity needs at the institutional and systemic level.

Monitoring and Evaluation

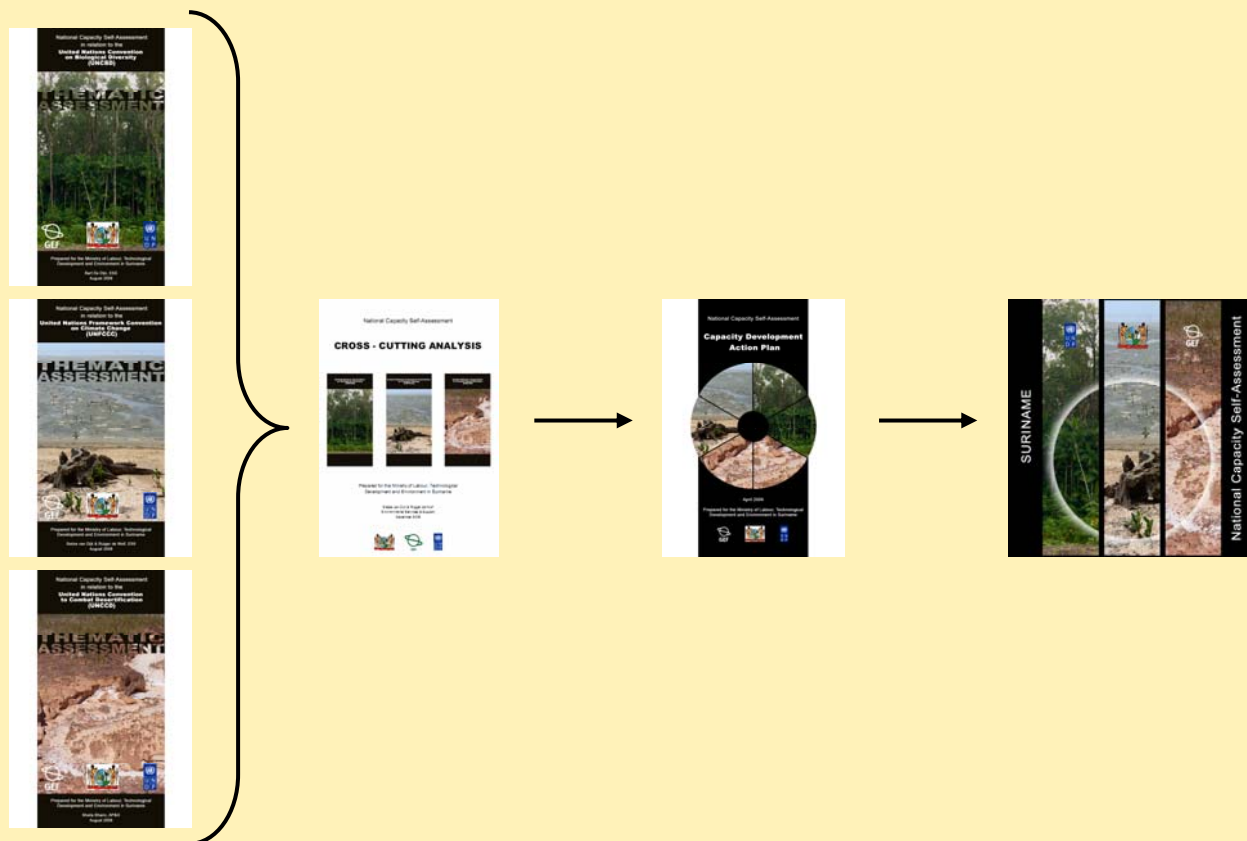
The monitoring of the NCSA was focused on project outcomes and performance measurements of outputs. The project coordinator (Symbiont Consulting) and the project manager (ATM), assisted by the steering committees for UNCDB and UNFCCC monitored the project and ensured that the provisions of the NCSA guides were adhered to within project activities. The UNDP ensured regularly that the national execution norms were applied and that the project focused on the various horizontal aspects of the NCSA (coordination between processes and synergetic actions) as well as on the vertical aspects (individual, institutional and systemic). UNDP and the NCSA team made sure that the consultation process was fully participatory. The NCSA team reported periodically to UNDP on the project's performance and financial auditing was carried out according to UNDP rules and regulations.

Thematic Assessments

CCA

CDAP

NCSA Report



3 Capacity Assessment

During the NCSA Suriname has drawn a succinct picture of strengths and constraints in implementing the Rio Conventions' requirements. An overview of key stakeholders related to environmental issues shows the available institutional framework. This framework however has some capacity gaps and constraints, which need to be closed to improve the country's capacity for environmental management. It was proposed to seek for overlapping issues (linkages) between the Rio Conventions to reach synergetic effects.

Stakeholders

The Suriname institutional framework has several key stakeholders that are considered 'critical' for sound implementation of the conventions:

- The **Ministry of Labour, Technological Development and Environment (ATM)** has the responsibility to coordinate activities related to environmental management. The focus of ATM is on environmental policy and on the implementation of international treaties, such as the UNCBD, UNFCCC and UNCCD. Furthermore, ATM serves as National Focal Point to these conventions;
- The **National Institute for Environment and Development in Suriname (NIMOS)** supports ATM in environmental management, and currently focuses on the development of Environmental and Social Impact Assessments (ESIA) procedures and ensuring their implementation;
- The **Ministry for Physical Planning, Land and Forest Management (ROGB)** is responsible for land issuance, conservation, wildlife and forestry; the Forest Service (LBB, which includes the Nature Conservation Division (NB)) supports ROGB in management and law enforcement with regards to conservation, nature reserves and wildlife;
- The **Foundation for Forest Management and Production Control (SBB)** supports ROGB in management and law enforcement with regards to forestry;
- The **Anton de Kom University of Suriname (AdeKUS)** and its associated research institutes (Center for Environmental Research (CMO), National Zoological Collection (NZCS) and the National Herbarium (BBS)) provide education and conduct research;
- The **Center for Agricultural Research in Suriname (CELOS)** is a research and development institute with expertise in e.g. GIS, forestry, agro-forestry and agriculture;
- The **National Steering Committees for UNCBD, UNFCCC and UNCCD (respectively NBSC, NCCSC and NCLD)** are responsible for guidance, monitoring and evaluation of Rio Conventions' related projects and programs, and consist of representatives from relevant sectors.

The well functioning of these key stakeholders is necessary to respond adequately to Suriname's

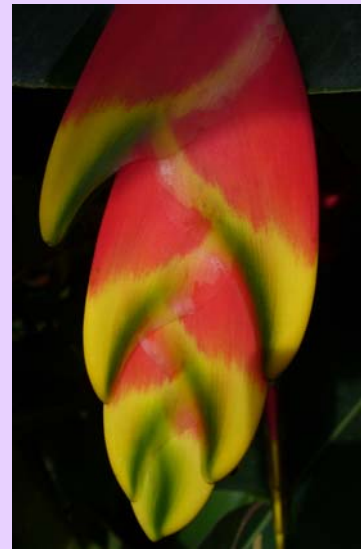
commitments towards the three Rio Conventions. Next to these key stakeholders there are several other ministries, institutions and organizations relevant to the implementation of the Rio Conventions.

Ministries and (semi) governmental agencies:

- Ministry of Agriculture, Animal Husbandry and Fisheries (LVV);
- Ministry of Planning and Development Cooperation (PLOS);
- Ministry of Public Works (OW);
- Ministry of Natural Resources (NH);
- Ministry of Regional Development (RO);
- The Intellectual Property Rights unit of the Ministry of Justice and Police (JP);
- Ministry of Education and Development (MINOV);
- National Planning Office (SPS);
- Soil Mapping Service (DBK);
- Suriname Water Company (SWM);
- Meteorological Service (MDS);
- Institute for the Education of Teachers (IOL);
- Nature Technical Institute (NATIN);
- National Council for the Environment (NMR);
- Foundation for Nature Conservation in Suriname (STINASU);
- Land Registration and Information System (GLIS);
- Bauxite Institute Suriname (BIS);
- Geological Mining Service (GMD).

Non-governmental organizations:

- United Nations Development Program (UNDP);
- Inter-American Development Bank (I(A)DB);
- Suriname Conservation Foundation (SCF);
- Conservation International Suriname (CI(S));
- World Wildlife Fund Guianas (WWF);
- Tropenbos International Suriname Programme (TBI-Sur);
- Amazon Conservation Team Suriname (ACT(S));
- Association of Indigenous Village Chiefs (VIDS);
- Foundation for a Clean Suriname (SvSS).





Capacity Priority Issues

With regard to the implementation of each Rio Convention, several gaps are identified that are in need of capacity improvement.

Implementation of UNCBD:

- Organizations that deal with biodiversity: shortage of expertise and skilled staff, specifically in the forest sector, in relation to biotechnology, and generally at government organizations;
- Mandates: not well defined for organizations within or linked to the government that deal with environmental issues; in terms of transparency (accountability) some need improvement and some lack the legal empowerment;
- Implementing institutions: insufficient manpower and logistic means for organizations regulating and managing forests, protected areas, genetic resources and Intellectual Property Rights (IPR), especially weak in terms of enforcement;
- Research and education: lack of adequate funding, and lack of education and training in relation to genetic resources, biotechnology and biodiversity; hardly any postgraduate education or training opportunities in relation to the forest sector or natural science & technology;
- Local communities: weak negotiating skills, e.g. when engaging in ESIA and discussions on land use, IPR and benefit sharing;
- Involvement of local communities and authorities: hardly any delegation of nature conservation tasks to lower levels of governance or communities;
- Policy level: incoherent body of sector policies, laws and plans, poor communication amongst ministries, and between these and international organizations; decision making often not based on rational / scientific grounds;

- Legislation: many laws non-existent, outdated, not comprehensive or not effectuated, and several action and sector plans not finalized and approved;
- Forest regulations: negotiations on land rights, and reform of forest sector hardly proceeding; lack of consensus between the government and the private sector on forest policy; flow of funds to management organization is insufficient and there is no government organization really dealing with payment for ecosystem services (PES);
- Awareness: activities not coordinated.

Implementation of UNFCCC:

- Policy level: due to the limited resources and facilities, policy makers are lacking the necessary knowledge, tools and scope;
- Implementing institutions: due to limiting facilities and financial resources, implementing agencies are missing operational power;
- Data networks: lack of technicians, skilled fieldworkers and appropriate instruments and techniques for adequate data collection (e.g. on the coastal region with respect to climate change and its (potential) effects);
- Information networks: exchange of information and database access show large deficiencies;
- Dialogue networks: interaction between different portals is poor and there is hardly any international knowledge sharing and cooperation.

Implementation of UNCCD:

- Mandates: overlap, in specific on agricultural practices in the interior and on land-use planning;
- Law enforcement: insufficient financial and human capacity, also for project development and management with regard to land degradation;
- Legislation: sound environmental protective legislation is lacking; existing environmental legislation is highly fragmented and dispersed among various sectors and most regulations are not up-to-date;
- Dialogue networks: lack of structural dialogue between authorities and cooperation on land management, which leads to overlap and duplication of costs;
- Awareness: policy makers, ministries and society at large have little knowledge and awareness on the impacts of land degradation.

Linkages

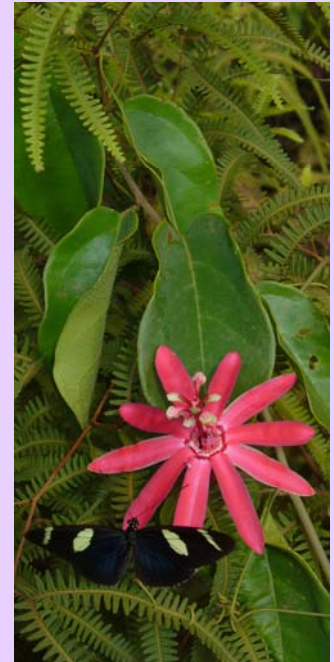
Although the three Rio Conventions address separate environmental issues, they show some overlapping themes. In Suriname the following themes are identified that are relevant to the implementation of each Rio Convention:

- Protection and sustainable use of forests: forests serve as a warehouse for mega-tons of carbon, control potential erosion and degradation of land, and harbor a paramount richness of biodiversity.
- Protection against water, because of sea level rise (coastal regions) and flooding (interior): sea level rise will change coastal ecosystems dramatically, resulting in the loss and degradation of natural areas and agricultural lands. These changes can result in adverse effects on coastal ecosystems' biodiversity and will decrease the coastal protection functions.
- Physical planning, especially of the coastal regions: to manage future developments and balance these with the requirement of the Rio Conventions, physical planning is important. In this context, physical planning is not limited to land use only, but should include options for mitigating climate change (carbon balances).

Cross-Cutting Issues

With regard to capacity in Suriname, the following cross-cutting topics and issues are relevant:

- Planning and implementation:
 - Recommendations in sector reports and plans need to be in line with cross-sector government policies, or these policies need to be adapted;
 - Plans, such as sector plans, need to take into account Suriname's limited implementing capacity;
 - The remoteness of locations where action has to take place, as well as a "clash of cultures" between the national / global society and local traditions, may hamper implementation;
- Capacity building:
 - Suriname has limited expertise on the many specialized aspects of the Rio Conventions and a very limited number of staff available (few in-country experts); expertise needs to be developed, recruited, and retained;
 - Suriname has limited financial and logistic resources relative to the substantial size of the country and the magnitude of action to be undertaken under the Rio Conventions; financial and logistic capacity needs to be improved;



- Information:
 - Technical / scientific information needs to be available, as well as information on progress in relation to the Rio Conventions' implementation; an effective national information system is essential.

Synergies

Undertaking the following approaches will likely result in synergetic effects in relation to the Rio Conventions :

- Education and training activities at individual level, aimed at improved performance, communication and accountability;
- Provision of opportunities for postgraduate training in natural sciences and technology;
- Clarification of the mandate of institutes in the environmental sector, as well as empowering the environmental authorities by law;
- Alignment of sector policies, and improvement of communication across sectors, and between government, NGOs and international organizations;
- Development of an adequately functioning network to put the country's interest forward at national, regional and international level;
- Finalization and enactment of the Environmental Framework Law, effectuation of the Planning Law;
- Finalization of the Environmental Sector Plan;
- Establishment of a coordinating mechanism for awareness activities;
- Development of a transparent approach to deal with PES.



4 Capacity Development Actions

At the end of the NCSA process, the capacity needs obtained from the capacity assessments were analyzed and prioritized, in consultation with stakeholders. To avoid a huge wish list of activities, only priority issues that will reach synergetic effects were included. Next, a detailed CDAP for Suriname was developed that draws on the assessment of priority thematic and cross-cutting capacity needs. Actions were developed that would reach synergetic effects, and are in line with existing plans and environmental policies. The proposed actions relate to the three levels of capacity building: the individual level, institutional level, and systemic level.

The following main capacity needs were identified, based on the CCA and stakeholder consultations.

Individual level

1 Research skills

- 1.1 Curriculum development and course (MSc) on environmental biology
- 1.2 Anthropology
- 1.3 Geography
- 1.4 Environmental economics & economics of natural resources

2 Technical skills

- 2.1 ESIA
- 2.2 Physical planning
- 2.3 PES and carbon stock
- 2.4 Standards and guidelines
- 2.5 Data collecting and processing

3 Management skills

- 3.1 Land management
- 3.2 Water management
- 3.3 Strategic planning
- 3.4 Incorporating traditional knowledge and skills

4 Social / cultural skills

- 4.1 Working with Maroon and Indigenous communities (from interior and coastal areas)
- 4.2 Communication and negotiation skills for advocacy and human rights (for Maroon and Indigenous communities)

Institutional level

5 Public reform and physical planning

- 5.1 Clear mandates and responsibilities
- 5.2 Inter-departmental cooperation
- 5.3 Forest Authority
- 5.4 Management of protected areas and multiple use management areas
- 5.5 Urban infrastructure in coastal region

6 Capacity improvement and research

- 6.1 Strengthening of private forest sector
- 6.2 Improved natural resource management
- 6.3 Data gathering (inventories)
- 6.4 National inventories and databases
- 6.5 Education improvement

Systemic level

7 Legal framework

- 7.1 Up-to-date Nature Preservation Act
- 7.2 Up-to-date National Planning Act
- 7.3 Up-to-date Forest Management Act
- 7.4 Environmental Framework Act
- 7.5 Land rights
- 7.6 National Biodiversity Action Plan (NBAP), National Climate Change Action Plan (NKAP), National Land Degredation Action Plan (SNAP)
- 7.7 Strategic Action Plan for the Forest Sector
- 7.8 Integrated Coastal Zone Management Plan
- 7.9 Environmental Sector Plan

8 Communication

- 8.1 Cross-sector communication
- 8.2 Improved involvement of local authorities and communities in management and project development
- 8.3 Clear system of accountability
- 8.4 Coordination of awareness activities and public awareness

Based on the previous list of capacity needs, a second prioritization was done in consultation with stakeholders to identify the capacity needs that should be met at the short-, medium- and long-term. The short-term capacity needs were elaborated into capacity development actions. As a result the following overview of actions was developed:

At individual level:

- Improve curriculum on environmental issues;
- Establish course (MSc) on environmental biology;
- Provide training in the following subjects:
 - Research skills: anthropology, geography, environmental economics & economics of natural resources;
 - Technical skills: ESIA, physical planning, PES and carbon stock, standards and guidelines, data collecting and processing;
 - Management skills: land management, water management, strategic planning, the incorporation of traditional knowledge and skills in planning and management;
 - Social / cultural skills: working with Maroon and Indigenous communities (from interior and coastal areas), for Maroon and Indigenous communities: communication and negotiation skills for advocacy and human rights.

At institutional level:

- Develop an outline of mandates and responsibilities, including recommendations for improvement;
- Strengthen steering committees;
- Strengthen National Focal Points;
- Establish a Forest Authority;
- Establish and strengthen management units and structures for protected areas and multiple use management areas;
- Develop a capacity building program in favor of the three Rio Conventions.

At systemic level:

- Review (and update) Nature Preservation Act;
- Finalize and effectuate Environmental Framework Act;
- Finalize NBAP, NKAP and SNAP;
- Develop Integrated Coastal Zone Management Plan;
- Develop Environmental Sector Plan;
- Establish networking possibilities and communication structures;
- Develop a consultation protocol for involvement of local authorities and communities.



5 Implementation Strategy

The Policy Note of ATM and the Multi-Annual Development Plan 2006-2011 formed the basis for the CDAP. Furthermore, the CDAP is based and connected to other national action plans (e.g. NBAP, NKAP and SNAP) that address environmental issues. The CDAP aims to create adequate capacity to address these issues effectively, thus meeting the Rio Conventions' requirements. This calls for capacity enhancement at individual, institutional and systemic level.

ATM will be responsible for general coordination of the CDAP implementation and will appoint a National Focal Point for Capacity Development (CDNFP) for daily management, that will closely work with the National Focal Points of the three Rio Conventions. To improve the involvement and commitment of other key ministries and organizations, it is proposed to involve the three national steering committees on the Rio Conventions: they will assist ATM in coordination and monitoring. The CDNFP will coordinate the implementation of the capacity development actions that are within the mandate of ATM. For capacity development actions that are beyond the mandate of ATM, the CDNFP will provide guidance and support. In general the CDNFP will:

- Develop and implement a Capacity Building Program, which will provide short courses, practical training and workshops on listed topics; the CDNFP will cooperate with educational institutions in Suriname as far as possible;
- Cooperate with existing educational institutes to support the establishment of new curricula and improvement of existing ones, e.g. by means of including newly identified topics;
- Take action towards the other identified capacity development actions at the institutional and systemic level, encouraging involved ministries, institutes and / or organizations to take action and supporting them in developing project proposals, mobilizing resources, and ensuring that projects are implemented.

Timeframe

The CDAP will be implemented as soon as the CDNFP is established and functioning. It is proposed that the CDNFP will initiate the actions within a two-year period, after which the CDNFP can focus on the capacity needs identified for the mid- and long-term. This means that the CDNFP should start with the actions proposed for the short-term and work closely with other involved ministries and organizations. With them, the CDNFP should develop an appropriate timeframe, taking into account important national and international developments.

Resource Mobilization

The CDNFP is co-responsible for the mobilization of resources to implement the capacity development actions. In some cases project proposals should be developed to apply for funding to national or international donor and funding agencies. In the CDAP document possible sources of funding for the specific actions, are included. That list however is not exhaustive. During a brainstorm session (November 6th 2008) held with ATM, UNDP, PLOS, ESS and the international consultant for the NCSA project (Ms. Teresa Bosques), an extensive overview was developed of possible funding sources.

Communication

Communication is essential to gain and maintain a strong involvement and commitment from key partners, as well as from the Surinamese community as a whole, to successfully implement the CDAP. The CDNFP will provide information to all stakeholders in an effective and efficient manner: information will be collected from stakeholders and they will be engaged in productive discussions. Bridging the gap between project issues and actionable tasks is paramount. The communication strategy is focused on two different levels:

- On program level: to create support and commitment for the implementation of the CDAP;
 - On project level: to create support and commitment for the execution of specific actions.
- Both levels and the whole communication plan and strategy are duly described in the CDAP document.

Monitoring and Evaluation

The CDNFP will monitor and report on the implementation of activities, assess progress in preparing proposals by various funding agencies, determine if any adjustments are required to the CDAP and take action if necessary. Every three months the CDNFP will send a monitoring report to ATM and the Steering Committees. They will review and discuss this report and send it back to the CDNFP with their approval and / or comments. After each two years, an independent (external) bureau will evaluate the progress of the CDAP implementation, and will provide an evaluation report that will serve as input for continuation of the CDAP implementation and any future programs and projects. The presence of such an independent bureau will increase the objectivity of the evaluation process.





Annex I

Suriname NCSA documents (see also CD-ROM)

- Thematic Assessment Biodiversity – ESS, B. De Dijn
- Thematic Assessment Climate Change – ESS, S. Van Dijk, R. De Wolf
- Thematic Assessment Land Degradation – AP&G Consultancy, S. Bhairo
- Cross-Cutting Analysis – ESS, S. van Dijk, R. De Wolf
- Capacity Development Action Plan – ESS, R. De Wolf, S. Van Dijk, M. Van Deurzen; with assistance of T. Bosques
- Workshop Report First National CDAP workshop, November 10th 2008 – ESS, R. De Wolf, R. Burke
- Workshop Report Second National CDAP workshop, March 16th 2009 – ESS, R. De Wolf

International Conventions and Agreements Conventions signed by Suriname

At a global level, the Republic of Suriname is party to a number of international environmental conventions and other legal agreements, including :

- Convention for the Protection of the World Cultural and Natural Heritage (UNESCO), member since 1976;
- Convention on International Trade in Endangered Species (CITES), acceded in 1980;
- Convention on the Prevention of Marine Pollution by Dumping of Wastes and Other Matter (London Convention, or LC), signed in 1980;
- Convention on Nature Protection and Wildlife Preservation in the Western Hemisphere (Western Hemisphere Convention), signed in 1985;
- The Ramsar Convention on Wetlands (Ramsar), signed in 1985;
- International Tropical Timber Organization (ITTO), member since 1994
- United Nations Convention on Biological Diversity (UNCBD), signed in 1992, ratified in 1996;
- United Nations Framework Convention on Climate Change (UNFCCC), signed in 1992, ratified in 1997;
- United Nations Convention on the Law of the Sea (UNCLOS), signed in 1998;
- United Nations Convention to Combat Desertification (UNCCD), acceded in 2000 ;
- Stockholm Convention on Persistent Organic Pollutants (POPs), signed in 2002, not yet ratified;
- International Whaling Commission, member since 2004;
- Montreal Protocol on Substances That Deplete the Ozone Layer (Montreal Protocol, or MP), including Montreal and Beijing Amendment, ratified in 1997, the amendments ratified in 2006.

In the regional and sub-regional context, Suriname is a member of:

- The Amazon Cooperation Treaty (ACT), signed in 1978;
- The Caribbean Community (CARICOM), participating in various CARICOM programs on biodiversity, climate change and land degradation;
- Small Islands Development States (SIDS);
- The Guiana Shield Initiative (GSI), a long-term eco-regional project for the sustainable financing of conservation and sustainable development of the unique intact ecosystems of the Guiana Shield.

Furthermore, Suriname participates in the implementation of the Barbados Action Plan.

Capacity Development Definitions

Capacity refers to the ability of entities (institutions, organizations, and communities) and individuals operating within a system to define specific objectives and work effectively and efficiently to attain those objectives.

There are three levels of capacity:

Individual	Job descriptions, responsibilities and motivation
	Technical skills
Institutional	Personal workspace facilities
	Clarity of mandates and strategies
	Management systems, structures and processes
	Information management within and among organizations
Systemic	Human and financial resources, infrastructure
	Public accountability, client orientation
	Inter-agency coordination arrangements
	Political commitment, policy gaps & overlaps
	Public service incentives and accountability
	Legal and regulatory frameworks



Annex II

Stakeholders that participated in the Suriname NCSA process

- Anton de Kom University of Suriname (AdeKUS - Anton de Kom Universiteit van Suriname)
- Aqua, Pavement & Geo-technical Consultancy (AP&G Consultancy)
- Bauxite Institute Suriname (BIS - Bauxiet Instituut Suriname)
- Bureau Forum NGOs (BFN)
- Center for Agricultural Research in Suriname (CELOS - Centrum voor Landbouwkundig Onderzoek in Suriname)
- Chamber of Commerce & Industries (KKF - Kamer van Koophandel & Fabrieken)
- Community Development Fund Suriname (CDFS)
- Conservation International (Suriname) (CI(S))
- Energy Company Suriname (EBS - Energiebedrijven Suriname)
- Environmental Services & Support (ESS)
- European Delegation
- Forest Service (LBB - 's Lands Bosbeheer)
- Foundation Ecological Products Suriname (STEPS - Stichting Ecologische Producten Suriname)
- Foundation for Forest Management and Production Control (SBB - Stichting Bosbeheer en Bostoezicht)
- Foundation for Labourmobilization and Development (SAO - Stichting Arbeidsmobilisatie en Ontwikkeling)
- Foundation for Nature Conservation in Suriname (STINASU - Stichting Natuurbehoud Suriname)
- Foundation for Productieve Labour Units (SPWE - Stichting Productieve Werk Eenheden)
- Foundation National Planning Office (SPS - Stichting Planbureau Suriname)
- Geological Mining Service (GMD - Geologisch Mijnbouwkundige Dienst)
- Grassalco
- Land Registration and Information System (GLIS - Grondregistratie en Landinformatie Systeem)
- Maritime Authority Suriname (MAS - Maritieme Autoriteit Suriname)
- Meteorological Service Suriname (MDS - Meteorologische Dienst Suriname)
- Ministry of Agriculture, Animal Husbandry and Fisheries (LVV - Ministerie van Landbouw, Veeteelt en Visserij)
- Ministry of Finance (Ministerie van Financiën)
- Ministry of Foreign Affairs (BUZA - Ministerie van Buitenlandse Zaken)
- Ministry of Justice & Police (JP - Ministerie van Justitie & Politie)
- Ministry of Labour, Technological Development and Environment (ATM - Ministerie van Arbeid, Technologische Ontwikkeling en Milieu)
- Ministry of Natural Resources (NH - Ministerie van Natuurlijke Hulpbronnen)
- Ministry of Physical Planning, Land and Forest Management (ROGB - Ministerie van Ruimtelijke Ordening, Grond- en Bosbeheer)

- Ministry of Planning and Development Cooperation (PLOS - Ministerie van Planning en Ontwikkelings Samenwerking)
- Ministry of Public Health (Ministerie van Volksgezondheid)
- Ministry of Public Works (OW - Ministerie van Openbare Werken)
- Ministry of Regional Development (RO - Ministerie van Regionale Ontwikkeling)
- Ministry of Trade and Industries (HI - Ministerie van Handel en Industrie)
- Ministry of Transport, Communication and Tourism (TCT - Ministerie van Transport, Communicatie en Toerisme)
- National Biodiversity Steering Committee (NBSC)
- National Center for the Coordination of Disaster Control (NCCR - Nationaal Coördinatiecentrum voor Rampenbeheersing)
- National Climate Change Steering Committee (NCCSC)
- National Council for the Environment (NMR - Nationale Milieu Raad)
- National Herbarium (BBS - Nationaal Herbarium)
- National Institute for Environment and Development in Suriname (NIMOS - Nationaal Instituut voor Milieu en Ontwikkeling in Suriname)
- National Land Degradation Steering Committee (NCLD - Nationale Commissie voor Landdegradatie)
- National Zoological Collection Suriname (NZCS - Nationale Zoologische Collectie Suriname)
- Nature Conservation Division of LBB (NB - Afdeling Natuurbeheer van LBB)
- Nieuwland
- Organization of Indigenous People in Suriname (OIS - Organisatie van Inheemsen in Suriname)
- Ravaksur
- Sanomaro Esa
- School for Engineering and Natural Resources Sciences (NATIN - Natuur Technisch Instituut)
- State Oil Company (Staatsolie)
- Suralco
- Suriname Conservation Foundation (SCF)
- Suriname Water Company (SWM - Surinaamse Waterleiding Maatschappij)
- Symbiont Consulting
- Tropenbos International Suriname Programme (TBI-Sur)
- United Nations Development Programme (UNDP)
- Women's Business Group
- World Wildlife Fund (Guianas) (WWF Guianas)

A publication of the Ministry of
Labour, Technological Development and Environment



National Capacity Self-Assessment

Capacity Development Action Plan



April 2009

Prepared for the Ministry of Labour, Technological
Development and Environment in Suriname



National Capacity Self-Assessment

CAPACITY DEVELOPMENT ACTION PLAN

Final Version
April 2009

**Prepared for the Ministry of Labour,
Technological Development and Environment
Paramaribo, Suriname**



**Prepared by Environmental Services & Support
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The views expressed in this publication are those of the author(s) and do not necessarily represent those of the United Nations, including UNDP, or their Member States.



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Acronyms

Acronym	Dutch	English
ACT(S)		Amazon Conservation Team (Suriname)
ACTO		Amazon Cooperation Treaty Organization
AdeKUS	Anton de Kom Universiteit van Suriname	Anton de Kom University of Suriname
AP&G		Aqua, Pavement & Geo-technical Consultancy
ASFA	Associatie van Surinaamse Fabrikanten	Association of Surinamese Factories
ASP	Agrarisch Sector Plan	Agricultural Sector Plan
ATM	Ministerie van Arbeid, Technologische Ontwikkeling en Milieu	Ministry of Labour, Technological Development and Environment
BBS	Nationaal Herbarium	National Herbarium
BFN	Bureau Forum NGOs	Bureau Forum NGOs
BIS	Bauxiet Instituut Suriname	Bauxite Institute Suriname
BSc		Bachelor of Science
CARICOM		Caribbean Community
CBN	Capaciteitsfonds Bos & Natuur	Fund for Capacity Development for Forests & Nature
CBO		Community Based Organization
CCA		Cross-Cutting Analysis
CCPAP		Common Country Program Action Plan
CD4CDM		Capacity Building for Clean Development Mechanism
CDAP		Capacity Development Action Plan
CDI		Capacity Development Initiative (GEF)
CDNFP		Capacity Development National Focal Point
CELOS	Centrum voor Landbouwkundig Onderzoek in Suriname	Center for Agricultural Research in Suriname
CI(S)		Conservation International (Suriname)
CoP		Code of Practice
CSNR	Centraal Suriname Natuur Reservaat	Central Suriname Nature Reserve
DBK	Dienst Bodem Kartering	Soil Mapping Service
DNA	De Nationale Assemblee	National Assembly / Parliament
E(S)IA		Environmental (& Social) Impact Assessment
EBS	Energiebedrijven Suriname	Energy Company Suriname
ESP	Onderwijs Sector Plan	Education Sector Plan
ESS		Environmental Services & Support
EU	Europese Unie	European Union
FAO		Food and Agriculture Organization of the United Nations
GEF		Global Environment Facility
GLIS	Grondregistratie en Landinformatie Systeem	Land Registration and Information System
GMD	Geologisch Mijnbouwkundige Dienst	Geological Mining Service
GoS		Government of Suriname
GPS		Global Positioning System
I(A)DB		Inter-American Development Bank

Acronym	Dutch	English
IGSR		Institute for Graduate Studies and Research
ILO		International Labour Organization
IOL	Instituut voor de Opleiding van Leraren	Institute for the Education of Teachers
IPR		Intellectual Property Rights
ITTO		International Timber and Trade Organisation
IUCN		International Union for Conservation of Nature
JICA		Japan International Cooperation Agency
JP	Ministerie van Justitie & Politie	Ministry of Justice & Police
KKF	Kamer van Koophandel & Fabrieken	Chamber of Commerce & Industries
LBB	's Lands Bosbeheer	Forest Service
LVV	Ministerie van Landbouw, Veeteelt en Visserij	Ministry of Agriculture, Animal Husbandry and Fisheries
MAS	Maritieme Autoriteit Suriname	Maritime Authority Suriname
MDS	Meteorologische Dienst Suriname	Meteorological Service Suriname
MEA		Multilateral Environmental Agreement
MEC		Monitoring and Evaluation Commission
MINOV	Ministerie van Onderwijs & Volksontwikkeling	Ministry of Education & Community Development
MOP	Meerjaren Ontwikkelings Plan	Multi-annual Development Plan
MSc		Master of Science
NATIN	Natuur Technisch Instituut	School for Engineering and Natural Resources Sciences
NB	Natuurbeheer	Nature Conservation Division of LBB
NBAP	Nationaal Biodiversiteit Actie Plan	National Biodiversity Action Plan
NBS	Nationale Biodiversiteit Strategie	National Biodiversity Strategy
NBSC		National Biodiversity Steering Committee
NCCSC		National Climate Change Steering Committee
NCSA		National Capacity Self-Assessment
NGO		Non-governmental Organization
NH	Ministerie van Natuurlijke Hulpbronnen	Ministry of Natural Resources
NIMOS	Nationaal Instituut voor Milieu en Ontwikkeling in Suriname	National Institute for Environment and Development in Suriname
NKAP	Nationaal Klimaat Actie Plan	National Climate Change Action Plan
NCLD	Nationale Commissie voor Landdegradatie	National Land Degradation Steering Committee
NMR	Nationale Milieu Raad	National Council for the Environment
NUES		Non-Urban Environmental Sector
NVB	Nationale Vrouwen Beweging	National Women's Movement
NZCS	Nationale Zoologische Collectie Suriname	National Zoological Collection Suriname
OAS		Organization of American States
OW	Ministerie van Openbare Werken	Ministry of Public Works
PAS	Pater Ahlbrinck Stichting	Foundation of Father Ahlbrinck
PES		Payment for Ecosystem Services
PLOS	Ministerie van Planning en Ontwikkelings Samenwerking	Ministry of Planning and Development Cooperation
POPs		Persistent Organic Pollutants

Acronym	Dutch	English
REDD		Reduced Emissions from Deforestation and Degradation
ROGB	Ministerie van Ruimtelijke Ordening, Grond- en Bosbeheer	Ministry of Physical Planning, Land and Forest Management
Rio Conventions		Multilateral Environmental Agreements signed in Rio de Janeiro in 1992
RO	Ministerie van Regionale Ontwikkeling	Ministry of Regional Development
SAHO	Stichting voor Atmosferisch en Hydrologisch Onderzoek	Foundation for Atmospheric and Hydrological Research
SBB	Stichting Bosbeheer en Bostoezicht	Foundation for Forest Management and Production Control
SBS	Surinaams Bureau voor Standaarden	Suriname Bureau of Standards
SCF		Suriname Conservation Foundation
SFM	Duurzaam Bosbeheer	Sustainable Forest Management
SLM	Duurzaam Landbeheer	Sustainable Land Management
SMNR		Sustainable Management of Natural Resources
SNAP	Suriname Nationaal Actie Plan	National Land Degradation Action Plan
SPS	Stichting Planbureau Suriname	Foundation National Planning Office
STINASU	Stichting Natuurbehoud Suriname	Foundation for Nature Conservation in Suriname
SvSS	Stichting voor een Schoon Suriname	Foundation Clean Suriname
SWM	Surinaamse Waterleiding Maatschappij	Suriname Water Company
TBI-Sur		Tropenbos International Suriname Programme
UNCBD		United Nations Convention on Biological Diversity
UNCCD		United Nations Convention to Combat Desertification
UNDP		United Nations Development Programme
UNEP		United Nations Environment Programme
UNF		United Nations Foundation
UNFCCC		United Nations Framework Convention on Climate Change
UTSN	Uitvoeringsorganisatie Twinningfaciliteit Suriname-Nederland	Performance Organization Twinning Facility Suriname - The Netherlands
VHL		University for Applied Sciences Van Hall Larenstein
VIDS	Vereniging van Inheemse Dorpshoofden in Suriname	Assembly of Indigenous Chiefs in Suriname
VLIR	Vlaamse Interuniversitaire Raad	Flemish Interuniversity Council
VSB	Vereniging Surinaams Bedrijfsleven	Business Association
WWF		World Wildlife Fund (Guianas)

Executive Summary

This document describes the fifth step of Suriname's National Capacity Self-Assessment, the Capacity Development Action Plan (CDAP). This plan focuses on synergies and linkages for capacity development related to the implementation of the United Nations conventions on Biological Diversity (UNCBD), Land Degradation (UNCCD) and Climate Change (UNFCCC). It furthermore proposes actions to enhance the capacity to implement the conventions. The Cross-Cutting Analysis and the three Thematic Assessments formed a basic input for the CDAP.

If implemented effectively, the conventions will contribute significantly to achieving the goals of sustainable development and conservation of the planet's natural resources for future generations.. The NCSA analyses capacity strengths, constraints and needs and recommends capacity development actions for improved capacity on an individual, institutional and systemic level.

Till present, Suriname finalized the first four steps of the NCSA. The first step (inception) was included in its thorough NCSA Project Document, which also partly covered the stocktaking (step 2). In August 2008, the country finalized its Thematic Assessments (step 3) during which the stocktaking was furthermore deepened. In December 2008, the country finalized its Cross-Cutting Analysis (step 4), identifying synergies and linkages among the capacity needs with regard to the Conventions' implementation in Suriname. Based on these documents Suriname developed its CDAP (step 5). A concise description of the whole NCSA project and outcomes will be presented in the NCSA Report.

The Policy Note of the Ministry of Labour, Technological Development and Environment (ATM) and the Multi-Annual Development Plan 2006-2011 formed the basis for the CDAP vision and mission. The CDAP itself aims at strengthening existing and developing new capacity for the management of global and national environmental issues. Several principles guided this development: the NCSA process principally identifies overlapping issues to reach synergetic effects and follows the procedures of the Resource Kit for NCSA. The CDAP joins other relevant developments in Suriname and in all cases the proposed actions are in line with Suriname's commitments towards the three Rio Conventions.

By means of two national workshops and three different types of questionnaires for stakeholders, input was obtained for the prioritization of capacity needs and development of actions. Next, several actions are proposed for capacity improvement to enhance the implementation of the three conventions. To avoid a huge wish list of activities, only priority issues that will reach synergetic effects were included. The proposed actions relate to the three levels of capacity building: the individual level, institutional level, and systemic level (that is, the enabling environment).

The present CDAP aims at the creation of adequate capacity to address the environmental issues effectively, thus meeting the Rio Conventions' requirements. The following capacity development actions are proposed:

At the individual level:

- Improve curriculum on environmental issues;
- Establish course (MSc) on environmental biology;

- Provide training in the following subjects:
 - Research skills: anthropology, geography, environmental economics & economics of natural resources;
 - Technical skills: ESIA, physical planning, payments for ecosystem services and carbon stock, standards and guidelines, data collecting and processing;
 - Management skills: land management, water management, strategic planning, the incorporation of traditional knowledge and skills in planning and management;
 - Social / cultural skills: working with Maroon and Indigenous communities (from interior and coastal areas), for Maroon and Indigenous communities: communication and negotiation skills for advocacy and human rights;

At the institutional level:

- Develop an outline of mandates and responsibilities, including recommendations for improvement;
- Strengthen steering committees;
- Strengthen National Focal Points;
- Establish a Forest Authority;
- Establish and strengthen management units and structures for protected areas and multiple use management areas;
- Develop a capacity building program in favor of the three Rio Conventions;

At the systemic level:

- Review (and update) Nature Preservation Act;
- Finalize and effectuate Environmental Framework Act;
- Finalize the National Biodiversity Action Plan, National Climate Change Action Plan and National Land Degradation Action Plan;
- Develop Integrated Coastal Zone Management Plan ;
- Develop Environmental Sector Plan;
- Establish networking possibilities and communication structures;
- Develop a consultation protocol for involvement of local authorities and communities.

To implement the actions above, an implementation strategy is developed. ATM will be responsible for general coordination of the CDAP implementation and will appoint a National Focal Point for Capacity Development (CDNFP) for daily management that will closely work with the National Focal Points of the three Rio Conventions. To improve the involvement and commitment of other key ministries and organizations, it is proposed to involve the three national steering committees on the Rio Conventions: they will assist ATM in coordination and monitoring. The CDNFP will coordinate the implementation of the capacity development actions that are within the mandate of ATM. For capacity development actions that are beyond the mandate of ATM, the CDNFP will provide guidance and support. In general the CDNFP will:

- Develop and implement a Capacity Building Program, which will provide short courses, practical training and workshops on listed topics; the CDNFP will cooperate with educational institutions in Suriname as far as possible;
- Cooperate with existing educational institutions to support the establishment of new curricula and improvement of existing ones, e.g. by means of including newly identified topics;

- Take action towards the other identified capacity development actions at the institutional and systemic level, encouraging involved ministries, institutes and / or organizations to take action and supporting them in developing project proposals, mobilizing resources, and ensuring that projects are implemented.

The CDAP will be implemented as soon as the CDNFP is established and functioning. It is proposed that the CDNFP will initiate the actions within a two-year period, after which the CDNFP can focus on the capacity needs identified for the mid- and long-term. This means that the CDNFP should start with the actions proposed for the short-term and work closely with other involved ministries and organizations. The CDNFP will closely work with the ATM fundraising unit (in preparation) on the resource mobilization's core activities. In some cases project proposals should be developed to apply for funding to national or international donor and funding agencies.

Communication is essential to gain and maintain a strong involvement and commitment from key partners to successfully implement the CDAP. The CDNFP will provide information to all stakeholders in an effective and efficient manner: information will be collected from stakeholders and they will be engaged in productive discussions for the implementation of actions.

The CDNFP will monitor and report on the implementation of activities, assess progress in preparing proposals by various funding agencies, determine if any adjustments are required to the CDAP and take action if necessary. ATM and the Steering Committees will review and discuss these reports for approval. After each two years, an independent (external) bureau will evaluate the progress of the CDAP implementation, and will provide an evaluation report that will serve as input for continuation of the CDAP implementation and any future programs and projects.

It is recommended to present the NCSA results to stakeholders, with a special focus on the continuation of this project. Next, funds need to be mobilized to finance the functioning of the CDNFP, and the CDNFP needs to be appointed to start the implementation of the CDAP.

1 Introduction

In the 1990s, the international community reached agreements on the need to protect the global environment. Most notably among these were the three global conventions (Rio Conventions) to address biodiversity issues, climate change, and desertification / land degradation:

- United Nations Convention on Biological Diversity (UNCBD);
- United Nations Framework Convention on Climate Change (UNFCCC);
- United Nations Convention to Combat Desertification (UNCCD).

If implemented effectively, these treaties will contribute significantly in achieving the goals of sustainable development and conservation of the planet's natural resources for future generations. Many parties to these agreements, however, have limited capacity to implement the conventions. As a consequence, it is more difficult for them to benefit from involvement in the conventions. Recognizing this constraint, the Global Environment Facility (GEF) has made funds available to support capacity development for global environmental management. In the late 1990s, the GEF council launched the Capacity Development Initiative (CDI). The goal of this partnership between the GEF Secretariat and the United Nations Development Programme (UNDP) was to assess common capacity needs among countries and design a strategy to meet them. As a first step in implementing this CDI recommended strategy, GEF approved funding for countries wishing to undertake a national self-assessment for capacity building needs, the so called National Capacity Self-Assessment (NCSA). More than 150 countries are engaged in the NCSA program, Suriname being one of them. The Suriname Government ratified the three Rio Conventions; UNCBD was ratified in January 1996, UNFCCC in October 1997 and UNCCD in June 2000. Late 2004 Suriname applied for GEF-funding to conduct its NCSA, and the UNDP project document was signed in December 2004. Since then, with varying implementing capacity and tempo, but always with a high level of commitment and motivation, the country went through the NCSA process.

Several workshops were organized and assessments looked into overlapping domains of concern regarding the implementation of the three conventions. Simultaneously Suriname is engaged in convention specific Strategic Action Plans for implementing the conventions' requirements. These include the National Biodiversity Action Plan (NBAP), the National Climate Change Action Plan (NKAP) and the National Land Degradation Action Plan (SNAP). The NCSA process resulted in the overarching Capacity Development Action Plan (CDAP) in support of Suriname's next step to be taken: the implementation of the NBAP, NKAP and SNAP.

This document presents a mission, vision and guiding principles in chapter 2 that form the basis and starting point for the CDAP, a description of the methodology used to identify and prioritize capacity needs and actions in chapter 3, the capacity building activities in chapter 4, followed by an implementation strategy in chapter 5, a monitoring and evaluation plan in chapter 6 and some recommendations for direct action in chapter 8. Along with the CDAP an NCSA Report was developed, summarizing the Suriname NCSA process, its results and the proposed actions for capacity building in fully meeting the conventions' requirements. The CDAP itself, and all underlying NCSA documents, should be seen as the technical documents supporting the NCSA Report.

2 Vision, Mission and Guiding Principles

The constitution of the Republic of Suriname provides a legal basis for its national environmental policy. Article 6 of the Constitution states:

The social objective of the state is directed towards the creation and stimulation of conditions, necessary for the protection of nature and the maintenance of ecological balance.

The Government's Multi-Annual Development Plan (MOP) for the period 2006-2011 emphasizes the formulation of a policy strategy aimed at an integrated and sustainable environmental policy. Therefore the development of an integrated environmental sector plan is envisaged that will indicate the priorities for the national environmental policy to be pursued, based on the identified areas of attention: biodiversity, chemicals management, waste management, atmosphere, water management, land management and renewable energy. The long-range program for the environmental sector aims at the implementation of an integrated national environmental policy in which the emphasis is on the incorporation of this policy in sector and national development policies, as well as the realization of legislation that will enable efficient and effective action with regard to environmental issues. This policy will be based on the following principles¹:

- The precautionary principle;
- The principle of environmental impact analysis (EIA);
- The principle of "the polluter pays";
- The principle of information, participation and legal protection.

Based on these principles, the Ministry of Labour, Technological Development and Environment (ATM) developed the following objectives to direct the policy framework:

- The realization of an efficient and effective environmental management structure;
- The formulation of integral national environmental policy;
- The establishment of an effectively functioning control mechanism;
- The increase of community participation;
- The formulation of adequate environmental legislation as well as guidelines for environmental pollution.

The policy document furthermore presents the following strategy to achieve the abovementioned objectives:

- Establishing and strengthening of the institutional framework;
- Entering into and strengthening cooperation mechanisms;
- Identification of financing mechanisms for environmental projects in general;
- Amendment of the legal framework;
- Increasing environmental awareness and community participation;
- Using a multi-sector approach to the formulation of the national environmental policy;

¹ The principles, objectives, strategy and measures presented in this chapter are derived from the policy document of ATM 2006-2010. These issues are furthermore mentioned in the MOP 2006-2011.

- Monitoring;
- Applying environmental-friendly technologies.

Within the scope of this strategy, the following measures are proposed by ATM:

- Strengthening existing institutions at national and local level, both public and private, that are responsible for, or in support of, environmental protection and management;
- Establishing authorities for law enforcement in the domains of environment, water, and forest and nature;
- Initiatives for the reactivation, continuation and strengthening of consultative structures;
- The amendment of environmental legislation and the implementation of the Environmental Legislative Framework for responsible management of the environment;
- Continuation of the participation in environmental awareness programs.

The environmental vision of the Republic of Suriname and the policy directions of ATM, as described above, form the basis for the CDAP. The CDAP itself aims at strengthening existing and developing new capacity for the management of global and national environmental issues. In doing so, several principles guided this development:

- The NCSA process principally identifies overlapping issues to reach synergetic effects in capacity development actions, and follows the procedures as described and elaborated in the Resource Kit for NCSA, developed by the GEF Global Support Programme (2005). The emphasis on linkages and synergies is based on the efficient use of limited human, financial and technical resources;
- The CDAP joins other relevant developments in Suriname, if applicable and possible, to reach synergetic effects even outside the Rio conventions;
- The CDAP is based on the previously developed Cross-Cutting Analysis (CCA), where issues that cut across the three Thematic Assessments were identified (see paragraph 3.1); just incidentally needs were added where stakeholders insisted on including these issues;
- Several general principles apply to the NCSA process:
 - Sustainable development is achieved through the integration of the environment, the economy and society;
 - The precautionary principle is applied when there is an information gap;
 - Best management practices will incorporate appropriate technology and traditional knowledge;
 - The principle of common but differentiated responsibility is applied; environmental management is a matter of national policy.

In all cases the proposed actions are in line with Suriname's commitments towards the three Rio Conventions.

3 Methodology

3.1 The National Capacity Self Assessment phases

The primary goal of the NCSA is to determine national priorities for capacity development to better address global and national environmental issues. The NCSA analyses capacity strengths, constraints and needs and recommends capacity development actions for improved capacity on an individual, institutional and systemic level (the enabling environment). The focus is on national capacity requirements to implement the three Rio Conventions and other relevant Multilateral Environmental Agreements (MEAs). This country-driven approach enables the integration of plans for capacity development with broader national sustainable development goals, policies and programs, thus securing follow-up to the NCSA and ensuring that the analysis leads to measurable improvements in environmental management. The CDAP is the key result for achieving this. Although all countries have considerable flexibility in defining their specific objectives and methods for implementing the conventions, each of them will need the capacity to manage the following functions:

- To mobilize information and knowledge;
- To build consensus and partnerships among all stakeholders;
- To formulate effective policies, legislation, strategies and programs;
- To implement policies, legislation, strategies, programs and projects, including mobilizing and managing human, material and financial resources;
- To monitor, evaluate, report and learn.

To perform all these functions successfully, adequate capacity is needed at each of the three levels of intervention, the individual, institutional and systemic level. Undertaking an NCSA follows a six step approach, resulting in a logical range of output(s):

- **Step 1 → Inception:** during inception the administrative, management and consultative arrangements are decided and organized. In Suriname, the inception phase was combined with and included in the NCSA project document (2004).
- **Step 2 → Stocktaking:** stocktaking involves a situation analysis that provides the baseline for the next steps. It identifies all national activities and documents that are relevant to the convention themes and all related stakeholders and their organizations. In Suriname, the stocktaking was completed while working on the three thematic assessments; learning by doing.
- **Step 3 → Thematic Assessments:** with the thematic assessments the country's performance and achievements to each MEA are analyzed. The output includes a succinct picture of strengths and constraints in implementing the conventions' requirements. In Suriname, the three Thematic Assessments (UNFCCC, UNCBD and UNCCD) were completed in August 2008 and became a sound and reliable up-to-date knowledge base for conducting the next step.
- **Step 4 → Cross-Cutting Analysis:** this analysis identifies capacity needs and constraints that cut across the conventions. It includes common needs and possible synergies, and highlights priority capacity needs that relate to more than one of the MEAs. In Suriname, the Cross-Cutting Analysis (CCA) was finalized in December 2008 and had strongly prioritized these capacity issues.

- **Step 5 → Capacity Development Action Plan:** the CDAP identifies a program of capacity development actions and recommends goals, objectives and strategies for implementation. In Suriname, the CDAP was separately developed from the NCSA Report and was finalized in April 2009.
- **Step 6 → NCSA Report:** the NCSA report summarizes the whole NCSA process and highlights the major conclusions and lessons from the NCSA. In Suriname, this final step was completed in May 2009.

3.2 Input for the Action Plan

The Action Plan draws on the assessment of priority thematic and cross-cutting capacity needs. The three Thematic Assessments and CCA therefore are considered and used as the main input for the Action Plan:

- Thematic Assessment UNCBD, developed by ESS (August 2008) 62 pages;
- Thematic Assessment UNFCCC, developed by ESS (August 2008) 44 pages;
- Thematic Assessment UNCCD, developed by AP&G (August 2008) 58 pages;
- Cross-Cutting Analysis, developed by ESS (December 2008) 26 pages.

Table 1 presents the main outcomes of the CCA. Other existing action plans (or draft versions of these) were cross-checked with the actions described in chapter 4 to secure coherence in current environmental policies. This document would have been of little value if it was not discussed with stakeholders. By means of two workshops and short questionnaires additional input was obtained from stakeholders:

- During the 'First National Workshop for the Capacity Development Action Plan within the framework of the National Capacity Self-Assessment (NCSA) project' on November 10th 2008, a presentation was given on the previous steps (mainly the Thematic Assessments and the CCA). Next, in four groups the proposed individual capacity needs were discussed, additional issues were added and capacity needs were prioritized. See also the workshop report (in Dutch);
- During the 'Second National Workshop for the Capacity Development Action Plan within the framework of the National Capacity Self-Assessment (NCSA) project' on March 16th 2009, a presentation was given on the previous workshop outcomes and next steps to be taken with regard to the CDAP. Next, participants discussed and prioritized the proposed institutional and systemic capacity needs. See also the workshop report (in Dutch);
- By means of a questionnaire during the first workshop additional input on communication strategies for the CDAP was collected (see annex 1);
- By means of a questionnaire after the second workshop complementary input on institutional and systemic capacity needs was obtained from workshop participants (see annex 1);
- By means of a questionnaire for potential donor and funding agencies, additional input was obtained on funding possibilities (see annex 1).

Within the NCSA team (including representatives of the Environmental Section of ATM, the Ministry of Planning and Development Cooperation (PLOS), UNDP and supported by an international NCSA expert and Symbiont Consulting) some brainstorming was done on resources and resource mobilization, and a possible implementation strategy for the CDAP.

Table 1 Main outcomes of the CCA (Identified linkages, synergies and capacity needs)

Identified linkages		
Water		- Coastal erosion and flooding
Forests		- Conservation - Forestry
Other Land-uses		- Agriculture & livestock - Mining
Identified synergies		
Physical Planning		- Protected Areas & Multiple Use Management Areas - Urban infrastructure in coastal zone
Capacity Building		- Education - Public awareness
Research		- Data collection (inventories) - Databases
Legal Frameworks		- Legislation review - Law enforcement
Public Reform		- Cross-sector communication
Identified capacity needs		
Individual level	Research skills	- Data collection (inventories) and processing
	Management skills	- Land & water management - Writing of proposals & reports
	Social skills	- Working with and among interior communities - For interior communities: negotiating with organizations and companies
	Technical skills	- Improvement of legal frameworks - E(S)IA's - Physical (land-use) planning - Payment for Ecosystem Services (PES) and carbon stocks
Institutional level		- Clear mandates and responsibilities (and tasks) - Inter-departmental cooperation - Human resource management (and development) - Establishment of the Forest Authority - Strengthening of the private forest sector (including processing) - Improved natural resource management
Systemic level		- Coherence of sector legislation, policies and planning - Improved communication between and among ministries and (inter)national organizations - Improved communication and negotiation between government and private sector and NGO's - Implementation of existing laws and adequate law enforcement - Finalization of sector strategies and action plans that are still in development - Solving of land rights issue - Coordination of the awareness activities - Development (inventories) and disclosure of national databases - Improved accountability - Policy system in support of effective use of existing capacity

The final prioritization of capacity needs was presented to and discussed by the National Biodiversity Steering Committee (NBSC) and the National Climate Change Steering Committee (NCCSC). It was not yet possible to include the views of the National Land Degradation Steering Committee (NCLD), as this committee is not yet established.

3.3 Development of the Action Plan

Based on the input from stakeholders during workshops, previous assessments and other relevant documentation, several actions were proposed for capacity improvement to enhance the implementation of the three conventions. To avoid a huge wish list of activities, only priority issues were included, that should moreover reach synergetic effects. This resulted in a list of actions that address priority capacity issues relating to two or more of the Rio conventions and other MEAs.

Furthermore, the proposed actions relate to the three levels of capacity building: the individual level, institutional level, and systemic level (enabling environment). The scheme below gives an overview of each level's description (derived from the Resource Kit for NCSA).

Individual: Job descriptions, responsibilities and motivation

Technical skills

Personal workspace facilities

Institutional: Clarity of mandates and strategies

Management systems, structures and processes

Information management within and among organizations

Human and financial resources, infrastructure

Public accountability, client orientation

Systemic: Inter-agency coordination arrangements

Political commitment, policy gaps & overlaps

Public service incentives and accountability

Legal and regulatory frameworks

4 Capacity Development Actions

The three main conventions on the global environment (UNCBD, UNFCCC and UNCCD) urge countries to develop appropriate measures for achieving sustainable development and conservation of the planet's natural resources for future generations. Each country has to plan and implement measures to deal with their environmental issues. These issues directly relate to the environment, such as protection of habitats and species, sustainable use of forests, development and implementation of appropriate measures to encourage sustainable land-use practices, research that supports the knowledge base on the changing environment (climate change, sea level rise) and awareness programs. In other national action plans (e.g. NBAP, NKAP and SNAP) such issues are or will be addressed.

The present CDAP is supportive to the abovementioned environmental issues. It aims at the creation of adequate capacity to address these issues effectively, thus meeting the Rio Conventions' requirements. This calls for capacity enhancement at individual, institutional and systemic level. Based on the other NCSA documents (more specifically the CCA) and stakeholder consultations, several domains of capacity needs were identified that represent priority capacity needs (see also annex 2, 3 and 4). These are:

- Domains at individual level:
 1. Research skills
 2. Technical skills
 3. Management skills
 4. Social / cultural skills
- Domains at institutional level:
 5. Public reform and physical planning
 6. Capacity improvement and research
- Domains at systemic level:
 7. Legal framework
 8. Communication

4.1 Prioritization of Capacity Needs

The three thematic assessments resulted in an extensive list of capacity constraints and potential linkages and synergies amongst them. The CCA took these lists as point of departure and analyzed overlapping issues and potential synergies. As a result, a list of capacity needs was presented, which only included capacity needs that touch upon more than one of the conventions. Although the CCA served as a first tool for setting priorities, a second prioritization round was done in discussions with stakeholders during the two workshops, to come to a concise list of capacity needs for which actions will be proposed within the scope of this CDAP. By means of a prioritization method (explained below) a list of needs was identified that urges for direct action. It does not mean that other capacity needs that are not listed here or are not translated in concrete capacity development actions are not relevant. They also are capacity needs and somehow need to be addressed, but in relation to the synergetic effects and based on efficiency considerations, they are not included in this NCSA list. It is recommended to address these needs in the development of the NBAP, NKAP and SNAP.

During the first workshop the list of individual capacity needs was further elaborated and other capacity needs were added. By means of a priority setting and ranking method, the needs were ranked according to its relevance to each of the Rio Convention (see annex 2). Based on these methods, a final list was developed that includes only capacity needs with high relevance to all the Rio Conventions. In that list some issues were combined.

During the second workshop the list of institutional and systemic capacity needs were discussed and validated based on relevance to other actual developments and needs (others than the Rio Conventions) and potential funding (see annex 3 and 4). Based on these outcomes, a list was presented to the NBSC and NCCSC. The Steering Committees, as well as the Environmental Division of ATM, provided their comments on the list after which the final list was developed. These tools provided a valuable guideline, though final decisions refined the outcomes and developed the list as presented in table 2. In this list a division is made in high, medium and low priorities. With regard to effectiveness, issues with a high priority will be addressed at the short-term (first two years), while issues with a medium or low priority are planned for respectively the mid-term (two to five years) and long-term (more than five years).

Table 2 Results of prioritization

Capacity need	Priority
Individual level	
1 Research skills	
1.1 Curriculum development and course (MSc) on environmental biology	High
1.2 Anthropology	High
1.3 Geography	High
1.4 Environmental economics & economics of natural resources	High
2 Technical skills	
2.1 ESIA	High
2.2 Physical planning	High
2.3 PES and carbon stock	High
2.4 Standards and guidelines	High
2.5 Data collecting and processing	High
3 Management skills	
3.1 Land management	High
3.2 Water management	High
3.3 Strategic planning	High
3.4 Incorporating traditional knowledge and skills	High
4 Social / cultural skills	
4.1 Working with Maroon and Indigenous communities (from interior and coastal areas)	High
4.2 Communication and negotiation skills for advocacy and human rights (for Maroon and Indigenous communities)	High

Capacity need		Priority
Institutional level		
5 Public reform and physical planning		
5.1	Clear mandates and responsibilities	High
5.2	Inter-departmental cooperation	High
5.3	Forest Authority	High
5.4	Management of protected areas and multiple use management areas	High
5.5	Urban infrastructure in coastal region	Medium
6 Capacity improvement and research		
6.1	Strengthening of private forest sector	Medium
6.2	Improved natural resource management	Medium
6.3	Data gathering (inventories)	Medium
6.4	National inventories and databases	Medium
6.5	Education improvement	High
Systemic level		
7 Legal framework		
7.1	Up-to-date Nature Preservation Act	High
7.2	Up-to-date National Planning Act	Low
7.3	Up-to-date Forest Management Act	Medium
7.4	Environmental Framework Act	High
7.5	Land rights	Low
7.6	NBAP, NKAP and SNAP	High
7.7	Strategic Action Plan for the Forest Sector	Medium
7.8	Integrated Coastal Zone Management Plan	High
7.9	Environmental Sector Plan	High
8 Communication		
8.1	Cross-sector communication	High
8.2	Improved involvement of local authorities and communities in management and project development	High
8.3	Clear system of accountability	Medium
8.4	Coordination of awareness activities and public awareness	Medium

In the following paragraphs each domain is further elaborated in proposed actions (in tables) followed by a narrative in which the proposed actions are further explained. Each table presents all above-mentioned needs and priorities (first columns). Actions are developed for capacity needs that received a high priority (fourth column). In the fifth, sixth, seventh and eighth column comments are given on respectively: expected output, organizations that will need to provide input, sources (mainly financial, though it can include technical sources) and, in some cases, additional remarks.

4.2 Proposed Capacity Development Actions at the Individual Level

The individual level has to do with knowledge, skills and attitude of employees in the sector, which are needed for a good performance of the company, institute or organization they are working for. It also concerns personal working conditions, job descriptions and responsibilities. Some general capacity needs can be distinguished and are discussed below. Several actions are proposed, aimed at helping a broad range of companies, institutes and organizations in improving its quality and reaching effective and sustainable use and management of the country's natural resources.

4.2.1 Research Skills

For an appropriate management of the national human and natural resources with regard to sustainable land-use, protection and sustainable use of biodiversity, sound benefit sharing of biodiversity, adaptation to climate change effects, and development and implementation of measures against land degradation, a wide range of expertise is needed. In relation to these issues a general gap in expertise is identified regarding environmental biology (including biodiversity and forestry), anthropology, geography and environmental economics & economics of natural resources, especially at BSc and MSc level. Actions are needed to increase the number of people, working at relevant organizations and companies, with such skills and knowledge.

Table 3 Capacity building actions regarding research skills

1 Research Skills							
No.	Capacity need	Priority	Action	Expected output	Input provided by	Source	Remarks
1.1	Curriculum development and course (MSc) on environmental biology	High	Improve curriculum on environmental issues	Up-to-date curricula on environmental issues	AdeKUS, IGSR, TBI-Sur	UTSN, (TBI-Sur)	In preparation with regard to curriculum on forest and nature conservation (in cooperation with VHL; SMNR in preparation in cooperation with VLIR, expected to start late 2009
			Establish course (MSc) on environmental biology		AdeKUS, IGSR	GoS, AdeKUS	Partially in preparation

1 Research Skills							
No.	Capacity need	Priority	Action	Expected output	Input provided by	Source	Remarks
1.2	Anthropology	High	Provide training in anthropology	Improved anthropology skills (quantity & quality)	AdeKUS, IGSR, (inter) national trainers	AdeKUS, CBN	
1.3	Geography	High	Provide training in geography	Improved geography skills (quantity & quality)	AdeKUS, IGSR, (inter) national trainers	AdeKUS, CBN	
1.4	Environmental economics & economics of natural resources	High	Provide training in environmental economics & economics of natural resources	Improved economic skills (quantity & quality)	AdeKUS, IGSR, (inter) national trainers	AdeKUS, CBN	

Narrative

Re 1.1: The Tropenbos International Suriname Programme (TBI-Sur) facilitates a cooperation of the AdeKUS and the University for Applied Sciences Van Hall Larenstein (VHL) in the Netherlands, to improve the curriculum on forestry towards a study on forest and nature conservation (at BSc level).

It is expected that in November 2009 the AdeKUS, in collaboration with the Flemish Interuniversity Council (VLIR), will offer a new two-year masters program (MSc) in Sustainable Management of Natural Resources (SMNR). This masters program supports academic research in seven themes: renewable energy, mineral resources, land and water management, biodiversity, sustainable agriculture, sustainable forestry and natural products.

Next to this masters program there is a need for a masters program on environmental biology. This masters program is in preparation and will probably offer specializations on environmental education, agricultural biology and conservation biology.

Re 1.2, 1.3 and 1.4: Short courses can reach a broad group of people that need such additional knowledge and skills in the short-term. Short courses should be an addition to the existing lectures of the AdeKUS, IOL and NATIN without too much overlap.

4.2.2 Technical Skills

Next to research skills that mainly concern scientific issues and knowledge, an increase of people with improved technical skills is needed in support of policy development and implementation, both at public, private and NGO level. The main technical skills identified are: applying Environmental and Social Impact Assessment (ESIA), physical planning, calculating and developing appropriate systems in favor of payments for ecosystem services and carbon stock, developing and auditing standards and guidelines, and collecting and processing data (information).

Table 4 Capacity building actions regarding technical skills

2 Technical Skills							
No.	Capacity need	Priority	Action	Expected output	Input provided by	Source	Remarks
2.1	ESIA	High	Provide training in applying ESIA	Improved ESIA application skills (quantity & quality)	AdeKUS, IGSR, (inter) national trainers	WWF, CBN	
2.2	Physical planning	High	Provide training in physical planning	Improved physical planning skills (quantity & quality)	AdeKUS, IGSR, (inter) national trainers	CBN	
2.3	PES and carbon stock	High	Provide training in PES and carbon stock	Improved knowledge and skills (quantity & quality) on PES and carbon stock issues	AdeKUS, IGSR, (inter) national trainers	SCF, CBN	At present CI(S), WWF and TBI-Sur support ROGB on the issue of REDD
2.4	Standards and guidelines	High	Provide training in standards and guidelines	Improved standards and guidelines knowledge and skills (quantity & quality)	SBS, SBB, AdeKUS, IGSR, international trainers	FAO (forests), CBN	SBB, supported by TBI-Sur, is to start the implementation of an FAO funded CoP/SFM project
2.5	Data collecting and processing	High	Provide training in data collecting and processing	Improved data collecting and processing skills (quantity & quality)	AdeKUS, IGSR, (inter) national trainers	SCF, CBN	

Narrative

Re 2.1: It is proposed to organize training in ESIA processes and implementation of ESIA for those institutes, organizations and private companies that are or will have to conduct or evaluate ESIA's. This will become an important issue once the Environmental Framework Law is approved (expected in 2010).

Re 2.2: Basic and advanced training in physical planning is needed to build capacity and awareness on the need of and methods for planning of the urban and non-urban areas. Preferably such a course is delivered with practical modules (with the use of planning tables), presenting and working with planning principles.

Re 2.3: Due to the relatively new and urgent discussions on payment for ecosystem services (PES) and carbon stock, priority should be given to training in these subjects. In February 2009, Suriname delivered a short overview of capacity needs on REDD to the secretariat of UNFCCC. It was concluded that training in this subject is urgent. Such training might be organized as a follow up of the CD4CDM project.

Re 2.4: Society has become more aware of standards and guidelines, which is recognized by the government through the establishment of the Suriname Bureau of Standards (SBS) in 2006. Some information campaigns on the issues will raise awareness on the advantages, needs and processes concerning standards and guidelines. SBB will start in 2009 with the implementation of an FAO funded project for the development and promotion of a Code of Practice (CoP) for Sustainable Forest Management (SFM).

Re 2.5: Data is needed for appropriate decision making. Especially the availability of environmental data is quite poor, and collection and processing of data is a concern and needs to be further developed. Such training should include at least methodologies to collect (field) data, ways to process data (especially digitally) and ways to interpret information on a scientific base.

4.2.3 Management Skills

The Rio Conventions urge for good management to avoid unacceptable damage to the natural environment, to promote the sustainable use of natural resources, to protect nature's diversity, and to protect the country against natural disasters that result from human influences. Management in this respect refers, amongst others, to policy making, project formulation, implementation of proposed policies and actions, stewardship and sustainable use of natural resources. Suriname therefore needs sufficient skilled people to manage the country's environment. In this respect, gaps in management skills are identified that need improvement: land management, water management, strategic planning and incorporating traditional knowledge and skills in management plans and policies.

Table 5 Capacity building actions regarding management skills

3 Management Skills							
No.	Capacity need	Priority	Action	Expected output	Input provided by	Source	Remarks
3.1	Land management	High	Provide training in land management	Improved land management skills (quantity & quality)	AdeKUS, IGSR, (inter) national trainers, ATM (SLM project)	WWF, CBN, SCF, UNDP, GEF	The SMNR program includes this theme (expected to start in 2009)
3.2	Water management	High	Provide training in water management	Improved water management skills (quantity & quality)	AdeKUS, IGSR, (inter) national trainers	WWF, CBN, UNDP, GEF	The SMNR program includes this theme (expected to start in 2009)
3.3	Strategic planning	High	Provide training in strategic planning	Improved strategic planning skills (quantity & quality)	AdeKUS, IGSR, (inter) national trainers	CBN	

3 Management Skills							
No.	Capacity need	Priority	Action	Expected output	Input provided by	Source	Remarks
3.4	Incorporating traditional knowledge and skills	High	Provide training in the incorporation of traditional knowledge and skills in planning and management	Improved knowledge and skills (quantity & quality) how to incorporate traditional knowledge and skills in planning and management	AdeKUS, IGSR, (inter) national trainers, VIDS, ACT(S)	WWF, SCF, CBN, UNDP, GEF	

Narrative

Re 3.1 and 3.2: The SMNR masters program (expected to start November 2009) includes the themes land and water management and will (at least in part) respond to the need for land and water management skills. In addition, training is proposed for current managers and management at the implementation level. Important input can be delivered through the Sustainable Land Management (SLM) project, induced by ATM.

Re 3.3: A great need is identified for strategic planning, incorporating a range of concerns, stakes, possibilities and chances, anticipating to future developments while focusing on both short-, mid- and long-term targets.

Re 3.4: Suriname faces the challenge to incorporate knowledge and skills of different cultures and ethnic groups, to meet its targets on biodiversity, climate change and land degradation issues. It is recognized that most institutional and legislative frameworks emerge from a western point of view, with little to no space for traditional knowledge and skills of Maroon and Indigenous people. As many issues from the three Rio Conventions impact on their living areas, their traditional knowledge and skills should be incorporated in formulating and implementing appropriate and effective strategies and management plans. Although this issue might be a component of activity 3.1 and 3.2, it is considered to make it into a separate activity to effectively stress its importance.

4.2.4 Social / Cultural Skills

In a country with multiple cultures that have different historical backgrounds, high attention is and should be given to intercultural communication, knowledge of and respect for others' cultural traditions. In Suriname people from different cultural backgrounds have proven to be able to live among and with each other peacefully. It is however striking that intercultural communication with communities from more remote areas (especially Maroon and Indigenous people living in the coastal areas and the interior) faces difficulties, because of misunderstanding and different perspectives and expectations. The following main skills (with respect to cultural diversity) are identified to be improved for both public and private sector: working with local communities from the interior and coastal areas; and for local communities: communication and negotiation skills for advocacy and human rights.

Table 6 Capacity building actions regarding social / cultural skills

4 Social / Cultural Skills							
No.	Capacity need	Priority	Action	Expected output	Input provided by	Source	Remarks
4.1	Working with Maroon and Indigenous communities (from interior and coastal areas)	High	Provide training in working with Maroon and Indigenous communities (from interior and coastal areas)	Improved skills in working with Maroon and Indigenous communities	VIDS, ACT, BFN, PAS, NVB, other representing organizations	CBN	In Paramaribo / other coastal cities
4.2	Communication and negotiation skills for advocacy and human rights (for Maroon and Indigenous communities)	High	Provide training for Maroon and Indigenous communities in communication and negotiation skills for advocacy and human rights	Improved communication and negotiation skills among Maroon and Indigenous communities	VIDS, ACT, BFN, PAS, NVB, other representing organizations	ACT(S), CI(S), PAS, CBN	In the Interior / coastal areas

Narrative

Re 4.1: This activity might be combined with 3.4 (provide training in the incorporation of traditional knowledge and skills in planning and management), though it focuses on cultural aspects and how to take account of these aspects when communicating and working with Maroon and Indigenous communities. Preferably such training is organized in cooperation with Maroon and Indigenous people, and / or their representing organizations in Paramaribo. The training should be provided to a wide range of organizations and institutions, both from the public and private sector.

Re 4.2: Maroon and Indigenous communities need to be strengthened in their communication and negotiation skills, so that they will be able to effectively communicate and negotiate with governmental institutes, national and international companies and other organizations.

4.3 Proposed Capacity Development Actions at the Institutional Level

The institutional level includes the clarity of mandates and strategies for effective policy and management. It also concerns the management systems and structures and processes that are, or should be, in place and how information is managed within and among organizations. Besides individual knowledge and skills the institutional level depends on the availability of human and financial resources and infrastructure. Each institution or organization has its specific needs. However, some general capacity needs can be distinguished and are discussed below,

concerning both the availability of resources and the structures and processes needed for the appropriate implementation of the three Rio Conventions, as subscribed by the international community and the Government of Suriname.

4.3.1 Public Reform and Physical Planning

The structure of the government's ministries and semi-governmental organizations and their mandates and responsibilities, highly influence the successful management of the country's environment. This environment, however, represents a cross-cutting issue (and is mentioned as such in the MOP), affecting most of the ministries and organizations. Mandates and responsibilities therefore need to be clear, and, overlap in mandates and responsibilities should be avoided. National Focal Points for specific issues and / or conventions oversee the tasks and responsibilities of all involved ministries and organizations. This urges for cooperation and communication among the various departments and sectors, which is organized by the establishment of steering committees. The environment is moreover a physical cross-cutting issue, and is highly affected by physical planning, both negative (destruction of the environment) and positive (allocation of protected areas). Physical planning issues are therefore identified as priority needs for improvement.

Table 7 Capacity building actions regarding public reform and physical planning

5 Public Reform and Physical Planning							
No.	Capacity need	Priority	Action	Expected output	Input provided by	Source	Remarks
5.1	Clear mandates and responsibilities	High	Develop an outline of mandates and responsibilities, including recommendations for improvement	Clear outline and recommendations to be discussed among involved ministries	Steering committees, GoS, CI(S)	GoS, PLOS, UNDP	Will partially be covered by the Environmental Sector Plan Funding possibilities from the management sector fund (PLOS) A spatial planning project (CI(S)) promotes cooperation between technical divisions of ministries and AdeKUS for improved tuning
5.2	Inter-departmental cooperation	High	Strengthen steering committees	Steering committees facilitating environmental policy development and implementation	Steering committees, ATM	GoS, UNDP	

5 Public Reform and Physical Planning							
No.	Capacity need	Priority	Action	Expected output	Input provided by	Source	Remarks
			Strengthen National Focal Points	Clear and capable structures functioning as National Focal Points for MEAs	ATM	GoS, UNDP	Supporting possibilities (knowledge) by TBI-Sur
5.3	Forest Authority	High	Establish a Forest Authority	Well functioning institute regarding all forest issues (including nature)	ROGB, TBI-Sur	GoS, SCF	
5.4	Management of protected areas and multiple use management areas	High	Establish and strengthen management units and structures	Good management of protected areas and multiple use management areas, and protection of the coastal region and other valuable and vulnerable areas	ROGB, LBB/NB, CI(S)	GoS, WWF, UNDP, SCF, CI(S)	Supporting possibilities (knowledge) by TBI-Sur
5.5	Urban infrastructure in coastal region	Medium					

Narrative

Re 5.1: Regarding environmental issues a clear outline should be developed that brings together all tasks and responsibilities of ministries and organizations. Such an outline will give insight in the (needed) linkages between them and will visualize the additional structures required for appropriate environmental management. The Environmental Sector Plan (scheduled to be prepared in 2009) will partially cover this action, though the steering committees will need a state of the art document on at least their responsibilities.

Re 5.2: Based on such an outline clear cooperation and communication structures (commitments) will need to be developed for steering committees and National Focal Points. For at least the Rio Conventions, separate steering committees need to be in place¹ and the National Focal Points should be strengthened.

Re 5.3: A Forest Authority is needed to strategically and sustainably manage the country's forests, bringing together the coordination of timber harvesting, forest and nature protection, PES (especially which are provided by forests) and carbon stock markets. Such an Authority may further play an important role in improved law enforcement.

¹ The NBSC and NCSCC were reinstalled in December 2008. The NCLD is expected to be installed in 2009.

Re 5.4: Coastal protection and protection of vulnerable biodiversity ecosystems ask for sound and successful management of protected areas and multiple use management areas. Therefore, management units and structures need to be established for sound and successful management, which may further play an important role in improved law enforcement.

4.3.2 Capacity Improvement and Research

Part of the knowledge needed for decision making and management are coming from information and data, gathered through research. To gather such information, the right structures and processes need to be in place. All structures furthermore should be staffed by adequately skilled people, and the private sector companies working in the sector of natural resources (both biological and non-biological) need skilled people for sound management of those resources and its environment. In Suriname however, human capital is limited. Therefore, responsible and strategic use of human capacity is of utmost importance, which will moreover improve economic viability of companies and organizations, and will support the sustainable development of the sector as a whole. In this respect, several capacity needs are identified regarding improved capacity in the private forest sector and natural resource management. Next, capacity needs are identified with regard to research and education.

Table 8 Capacity building actions regarding capacity building and research

6 Capacity Building and Research							
No.	Capacity need	Priority	Action	Expected output	Input provided by	Source	Remarks
6.1	Strengthening of private forest sector	Medium					
6.2	Improved natural resource management	Medium					
6.3	Data gathering (inventories)	Medium					
6.4	National inventories and databases	Medium					
6.5	Education improvement	High	Develop a capacity building program in favor of the three Rio Conventions	See expected outputs in paragraph 4.2; in general: improved knowledge and skills to implement the three Rio Conventions	AdeKUS, IGSR, IOL, NATIN, TBI-Sur, see also chapter 5	SCF, CBN, (WWF)	WWF could provide production and distribution of awareness materials

Narrative

Re 6.5: Education improvement is a general capacity need, which is addressed once a program of courses, as proposed in chapter 5, is effectively introduced.

4.4 Proposed Capacity Development Actions at the Systemic Level

The systemic level concerns society in its wider context and frames functioning at national level. This level specifically addresses aspects dealing with coordination arrangements between agencies, political commitment, gaps and overlaps in policy and legislations, the legal and regulatory frameworks, incentives for public service and accountability. In the next paragraphs several priority needs are described in two main groups: strengthening the legal framework, and improving communication at a wide range of levels.

4.4.1 Legal Framework

Legislation and policies give direction to the way how society is, or should be, organized. In relation to the country's environment several laws are in place, of which some are outdated, while others still need to be developed. A general review of relevant legislation is recommended, especially regarding the Nature Preservation Act, the National Planning Act and the Forest Management Act. Furthermore, strong emphasis is put on the development and effectuation of the Environmental Framework Act. Several other issues regard the land rights issue, which needs to be solved, and the finalization of strategies and action plans related to the Rio Conventions, including several specific plans for the environment and the coastal zone.

Table 9 Capacity building actions regarding the legal framework

7 Legal Framework							
No.	Capacity need	Priority	Action	Expected output	Input provided by	Source	Remarks
7.1	Up-to-date Nature Preservation Act	High	Review (and update) Nature Preservation Act	Nature Preservation Act adequately regulating actual developments regarding nature conservation and use	ROGB, LBB/NB, CI(S)	GoS, CI(S), UNDP	Supporting possibilities (knowledge) by TBI-Sur and CI(S)

7 Legal Framework							
No.	Capacity need	Priority	Action	Expected output	Input provided by	Source	Remarks
7.2	Up-to-date National Planning Act	Low					
7.3	Up-to-date Forest Management Act	Medium					
7.4	Environmental Framework Act	High	Finalize and effectuate Environmental Framework Act	Environmental Framework Act adequately regulating environmental issues	GoS	GoS	Draft prepared, currently discussed at governmental level
7.5	Land rights	Low					
7.6	NBAP, NKAP and SNAP	High	Finalize NBAP, NKAP and SNAP	Clear and effective plans for the sound implementation of the three Rio Conventions		UNDP, SCF, (CI(S))	In preparation; NBAP and NKAP for the coastal areas already exist, but need to be completed CI(S) has some funding possibilities for workshops
7.7	Strategic Action Plan for the Forest Sector	Medium					Almost finalized
7.8	Integrated Coastal Zone Management Plan	High	Develop Integrated Coastal Zone Management Plan	Clear and effective plan for the management of the coastal areas, integrating multiple interests	PLOS, I(A)DB, international consultants	PLOS, I(A)DB, SCF, (WWF)	In preparation (project started in 2008) WWF supports research in coastal areas
7.9	Environmental Sector Plan	High	Develop Environmental Sector Plan	Clear and effective plan for management of the country's environment	ATM, (inter)national consultants	UNDP, SCF	In preparation

Narrative

Re 7.1: The Nature Preservation Act dates from 1954. The Act is still functioning, though it does not address actual developments related to nature conservation and its use.

Re 7.4: The Environmental Framework Act is a precondition to adequately regulate environmental issues, including regulations on ESIA's.

Re 7.6: There is a draft NBAP for mainly coastal area issues, though it still needs to be enhanced and issues from the interior need to be included. There is an NKAP for the coastal areas, an action plan regarding the interior still needs to be developed. ATM is currently selecting consultants for the finalization of both the NBAP and NKAP, especially with reference to the Interior. The SNAP still has to be developed. These action plans are highly necessary for the effective and sound implementation of the Rio Conventions.

Re 7.8: The coastal area is relatively vulnerable to climate change. Climate change will have adverse impacts on the coastal ecosystems and socio-economic activities that mostly take place in these areas. Adequate coastal zone protection, adaptation measures and sustaining socio-economic interests should therefore be addressed, to which the Integrated Coastal Zone Management Plan will provide a valuable direction.

Re 7.9: The environment is a cross-cutting issue, affecting most of the ministries and organizations. A general Environmental Sector Plan is therefore needed to address the main environmental issues faced by the Suriname society.

4.4.2 Communication

Improving the coherence of sector policies, legislation and action plans will result in enhancement of environmental management and will more effectively address priority issues. Actors involved in, or affected by, such issues will only reach successful solutions if well-structured networks are established, in which all different stakeholders can communicate and cooperate. Communication is moreover a major tool for improved accountability and raising awareness in civil society with regard to environmental issues. The following capacity needs are identified: improved cross-sector communication, improved involvement of local authorities and communities in decision-making and management, clear system of accountability, and public awareness.

Table 10 Capacity building actions regarding communication

8 Communication							
No.	Capacity need	Priority	Action	Expected output	Input provided by	Source	Remarks
8.1	Cross-sector communication	High	Establish networking possibilities and communication structures	Improved cross-sector communication on issues related to at least the Rio Conventions	Involved ministries, institutions and organizations, CI(S)	GoS, (WWF, TBI-Sur)	A training course by CI(S) is planned for 2009 to bring ministries together for improved communication

8 Communication							
No.	Capacity need	Priority	Action	Expected output	Input provided by	Source	Remarks
8.2	Improved involvement of local authorities and communities in management and project development	High	Develop a consultation protocol for involvement of local authorities and communities	Clear guidelines on the involvement of local authorities and communities in management and project development	Involved ministries (at least ROGB, ATM, RO, PLOS) and organizations (e.g. VIDS, BFN, CI(S), TBI-Sur, PAS, NVB, other representing organizations)	GoS, SCF, TBI-Sur, CI(S), WWF, UNDP	
8.3	Clear system of accountability	Medium					
8.4	Coordination of awareness activities and public awareness	Medium					

Narrative

Re 8.1: Development of structural deliberation with stakeholders will improve communication among ministries (cross-sector communication) and with (inter)national organizations, and will build bridges for the exchange of knowledge and experience between institutions, organizations and companies at local, regional, national and international level. Furthermore, consulting stakeholders in advance to (major) developments and providing possibilities for private / NGO stakeholders to participate in public committees will enhance success of proposed activities.

Re 8.2: This action is closely linked to 8.1, though it explicitly strengthens the need to involve local authorities and communities in management and project development. The development of a consultation protocol (with guidelines and guiding principles) for such involvement is needed to clearly expose the ways of stakeholders' involvement. It should present at least a scale of potential modes of stakeholders' involvement (ranging from 'informing stakeholders' to 'formulation / implementation by stakeholders').

4.5 Short overview of Capacity Development Actions

Table 11 presents a short overview of the capacity development actions as proposed in the previous paragraphs. Please note that this table does only include actions to address capacity needs that received high priority.

Table 11 Short overview of capacity development actions

Individual level	
1.1	a) Improve curriculum on environmental issues b) Establish course (MSc) on environmental biology
1.2-1.4	Provide training in the following subjects: a) <u>Research skills</u> : anthropology, geography, environmental economics & economics of natural resources
2.2-2.5	b) <u>Technical skills</u> : ESIA, physical planning, PES and carbon stock, standards and guidelines, data collecting and processing
3.1-3.4	c) <u>Management skills</u> : land management, water management, strategic planning, the incorporation of traditional knowledge and skills in planning and management
4.1-4.2	d) <u>Social / cultural skills</u> : working with Maroon and Indigenous communities (from interior and coastal areas), for Maroon and Indigenous communities: communication and negotiation skills for advocacy and human rights
Institutional level	
5.1	Develop an outline of mandates and responsibilities, including recommendations for improvement
5.2	a) Strengthen steering committees b) Strengthen National Focal Points
5.3	Establish a Forest Authority
5.4	Establish and strengthen management units and structures for protected areas and multiple use management areas
6.5	Develop a capacity building program in favor of the three Rio Conventions
Systemic level	
7.1	Review (and update) Nature Preservation Act
7.4	Finalize and effectuate Environmental Framework Act
7.6	Finalize NBAP, NKAP and SNAP
7.8	Develop Integrated Coastal Zone Management Plan
7.9	Develop Environmental Sector Plan
8.1	Establish networking possibilities and communication structures
8.2	Develop a consultation protocol for involvement of local authorities and communities

5 Implementation Strategy

For implementing the actions described in chapter 4, an implementation strategy is needed to elaborate on responsibilities and tasks. This chapter therefore proposes such an implementation strategy, describing activities and responsibilities to implement the actions, resource mobilization (funding possibilities) to finance the implementation of actions and a strategy to communicate the implementation and progress of the actions to all involved stakeholders.

5.1 Activities and Responsibilities

It is proposed to establish within ATM a National Focal Point for Capacity Development with regard to Environmental issues. This Capacity Development Focal Point (CDNFP) will coordinate the implementation of the capacity development actions that are within the mandate of ATM. For capacity development actions that are beyond the mandate of ATM, the CDNFP will provide guidance and support. Specific tasks of the CDNFP can be summarized as follows:

1. Develop and implement a Capacity Building Program;
2. Coordinate improvement of several existing curricula;
3. Coordinate the implementation of other institutional and systemic capacity actions.

ATM will be responsible for general coordination of the CDAP implementation and will appoint the CDNFP that will closely work with the National Focal Points of the three Rio Conventions. To improve the involvement and commitment of other key ministries and organizations, it is proposed to involve the three national steering committees on the Rio Conventions (NBSC, NCCSC and NCLD): they will assist ATM in its coordination and monitoring. See also figure 1 for a scheme of responsibilities. Next paragraphs give further explanation on the specific tasks of the CDNFP.

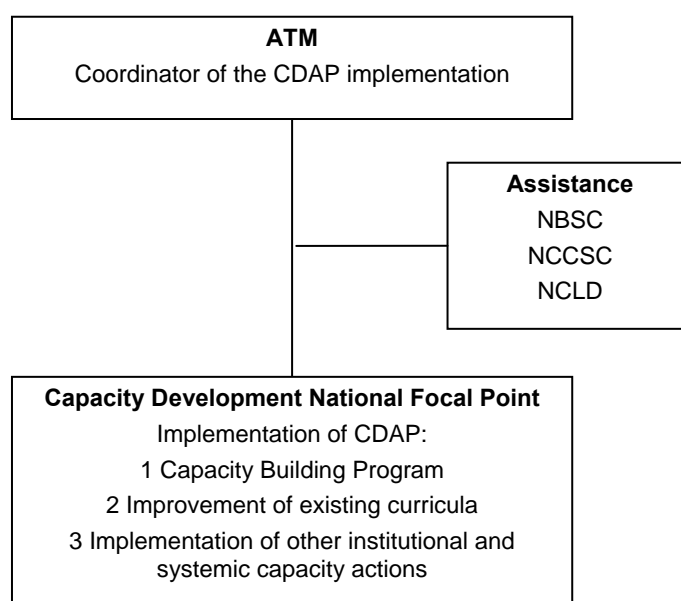


Figure 1 Proposed responsibilities for the implementation of actions

5.1.1 Coordination of Training: Capacity Building Program

To conduct the proposed actions at the individual level (mainly training courses), it is proposed to develop a Capacity Building Program to coordinate all the training courses listed in paragraph 4.2. The CDNFP is responsible for the planning and implementation of the Capacity Building Program, and will develop a program in which the listed training issues have priority, though other issues can be added in the future. Next, the CDNFP will identify trainers to provide the training courses. Trainers can be attracted from existing educational institutions, national organizations or companies, or might be recruited from abroad. The CDNFP is furthermore responsible for logistics, enrollment procedures, public relations and recruitment. Close cooperation with the existing educational institutes is recommended.

The Capacity Building Program provides short courses, practical training and workshops, as far as possible in cooperation with educational institutions in Suriname (AdeKUS, IOL, NATIN, IGSR) that might have already provided such training for its regular students, or might improve its curriculum through the participation in the programs courses. By providing short courses people from relevant sectors can attend one or more training courses, instead of following a fulltime vocational training.

A training course can be offered for the period of one (part of a) day or for several days / evenings (sessions), but preferably no more than 15 sessions and preferably during the evening or on Saturdays to avoid overlap with working hours. Trainings can be split up in starter and advanced courses, and offered at several levels (for instance at policy, management, community and business level). Trainings preferably have a theoretical and a practical part, to improve knowledge on the subject and to develop skills to incorporate the subject in the daily work practice. Practical training increases a 'feeling' with the subject, influencing participant's attitudes and ideas. As a consequence, the practicality of a subject will be sooner realized. The main goal of such training is to improve the understanding on several subjects and develop the skills that are necessary for the implementation of the Rio Conventions. The program will not deliver specialists, but will give people at specific job positions additional knowledge, tools and skills for enhanced performance.

Structure and organization of the program is still quite open and should as much as possible fit to the needs of those who participate. Preferably no more than one or two trainings at a time are offered, to give potential participants the possibilities to enroll. Offering the program should not be a single action, but needs to be repeated once in several years. Box 1 gives an example how such a program could look like. Funding might come from existing capacity building sources like the Capacity Fund for Forest and Nature (CBN), see also possible sources in the tables of chapter 4 and extensive lists of funding sources in paragraph 5.2.

Box 1 Capacity Building Program – an example

Each course or training needs further elaboration and should at least mention subjects, targets, division between theoretical / practical, target group (pre-qualifications) and (potential) trainer / training institute.

Training	Characteristics	Schedule	YEAR 1				YEAR 2				YEAR 3			
			q1	q2	q3	q4	q1	q2	q3	q4	q1	q2	q3	q4
<i>Research skills</i>														
- Anthropology	6 full day sessions (Saturdays)		X						X					
- Geography	10 evening sessions (Tuesday and Thursday)			X	X					X	X			
.....														
<i>Technical skills</i>														
- ESIA	2 sessions basic training (afternoon)				X						X			
	8 sessions advanced for companies (evenings)					X						X		
	4 sessions advanced for policy makers (two Saturdays)					X						X		
- Physical planning						X						X	
.....														
<i>Management skills</i>														
.....														
...														

5.1.2 Improvement of Existing Curricula

In addition to the development and implementation of a training program, the CDNFP needs to cooperate with existing training institutes to support the establishment of new curricula and improve existing ones, e.g. by means of including newly identified topics. Specifically, the CDNFP should at least take action with regard to the following topics:

- Mobilize support for the development and establishment of a course (MSc) on environmental biology, in close cooperation with AdeKUS, IGSR and others involved;
- Cooperate with and motivate existing educational institutions (AdeKUS, IGSR, NATIN, IOL) to improve their curricula on environmental issues, partially based on the Capacity Building Program.

5.1.3 Other Institutional and Systemic Capacity Actions

The CDNFP will, in addition, take action towards the other identified capacity development actions at the institutional and systemic levels. Although some actions are the principle responsibility of other ministries or institutions, the CDNFP will encourage involved ministries, institutes and / or organizations to take action and support them in developing project proposals, mobilizing resources (see next paragraph) and to ensure that projects are implemented.

5.1.4 Timeframe

This CDAP will be implemented as soon as the CDNFP is established and functioning. It is proposed that the CDNFP will initiate the proposed actions within a two-year period, after which the CDNFP can focus on the capacity needs identified for the mid- and long-term. This means that the CDNFP should start with the actions proposed for the short-term and work closely with other involved ministries and organizations. With regard to the Capacity Building Program the CDNFP should initiate the program, organize at least one training course for each of the listed topics and conduct an evaluation with regard the effectiveness of the training courses. The CDNFP will also develop feasible measures and a workable structure for continuation of the program, in which the program preferably is fully adopted by an existing institution or organization. With regard to the other actions, the CDNFP should develop an appropriate timeframe in close cooperation with involved ministries and organizations, taking into account important national and international developments.

5.2 Resource Mobilization

The CDNFP is co-responsible for the mobilization of resources to implement the capacity development actions. In some cases project proposals should be developed to apply for funding to national or international donor and funding agencies. The tables in chapter 4 include funding possibilities for the specific actions. That list however is not exhaustive. During a brainstorming session (November 6th 2008) held with ATM, UNDP, PLOS, ESS and an international consultant (Ms. Teresa Bosques), an extensive overview was developed of possible funding sources (see figure 2).

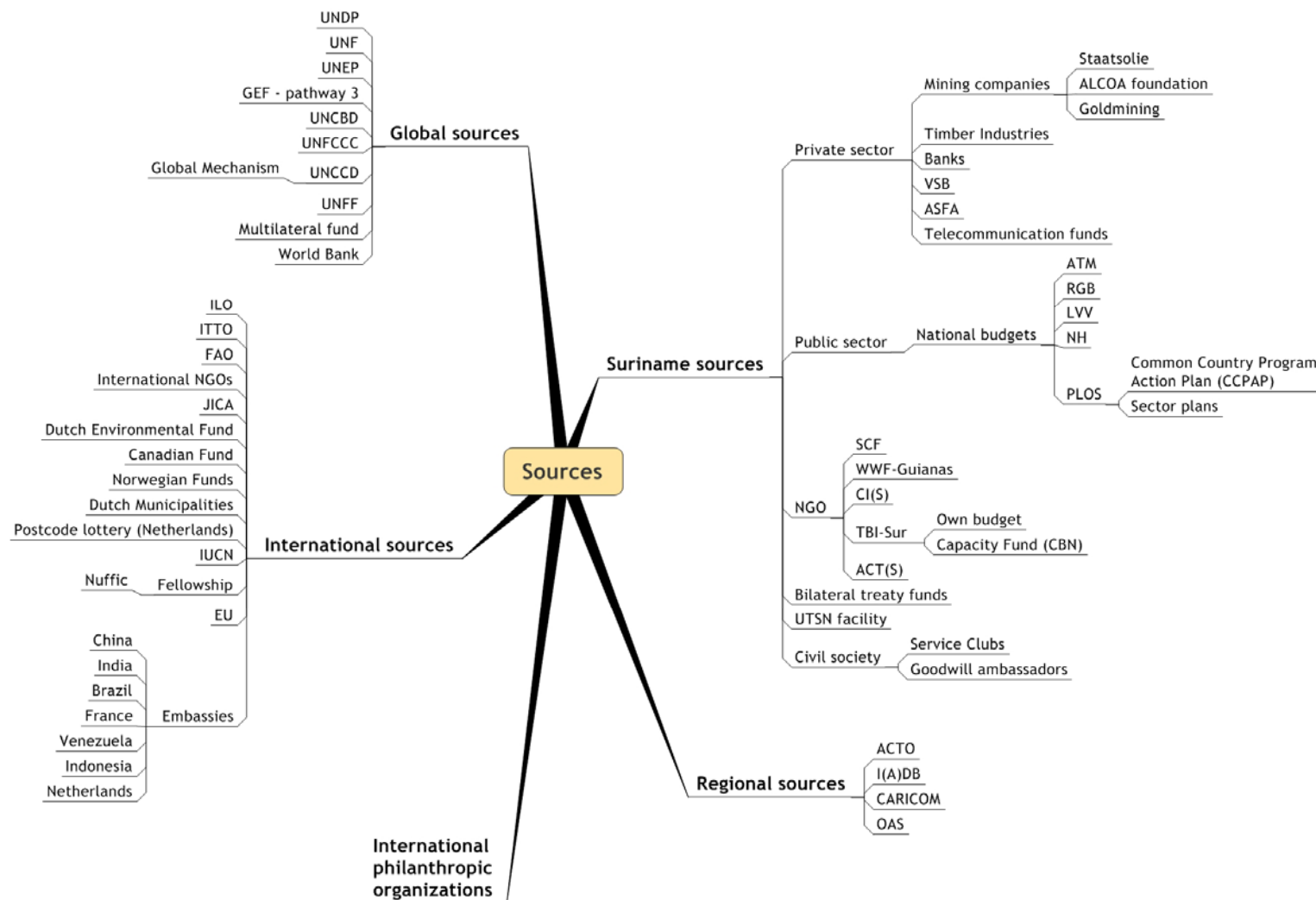


Figure 2 Overview of possible funding sources (see Acronyms chapter for explanation of abbreviations)

Therefore, the CDNFP will closely work with the ATM fundraising unit (in preparation) that can manage, plan, organize, direct and coordinate strategies to raise funds for the implementation of the CDAP. In cooperation with the fundraising unit, the CDNFP will thoroughly cover the resource mobilization's core activities. That is, the cultivation of potential supporters, to strategize on fundraising activities, to recruit volunteers, and to analyze Suriname's current situation including the legal and tax structures, in order to tailor successful fundraising activities for the CDAP.

5.3 Communication

The key to a successful implementation of the CDAP is an active involvement from the participating partners as well as from the Surinamese community as a whole. To gain a long-term involvement and commitment, communication is essential. Providing effective information to all parties and engaging the public are part of the communication strategy described in this chapter. Communication is a two-way activity. It is important to give information, but it is equally important to collect information from the stakeholders and to engage them in discussions.

During the first workshop a questionnaire was used to collect ideas and suggestions on the subject of communication. The results were used as input for this chapter. A summary of the results can be found in annex 5. The communication strategy is focused on two different levels:

- **Program level**, referring to the overall activities of the CDNFP, the implementation of the CDAP;
- **Project level**, referring to the implementation of individual capacity development actions.

The CDNFP is responsible for the communication at program level, and for those capacity development actions at project level that are under the mandate of ATM. The communication strategy on the program level is described in the next paragraph, while the second paragraph contains a description of the communication strategy on project level.

5.3.1 Communication on program level

The main objective of communication on program level is to create support and commitment for the implementation of the CDAP. Implementing the CDAP is one of many steps to take on the way towards sustainable development and conservation of natural resources. The CDNFP should follow several steps to communicate the implementation of the CDAP. These steps will be part of the monitoring program.

The CDNFP will need to identify the key audiences, the same way as the key stakeholders are identified during the stocktaking phase of the NCSA project. This step is necessary to achieve an effective and efficient communication with different audiences. Target groups can be divided into seven groups:

- Government and politicians;
- The academic sector;
- NGOs and CBOs;
- Private companies and their organizations;

- General public (urban areas);
- Communities in the interior;
- (Potential) donor and funding agencies.

Once the audiences are targeted, the next step is to identify the issues that may concern, influence and / or affect the different audiences or stakeholders. This will support the development of a strategic approach and specific actions towards effective communication with different audiences. Then the key messages need to be developed. There are different messages to get across and information to be given: e.g. on sustainability in general, the necessity of implementation of the CDAP, and thematic information on one of the themes: biodiversity, climate change or land degradation.

Several tools need to be identified in order to communicate the messages to different audiences. There are different means and techniques that can be used in communication. Several examples are¹:

- Brochures / fliers / two-pagers;
- Policy briefs / memo's / newsletters;
- Newspaper articles / press conferences;
- Multimedia;
- Press releases;
- TV / radio spots and programs;
- Cartoons / comic strips;
- Website;
- Traditional communication means;
- Workshops / seminars;
- Field excursions.

Next, a general communication plan needs to be developed, using table 12. This will help to define the messages, select the means and techniques, plan the communication activities and allocate the budget. Selecting more than one means or technique per audience will improve the success of communication. Depending on the audience, the CDNFP should consider the language to be used: English, Dutch, or a Maroon or Indigenous language. Once implementing the communication tools the CDNFP should measure the results with different tools, such as surveys and media coverage analysis.

¹ These are obtained from the questionnaires, see annex 5 for an overview of questionnaire results and suggestions per target group.

Table 12 Communication plan

Target group	Content / message	Means / techniques	Planning	Capacity	Budget
<i>Government and politicians</i>					
	• ...				
	•				
<i>The academic sector</i>					
	• ...				
	•				
<i>NGOs and CBOs</i>					
	• ...				
	•				
<i>Private companies and their organizations</i>					
	• ...				
	•				
<i>General public (urban areas)</i>					
	• ...				
	•				
<i>Communities in the interior</i>					
	• ...				
	•				
<i>(Potential) donor and funding agencies</i>					
	• ...				
	•				

5.3.2 Communication on project level

The main objective of communication on the project level is to create support and commitment for the execution of each capacity development action. The target groups (stakeholders) will be different in each project. The project proposal or plan should contain a communication plan, describing at least the following issues: communication objectives, target groups, means, planning and budget.

6 Monitoring and Evaluation

Monitoring and evaluation are indispensable management functions for managers to be informed about the progress and performance of a project or action: does it meet the objectives and does it lead to the desired effects? Specifically, monitoring is a tool to detect weaknesses and to enable the project management to take corrective actions. By effectively monitoring and evaluating a project the performance of that project is strengthened. It is necessary to create greater transparency and accountability in terms of use of project resources. It will help decision making and future project planning. There is however a difference between monitoring and evaluation. Monitoring is a continuous process that aims primarily to provide the main stakeholders with (early) indications of progress, while evaluation is a time-bound exercise to assess systematically and objectively the relevance, performance and success of the ongoing or completed project.

Monitoring and evaluation should be performed on both program and project level (see also paragraph 5.3). This chapter describes a plan for monitoring and evaluation at program level. Such a plan for project level has to be part of each of the individual project proposals or plans. The CDNFP will monitor and report on the implementation of activities, will assess progress in preparing proposals by various funding agencies, and will determine if any adjustments are required to the Action Plan and take action if necessary. Next, an independent financial audit will be done each year.

6.1 Monitoring

Every three months the CDNFP will send a monitoring report to ATM and the Steering Committees (NBSC, NCCSC and NCLD). They will review and discuss this report and send it back to the CDNFP with their approval and / or comments. The CDNFP will take actions accordingly. A summary will be made every six months. The CDNFP will monitor the project on the basis of relevant information on quality, time schedule, budget and communication, and will develop monitoring forms and methods. These need to be approved by ATM. There will be four indicators used in the monitoring process:

- Quality: for instance, number of consultants recruited, report on consultations, reports on specific activities, staff recruitment, training activities, or outputs;
- Planning: time schedule and deadlines to be met;
- Budget: budget spent, remaining budget;
- Communication: since communication is very important in this process, this will be monitored in detail.

Table 13 gives an example on how to summarize the monitoring results. This table includes codes that will be awarded by ATM and the Steering Committees during the monitoring process and represent specific actions:

- Red: The indicators show that there are some serious problems concerning quality, planning, communication or budget. Immediate action is required. The CDNFP will have to provide ATM and the steering committees with an action plan with information on possible, short-term solutions;

- Orange: The indicators show that there might be some problems ahead. Short-term attention necessary. The CDNFP will have to indicate what actions to take to get grip on the situation;
- Green: Quality, planning and budget according to plan: no further action needed.

Table 13 Table to summarize monitoring results

No.	Action	Indicators				Remarks	Code
		Quality	Planning	Budget	Communication		
							Red / orange / green

6.2 Evaluation

After each two years, an independent (external) bureau will evaluate the progress of the CDAP implementation, and will provide an evaluation report to ATM and the Steering Committees. The evaluation report will be discussed in a meeting with the main stakeholders and will serve as input for continuation of the CDAP implementation and any future programs and projects. The final report will be published and sent to all relevant ministries and organizations. The presence of such an independent bureau will increase the objectivity of the evaluation process.

The independent bureau will evaluate the program using the monitoring reports and any other information available. The main stakeholders need to be interviewed. An important subject in the report will be an evaluation of the process, for example, cooperation between the different partners, problem solving, or lacking of expertise and / or tools. It should contain an evaluation of the impact, effectiveness, efficiency, relevance and sustainability of the CDAP implementation. The CDNFP will provide the necessary evaluation information. Key questions that should be addressed during the evaluation would include:

- What were the baseline conditions at the time the CDAP was initiated, in the context of the capacity issues the project was meant to address? (These can be obtained from the Thematic Assessments and CCA);
- What were the positive and negative, foreseen and unforeseen changes to and effects on the department / ministry / clients that resulted from the CDAP implementation? (In this context, the specific capacities developed at the individual, institutional and systemic levels must also be identified and quantified);
- To what extent were the objectives achieved or what is the likelihood that they will be achieved? (Include any challenges or obstacles encountered during implementation and measures to overcome these challenges);
- What were the outputs in relation to inputs, looking at costs, implementing time, and economic and financial results?
- What was the relevance of the CDAP implementation to national environment and development priorities?
- To what extent will the benefits or activities continue from the CDAP actions after external assistance / donor funding has come to an end?
- What were the lessons learned or lessons that should be learned that emerged from CDAP implementation?

7 Recommendations

This CDAP is a tool to improve the country's capacity for implementation of the Rio Conventions. This tool however needs to be promoted and a workforce is needed to use the tool: the CDNFP. Therefore next steps should be taken to ensure a follow up of this document:

- Give a presentation on the NCSA results, with a special focus on the continuation of this project: implementation of the CDAP; make use of the NCSA Report to mobilize ministries, institutions, organizations and companies that might be involved in the project and which input might be necessary for adequate implementation;
- Mobilize funds (if necessary) from within the ministry and possibly other external donor and funding agencies to finance the establishment and functioning of the CDNFP; please note that this budget regards the loan and operational costs of the CDNFP, it does not include the implementation of concrete actions;
- Develop a job description based on the descriptions in chapter 5 and 6 and appoint / recruit the CDNFP;
- First actions to be taken by the CDNFP:
 - Identify key audiences and develop communication plan;
 - Cooperate with the fundraising subunit of ATM to select funding possibilities for each action;
 - Develop a timeframe for implementation of the actions, in close cooperation with other involved ministries and organizations;
 - Develop monitoring forms and methods;
 - Develop a detailed structure and organization of the Capacity Building Program;
- Start implementing the capacity development actions;
- From the beginning the CDNFP should strive for close and intensive cooperation with other involved ministries and organizations.

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Annex 1 Questionnaires

Questionnaire on communication strategy

The implementation of the Action Plan asks for active participation of stakeholders at different levels and for long periods. Effective communication is of great importance to keep their essential attention. Therefore, we are searching for different ways of communication that listen to next definitions: Creative, Original and Feasible.

Keeping these definitions in mind we ask you to answer the following question for each of the mentioned target groups:

What is to your opinion and / or experience the most effective form to communicate the implementation and progress of the NCSA Capacity Development Action Plan?

Target groups:

- The Suriname community in general;
- The NGOs and CBOs;
- The private sector;
- The National Government and politicians;
- Potential donor agencies.

Questionnaire on institutional and systemic capacity needs

In the green column: relevance regarding other developments. Score possibilities: x = little relevance, xx = moderate relevance, xxx = much relevance. Maximum number of 'x': 3.

In the red column: Explanation on the green column; please provide information on which conventions and / or general, political, social, economic, demographic technological developments the specific score applies to.

		<i>Relevance regarding Rio Conventions</i>	<i>Relevance regarding other developments</i>	<i>Explanation</i>
5 Public reform and physical planning			Score	
5.1	Clear mandates and responsibilities	xxx		
5.2	Inter-departmental cooperation	xxx		
5.3	Forest Authority	xxx		
5.4	Allocation of protected areas and multiple use management areas	xxx		
5.5	Urban infrastructure in coastal region	xxx		
6 Capacity improvement and research				
6.1	Strengthening of private forest sector	xxx		
6.2	Improved natural resource management	xxx		
6.3	Data gathering (inventories)	xxx		
6.4	National inventories and databases	xxx		
6.5	Education improvement	xxx		
7 Legal framework				
7.1	Up-to-date Nature Preservation Act	xxx		
7.2	Up-to-date National Planning Act	xxx		
7.3	Up-to-date Forest Management Act	xxx		
7.4	Environmental Framework Act	xxx		
7.5	Land rights	xxx		
7.6	NBAP, NKAP and SNAP	xxx		
7.7	Strategic Action Plan for the Forest Sector	xxx		
7.8	Integrated Coastal Zone Management Plan	xxx		
7.9	Environmental Sector Plan	xxx		
8 Communication				
8.1	Cross-sector communication	xxx		
8.2	Improved involvement of local authorities and communities in management and project development	xxx		
8.3	Clear system of accountability	xxx		
8.4	Coordination of awareness activities and public awareness	xxx		

Questionnaire on funding possibilities

In the green column: Funding possibilities by your organization (mark with a cross)

In the red column: Explanation to the marks

In the yellow column: Suggestions regarding other (inter)national donor agencies / funds; other than UNDP (GEF), SCF, WWF, CI(S), TBI-Sur

		<i>Funding possibilities by your organization</i>	<i>Explanation</i>	<i>Suggestions</i>
5 Public reform and physical planning				
5.1	Clear mandates and responsibilities			
5.2	Inter-departmental cooperation			
5.3	Forest Authority			
5.4	Allocation of protected areas and multiple use management areas			
5.5	Urban infrastructure in coastal region			
6 Capacity improvement and research				
6.1	Strengthening of private forest sector			
6.2	Improved natural resource management			
6.3	Data gathering (inventories)			
6.4	National inventories and databases			
6.5	Education improvement			
7 Legal framework				
7.1	Up-to-date Nature Preservation Act			
7.2	Up-to-date National Planning Act			
7.3	Up-to-date Forest Management Act			
7.4	Environmental Framework Act			
7.5	Land rights			
7.6	NBAP, NKAP and SNAP			
7.7	Strategic Action Plan for the Forest Sector			
7.8	Integrated Coastal Zone Management Plan			
7.9	Environmental Sector Plan			
8 Communication				
8.1	Cross-sector communication			
8.2	Improved involvement of local authorities and communities in management and project development			
8.3	Clear system of accountability			
8.4	Coordination of awareness activities and public awareness			

Annex 2 Prioritization of Individual Capacity Needs

The table below gives an overview of the prioritization of individual capacity needs during the first workshop. Italic issues are added by the stakeholders. Scores could be given from one to twelve, depending on its relevance for the three conventions (UNCBD, UNFCCC, and UNCCD). Four groups gave prioritization for almost all issues. Next, a column is added with the results of the CCA and, in the last column these scores are averaged. These data are used to select the priority capacity needs in paragraph 4.1. Although all issues are important to strengthen capacity for the conventions implementation, highest attention is given to those issues that receive an average score of approximately 8 and higher. This method is only supporting decision-making on priorities, therefore exceptions regarding ins and outs are possible. Moreover, some issues are integrated in paragraph 4.1.

Issues & Categories	Workshop results – total scores					Average score
	Gr 1	Gr 2	Gr 3	Gr 4	CCA	
Research skills						
Biodiversity	9	7	10		6	8
Forestry	9	7	9		7	8
Biotechnology	3	5	7		3	4,5
<i>Environmental technology (chemical), clean technology and clean energy</i>	9					9
<i>Environmental economics, economics of natural resources</i>	8					8
<i>Anthropological research</i>	9					9
<i>Geography</i>			9			9
<i>Environmental biology</i>			10			10
Management skills						
Management at project level	9	9	6		6	7,5
Land & water management	9	11	12		9	10,25
Writing of proposals & reports	12	6	6		9	8,25
<i>Water management</i>	9					9
<i>Management skills on project implementation</i>		9				9
<i>Strategic planning</i>			12			12
<i>Incorporating traditional knowledge and skills</i>			11			11
Social / cultural skills						
Working with interior communities	7	11	12	12	9	10,2
Negotiation skills among interior communities	8		9	9	9	8,75
<i>Communication skills among interior communities</i>		11				11
<i>Education</i>	4					4
<i>Education and information</i>				10		10

Issues & Categories	Workshop results – total scores					Average score
	Gr 1	Gr 2	Gr 3	Gr 4	CCA	
<i>Working with communities including communication skills</i>		6				6
<i>Awareness / communication</i>			12			12
<i>Networking skills</i>			9			9
<i>Advocacy – policy intervention</i>			12			12
<i>Human rights</i>				9		9
<i>Working with coastal local communities</i>				11		11
Technical skills						
Revision of legal frameworks		5	11	5	9	7,5
IPR and benefit sharing		8	9	6	5	7
E(S)IA		7	12	12	12	10,75
Physical planning		11	12	10	10	10,75
PES and carbon stock		3	11	9	8	7,75
Data collecting and processing	9	12	9		12	10,5
<i>Standards and guidelines</i>						
<i>Situation analysis and interpretation skills (digital, reading maps, GPS)</i>		7				7
<i>Central planning and communication</i>						

Annex 3 Prioritization of Institutional Capacity Needs

The table below gives an overview of the prioritization of institutional capacity needs in conformance with the CCA. Scores could be given from 1 to 12 (except for 'synergies': from 1 to 9), depending on its relevance for the three conventions (UNCBD, UNFCCC, UNCCD). This list formed the basis for the priority capacity development actions in paragraph 4.2. Although all issues are important, highest attention is given to those issues that receive an average score of approximately 7 and higher (except for 'capacity needs at institutional level': 8 and higher). However, based on stakeholders' consultation and expert interpretation, several issues are added or excluded afterwards and others are moved to the systemic part.

Issues & Categories	Total score	Priority
Ministries		
ATM	12	Yes
ROGB	10	Yes
NH	5	
LVV	6	
PLOS	6	
OW	6	
RO	4	
MINOV	3	
JP – IPR unit	4	
Agencies and other governmental bodies		
National Focal Point(s)	12	Yes
National Council for the Environment (NMR)	3	
National Institute for Environment and Development in Suriname (NIMOS)	12	Yes
Rio Steering Committees (NBSC, NCCSC, NCLD)	8	Yes
SPS	8	Yes
Soil Mapping Service (DBK)	4	
LBB/NB	5	
SBB	7	Yes
STINASU	3	
Bauxite Institute Suriname (BIS)	2	
Geological Mining Institute (GMD)	2	
EBS	2	
SWM	4	
MDS	4	
MAS	1	
GLIS	3	
AdeKUS	8	Yes
BBS	4	Yes
NZCS	4	Yes
CELOS	6	Yes
IOL	4	
NATIN	4	

Issues & Categories	Total score	Priority
Non-governmental bodies		
Suriname Conservation Foundation (SCF)	5	
Conservation International Suriname (CI(S))	5	
WWF Guianas (WWF)	5	
Amazon Conservation Team Suriname (ACT(S))	5	
Foundation for a Clean Suriname (SvSS)	4	
Association of Indigenous Village Chiefs (VIDS)	5	
UNDP	7	Yes
I(A)DB	7	Yes
Capacity needs at institutional level		
Clear mandate and responsibilities	9	Yes
Inter-departmental cooperation	12	Yes
Inter-sector cooperation	7	
Human resources	9	Yes
Access to financial resources	7	
Improved involvement of local authorities and communities in conservation	4	
Establishment of Forest Authority	8	Yes
Strengthening of private forest sector	8	Yes
PES structures and innovations	5	
Improved law enforcement	7	Yes
Improved natural resource management skills	9	Yes
Synergies		
Physical Planning		
Allocation of protected areas and multiple use management areas	8	Yes
Urban infrastructure in coastal region	7	Yes
Capacity building		
Education	9	Yes
Public awareness	9	Yes
Research		
Data gathering (inventories)	9	Yes
Databases	9	Yes
Legal framework		
Land rights	6	
IPR	5	
Review of relevant legislation	7	Yes
Law enforcement	7	Yes
Public reform		
Accountability	6	
Decentralization	5	
Cross-sector communication	9	Yes

Based on the list developed by means of the CCA, a next prioritization round was done during the second workshop (completed with additional input by means of a questionnaire). The table below gives an overview of these outcomes. The following division is used with regard to priority of capacity needs:

- Average score 8 – 9: high priority, action for short-term;
- Average score 7 – 7,9: medium priority, action for mid-term;
- Average score lower than 6,9: low priority, action for long-term.

		Relevance regarding Rio Conventions		Relevance regarding other developments		Funding possibilities		Total score per group		Average score
		Gr 1	Gr 2	Gr 1	Gr 2	Gr 1	Gr 2	Gr 1	Gr 2	
5	Public reform and physical planning									
5.1	Clear mandates and responsibilities	3	3	2	3	3	2	8	8	8
5.2	Inter-departmental cooperation	3	3	2	3	3	3	8	9	8,5
5.3	Forest Authority	3	3	3	2	3	2	9	7	8
5.4	Allocation of protected areas and multiple use management areas	3	3	3	3	3	3	9	9	9
5.5	Urban infrastructure in coastal region	3	3	3	3	1	1	7	7	7
6	Capacity improvement and research									
6.1	Strengthening of private forest sector	3	3	2,5	3	2	1	7,5	7	7,25
6.2	Improved natural resource management	3	3	3	3	2	1	8	7	7,5
6.3	Data gathering (inventories)	3	3	2,5	3	2	2	7,5	8	7,75
6.4	National inventories and databases	3	3	2,5	3	2	2	7,5	8	7,75
6.5	Education improvement	3	3	2,5	3	3	3	8,5	9	8,75

Annex 4 Prioritization of Systemic Capacity Needs

The table below gives an overview of the prioritization of systemic capacity needs in conformance with the CCA. Scores could be given from 1 to 9 (except for 'capacity needs at systemic level': from 1 to 12), depending on its relevance for the three conventions (UNCBD, UNFCCC, UNCCD). This list formed the basis for the priority capacity development actions in paragraph 4.3. Although all issues are important, highest attention is given to those issues that receive an average score of approximately 6 and higher (except for 'capacity needs at systemic level': 8 and higher). However, based on stakeholders' consultation and expert interpretation, several issues are added or excluded afterwards and others are moved to the institutional part.

Issues & Categories	Total score	Priority
Capacity needs at systemic level		
Coherence of sector policies, laws and plans	9	Yes
Improved communication among ministries and between these and (inter)national organizations	12	Yes
Development and effectuation of laws	9	Yes
Finalization of strategies and action plans	9	Yes
Improved communication and negotiation between government and private sector and NGO's	12	Yes
Solving land rights issue	12	Yes
Coordination of awareness activities	9	Yes
Education / training in biotechnology and genetic resources	2	
Governmental organization dealing with PES	6	
International positioning related to PES and carbon trade	6	
Focus on integrated coastal management	7	
National inventories and databases	9	Yes
Clear system of accountability	9	Yes
Political system in support of effective capacity use	9	Yes
Existing legislation		
Nature preservation Act	7	Yes
Decree on Nature protection (Establishing the CSNR)	6	Yes
Game Act	3	
Fish Protection Act	3	
Sea Fishery Law	3	
National Planning Act	7	Yes
Laws on Issuance of State Owned Lands	5	
Forest Management Act	7	Yes
Mining Decree	3	
Water Board Law	3	
Pesticide Law	2	
Legislation needed / under construction		
Environmental Framework Act (draft prepared)	9	Yes
Law on Industrial Property (draft prepared)	1	
Intellectual Property Rights (needed)	5	

Issues & Categories	Total score	Priority
Land rights Indigenous and Maroon people (needed)	5	
Existing policy frameworks & action plans		
National Biodiversity Strategy (NBS)	6	Yes
National Forest Policy	6	Yes
Multi-Annual Development Plan (MOP) for 2006 - 2011	5	
Agriculture Sector Plan (ASP)	5	
Education Sector Plan (ESP)	3	
Drainage Master Plan Paramaribo	3	
Policy note of ATM	3	
Policy note of OW	4	
Policy frameworks & Action Plans needed / under construction		
National Biodiversity Action Plan (NBAP) (incomplete draft)	5	
National Climate Change Action Plan (NKAP) (incomplete draft)	5	
National Land Degradation Action Plan (SNAP) (needed)	5	
Strategic Action Plan for the Forest Sector (in preparation)	6	Yes
Integrated Coastal Zone Management plan (in preparation)	6	Yes
Environmental Sector Plan (in preparation)	6	Yes
National Implementation Plan focused on Persistent Organic Pollutants (POPs) (needed)	3	
Non-Urban Environment Sector (NUES) policy and program (draft)	5	

Based on the list developed by means of the CCA, a next prioritization round was done during the second workshop (completed with additional input by means of a questionnaire). The table below gives an overview of these outcomes. The following division is used with regard to priority of capacity needs:

- Average score 8 – 9: high priority, action for short-term;
- Average score 7 – 7,9: medium priority, action for mid-term;
- Average score lower than 6,9: low priority, action for long-term.

		Relevance regarding Rio Conventions		Relevance regarding other developments		Funding possibilities		Total score per group		Average score
		Gr 1	Gr 2	Gr 1	Gr 2	Gr 1	Gr 2	Gr 1	Gr 2	
7	Legal framework									
7.1	Up-to-date Nature Preservation Act	3	3	3	3	1	3	7	9	8
7.2	Up-to-date National Planning Act	3	3	2	3	1	1	6	7	6,5
7.3	Up-to-date Forest Management Act	3	3	2	2	3	2	8	7	7,5
7.4	Environmental Framework Act	3	3	3	3	3	3	9	9	9
7.5	Land rights	3	3	3	1	1	1	7	5	6
7.6	NBAP, NKAP and SNAP	3	3	3	3	2	3	8	9	8,5
7.7	Strategic Action Plan for the Forest Sector	3	3	2	2	2	2	7	7	7

		Relevance regarding Rio Conventions		Relevance regarding other developments		Funding possibilities		Total score per group		Average score
		Gr 1	Gr 2	Gr 1	Gr 2	Gr 1	Gr 2	Gr 1	Gr 2	
7.8	Integrated Coastal Zone Management Plan	3	3	3	3	3	3	9	9	9
7.9	Environmental Sector Plan	3	3	3	3	3	3	9	9	9
8	Communication									
8.1	Cross-sector communication	3	3	3	3	3	1	9	7	8
8.2	Improved involvement of local authorities and communities in management and project development	3	3	3	3	1	3	7	9	8
8.3	Clear system of accountability	3	3	3	3	2	1	8	7	7,5
8.4	Coordination of awareness activities and public awareness	3	3	2,5	3	1	3	6,5	9	7,75

Annex 5 Results Communication Questionnaire

The communication questionnaire resulted in the range of suggestions, presented in the table below.

Target Group					
Resp ¹	Surinamese community	NGOs and CBOs	Private sector	National Government and politicians	Potential donor agencies
1	Many images, cartoons, little words, simple language	Emphasize the benefits for the local communities	Nothing works	Policy briefs	Innovative project ideas with clear budget and short video
2	Radio, TV, newspaper, posters	Workshops	Workshops, folders, posters	?	Project proposals
3	A solid national network incorporated with traditional communication means	National awareness plan	Promotion activities, advertisements	Awareness program within DNA	External publications
4	1. Interactive media program (radio/TV [for the interior mainly radio] in different local languages) 2. Newspaper on sustainability 3. Website	1. Intranet 2. Website 3. NGO quarterly newsletter	1. KKF paper and thematic evenings 2. Newspaper on sustainability 3. Website	1. Short papers attractive, easily accessible 2. Directly involved organizations through thematic discussions	1. Material documents / presentations for donor deliberation in Suriname 2. Identification of donors for CARICOM states, SIDS (substantial means are available)
5	From the beginning information for the community, regular updates (TV, radio, flyers, banners etc.)	Communication through one person avoids information being fragmented and guarantees input	Same as NGO's	Learn from AI Gore method: stress the importance by providing hard evidence, 1 or 2 persons per organization should specialize	Provide constant information and planning
6	Mass communication through radio, television flyers, folders, commercials etc.	Invitation to exchange ideas	Approach companies individually, develop rules and regulations, create and demand transparency	Demand clarity, change existing system, is the parliament capable to investigate and build a different system?	Do your homework, no hidden agenda

¹ Questionnaires of respondents were randomly numbered.

Target Group					
Resp ¹	Surinamese community	NGOs and CBOs	Private sector	National Government and politicians	Potential donor agencies
7	Good information in infomercials, activities (through sport school, school), billboards etc., light and understandable	Cooperation, listening, publish results of cooperation	Convince target group of their responsibilities towards and benefits of a healthy environment, it can lead to profits	Present data, present statistical models to show how bad, but also how good things develop if they get involved	Make the target group 'sensitive' to contribute by taking them to places / projects for which funds will be used, make them feel important
8	Fantastic TV commercial	Organize a seminar in the Killit building	Brainstorm together to show that there are also economic profits and benefits	Invite the best people to meetings (together with the private sector)	Provide a sound document in February 2009
9	Use simple words and different languages to explain the different conventions	Internal meetings	Internal meetings	Training, presentations	Reports
10	TV program, radio, newspaper article (environmental paper), film material	Presentations, film material	Individual meetings, workshops, seminars	Workshops, seminars	Field excursions (for example climate change in Coronie), state the importance
11	1. Media: TV, paper, radio, information fair 2. Info bus: spreading folders	Website	1. Info fair 2. Workshops	Info programs through media	Website with information on developments regarding NCSA plan
12	Media, play, article	1. Folders and flyers, simple language 2. Contact organizations and communicate directly	Contact companies and raise their interest (transparency)	Contact politicians directly, raise their interest	Write letters
13	Communicate in cause - effect: consequences for inhabitants and measures		Recurring article / column in company magazine	Separate news letter on this subject with actual information an periodic results	Begging letters
14	MOP	Decentralized action plan on level of resorts district plans, Regional Development and MOP	Integration in MOP (chapter sustainable development)	idem	idem