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Back to Office Report
Submitted by: Pierre Yves GUEDEZ, Danae MANIATIS
Title: RTA and Global Advisor REDD+
Date submitted: 30 Nov 2015

1. Practice area : REDD+	
2. Mission period (incl. of travel days): 22 Nov 2015 – 28 Nov 2015	
3. Type of mission : UNDP-FCPF follow-up mission	4. Clients: NIMOS, SBB, others
5. Purpose of mission <ul style="list-style-type: none"> • Follow-up of the implementation of the UNDP-FCFP project in Suriname; • Strengthen technical capacities of national counterparts on REDD+; • Participate to the 2nd meeting of the project board; 	6. Documents, materials, resources <ul style="list-style-type: none"> A. Terms of References of the mission (page 4) B. Detailed agenda of the mission (page 6) C. Minute of the meeting of the project board detailing agreements and next steps (page 8)
7. Mission members: Guedez Pierre, Danae Maniatitis	8. Costs: SNA

9. Brief summary of the mission

9.a Findings

The drop of the gold price impacts negatively on the Surinamese economy (gold = 54% of national exportations). The Ministry of Finance has started to ask questions about REDD+ implementation and access to REDD+ finance for the country. UNDP CO has shared the REDD+ project with the Ministry of Finance/Central Bank Joint Desk on Project Implementation in Suriname. The desk has expressed concern over the slow implementation of the project.

Consideration is being given to extending the joint desk between the Ministry of Finance and the Central Bank to include the Ministry of Foreign Affairs, which is the official counterpart of UNDP in the GoS.

Several interesting opportunities have been identified to discuss about forests and CC with strategic entities in the coming months. NIMOS will give a presentation of REDD+ to the Parliament and also to the Inter ministerial Committee of Environment in January 2016. A presentation of REDD+ will have to be given to the new authorities of SBB, once they are nominated. A discussion with the head of the Office of Planning will also be strategic, once they are designated, aiming at presenting the objective of the project, and offering to provide substantive inputs related to forests during the elaboration of the upcoming national development plan 2017-2021. Furthermore, Suriname has submitted its INDC to the UNFCCC. Alignment and consistency will need to be sought between the INDC, the national development plan as well as a national REDD+ strategy (to be developed). UNDP will provide information or experiences from other countries for these meetings upon request.

The Vice President requested a detailed brief on REDD+ prior to his participation to the COP21. Follow-up meetings with him in the coming months will certainly be strategic and relevant for the overall REDD+ readiness process in the country.

The PB and the PMU are very much aware of the importance of using the REDD+ readiness phase to promote changes and contribute to the elaboration of the national development strategy. They want to avoid being implementing activities for the sake of delivery, and want to find the right balance between the use of international expertise and the need to strengthen national capacities. This is not incompatible but needs to be properly strategized and incorporated into future TOR.

The need for improving communication has also been raised on different occasions. It will be important to clarify why Suriname wants to

be ready for REDD+, how this could contribute to national and sectorial objectives, how this fits with other ongoing efforts related for instance with adaptation, with the mining sector, the INDC, or with the elaboration of the upcoming national development strategy 2017-2021.

The present mission has been an opportunity to discuss about the implementation of the REDD+ readiness project. It is apparent that activities related to the inception of the REDD+ readiness project have not been carried out as they should. It has not been possible to implement, as originally planned, the activities agreed upon for the period July – Dec 2015. More preparation prior to the present mission would have been very useful, as well as prior to the organisation of the 2nd meeting of the Project Board. Some of the challenges identified by the national counterparts to explain this situation are listed below:

- The PMU is not yet fully staffed. Very significant delays in the recruitment processes have clearly impeded a proper implementation of the project so far.
- The election of May 2015 have delayed some decisions for a few months.
- Individual and institutions invited to meetings organized by the project do not always show up, and the project hardly obtains information and data from other entities and ministries.
- The uncertainty on REDD+ and related to the financing gap to cover the REDD readiness process, based on the budget of the R-PP, make it difficult to get political traction.
- Uncertainties regarding recruitment procedures.

UNDP reiterated its support to NIMOS, SBB and the PMU in supporting the implementation of the project. UNDP suggested a series of options to address the current situation, such as participating to the future recruitments, seeking support of a detailed assignment from another UNDP Country Office, taking advantage of the existing roster of experts created by Regional Center of UNDP, modifying the implementation modality from NIM to support to NIM or DIM. Follow-up meetings between UNDP Suriname, NIMOS, SBB and the PMU will take place bi-monthly from now on, in order to decide how to proceed in the current situation and in order to provide a closer support to the PMU during the coming months which are going to be critical for the project.

The UNDP Country Office indicated that an audit of the Office will take place in 2016, and requested the PMU to be prepared.

A meeting took place in UNDP with representatives of VIDS and VSG to discuss about their participation to the COP21, and about their concerns in relation to the REDD+ readiness project.

9.b Results achieved (key outputs)

Technical discussions on REDD+ national strategies, SIS, FREL and NFMS took place resulting in the strengthening of capacity of national counterparts, mainly the PMU. Additional trainings will be needed, and could be based on the recently released material of the REDD+ Academy prepared by the UN-REDD Programme.

The need for better preparation before the next PB meeting as well as before future missions has been acknowledged, as well as the importance of a closer relationship and support of the PMU by NIMOS, SBB and UNDP. It has been agreed to have bi-weekly meetings between PMU, NIMOS, SBB and UNDP.

It has been agreed to speed up the pending recruitments of the PMU, paying specific attention when elaborating the different TOR to ensure a clear relationship with the products and outputs of the AWP, and clear roles and responsibilities within the PMU.

The PMU will create a repository of information, for instance in a Dropbox, to organize all the documentation related to the project, including the substantive issues such as the deliverables prepared during implementation, as well as the more administrative issues such as the TOR prepared by the PMU or the documentation related to meetings and workshops.

The PMU has been instructed by the PB to prepare a series of documents, to be presented during the next meeting of the PB in January 2016 (drafts to be circulated in mid-December):

- i. a document clarifying how this actual PB would operate, including details on the decision making process, and its relationship with the REDD steering committee.

- ii. an update of what happened in the last 18 months in Suriname, which impact the AWP originally included in the project document signed in 2014. As example, different initiatives are presently working on issues such as FPIC or grievance and redress mechanism, and the REDD+ readiness project must adjust its own AWP 2016 accordingly in order to avoid duplication and ensure complementarity.
- iii. a document describing progresses in implementing the 16 activities planned between July-December 2015, clarifying the milestones which have been achieved as well as delivery per activity.
- iv. a detailed analysis of challenges since July 2015 and how they have been addressed or how they will be addressed in the future.
- v. a narrative explaining how the REDD+ national strategy is going to be elaborated, in a participative and effective manner.
- vi. a detailed and realistic AWP 2016, addressing issues raised by the PB; a Monitoring Plan and a Procurement Plan; presenting the vision of the PMU to elaborate the national REDD+ strategy in a participative manner; explaining how partnership is going to be fostered during project implementation; and identifying clear milestones for each quarter, ideally tangible, in order to be able to report tangible progresses to the PB and the management of NIMOS and SBB on a regular basis in 2016.

9.c expected impacts

- AWP 2016 approved by the end of January 2016.
- The PMU will be up and running in February 2016, and will be ready to implement an approved AWP.

10. Key counterparts

NIMOS, Cedric Nelom;

SBB: Rene Somopawiro, Sarah Crabbe; Priscilla Miranda

PMU Project Coordinator Madhawi Ramdin; Administrative Assistant Karwofodi Silvia; Technical Officer Lisa Best; Technical Assistant Environment Santusha Mahabier

UNDP Country Office: DRR Armstrong Alexis, Programme Officer Bryan Drakenstein, Anuradha Khoenkhoen Programme Assistant.

11. Follow up action matrix

Action to be taken	By whom	Expected completion date
1. Organize a meeting with PMU, NIMOS, SBB and UNDP to discuss and clarify recruitment procedures.	UNDP Country Office	Asap
2. Prepare a manual of procedures for the project, if deemed appropriate. This is good practice in many projects. See if UNDP Suriname already has one. Share example from other countries if needed.	PMU with support of UNDP Suriname	Asap
3. Create a repository (dropbox type) to archive all the documentation related to the project, including a) TOR and documentation related to recruitments and procurement; a) agendas, minutes and lists of participants of meetings and workshops; c) documentation related to planning, monitoring and reporting; d) substantive documents related to the 3 pillars; etc	PMU	Asap
4. Finalize pending TORs for PMU staff, linked with the AWP REDD+ and taking into account the importance of ensuring synergies with other projects such as CCCD, and proceed with medium term and long term, national and international recruitments, i.e. potentially 1) a high level political advisor, 2) economist or financial expert ideally with experience within Ministry of Finance, 3) M&E specialist with	PMU with support of NIMOS, SBB and UNDP	Asap

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experience in project planning, monitoring and reporting, 4) a specialist in capacity building and corresponding monitoring, 5) knowledge management specialist, 6) legal specialist, 7) policy specialist, 8) governance specialist, 9) stakeholder engagement / social specialist, 9) financial and procurement assistant. These profiles will have to be defined taking into account the procurement strategy of the AWP of the project, as well as the potential staff that can be made available by different government entities.		
5. Organize a meeting to revise individual TOR between PMU staff members, to ensure perfect understanding of everyone's roles and responsibilities, reporting lines, communication channels, processes of decision making and of delegation of authorities	PMU with support of UNDP Suriname	Once PMU staff is recruited
6. Prepare a 2 to 4 pages document explaining REDD+ readiness in Suriname, clarifying for instance why GoS wants to get ready for REDD+, how it sees this readiness process and how it is articulated to broader processes in Suriname, how the requirements of the Warsaw framework relates to existing elements in Suriname, how it relates to other ongoing work on mitigation and adaptation, on land use planning, with the mining sector, and the idea of "REDD+ projects"...	PMU with support and guidance of NIMOS, SBB and UNDP if needed.	As soon as possible
7. Prepare the 6 documents requested by the PB, with draft for mid December, and to be presented during next PB meeting	PMU	Draft by mid December
8. Support NIMOS and PMU in ensuring strategic engagement of key Ministries (Finance, Regional Development, etc) and sectors (mining, agriculture) during elaboration of AWP2016, depending on their respective mandate, in order to facilitate their engagement when appropriate, the implementation of AWP 2016.	UNDP Suriname	Asap and to be continued during project implementation
9. Support revision and finalization of AWP 2016, procurement plan and monitoring matrix. Discuss relevance of methodology and examples already shared on issues of stakeholder engagement and elaboration of national strategy.	UNDP Suriname, regional and global advisors.	Upon request
10. Provide additional trainings on REDD+.	UNDP regional and global advisors	Upon request
11. Provide training on administrative and project management issues to PMU staff, depending on identified needs.	UNDP Suriname	Upon request
12. Prepare a calendar of events for 2016, to list events such PB meetings, meetings of the core group (PMU, NIMOS, SBB, UNDP), regional and international CC or REDD events and meeting (COP, FCPF), national, sectorial and local workshops, expected missions, etc.	PMU	In parallel to elaboration of AWP2016
13. Obtain documentation related to the past and future recruitments realized by the national counterpart.	UNDP Suriname	Asap
14. Establish a senior level engagement between UNDP Suriname and Cabinet of the president to review progress of the project, at least on a quarterly basis.	UNDP Suriname	Asap

TERMS OF REFERENCES OF THE MISSION

Mission title: Follow-up REDD+ readiness (UNDP-FCPF) project implementation in Suriname and participation to the 2nd meeting of the Project Board.

Location: Suriname, Paramaribo, Torarica Hotel

Date: November 23 – 27th 2015

Participants: From Suriname: see detailed agenda and its list of participants; From UNDP New York: Danae MANIATIS; from UNDP Panama: Pierre GUEDEZ

Context: Surinam presented its RPP document to the FCPF for informal reviews in 2009, in 2010, and eventually in March 2013 when it has been endorsed by the PC. The UNDP-FCPF project document of Suriname has been signed in May 31st 2014 and funds have been transferred to UNDP CO on June 2014. This project, implemented under the National Implementation Modality, was planned to start in July 2014 and to end in June 2017. A mid-term review was planned to take place at the beginning of 2016.

The main activities to be implemented during the inception phase of a project include: 1) finalization of the organigram of the project, 2) recruitment of the Project Management Unit as well as the recruitments within national entities, 3) appointment of the members of the project board, 4) finalization of the detailed AWP and procurement plan, 5) induction of the PMU staff and project board members, 6) organization of the inception workshop, and 7) organization of the 1st meeting of the Project Board.

Since the signature of the project document, UNDP Country Office have had very regular and frequent meetings with NIMOS and other counterparts in Suriname, aiming at speeding up the implementation of these activities of the inception phase. Agreements detailing actions to be taken, deadlines and responsible have been agreed upon in different opportunities. Follow-up missions have been organized with UNDP global and regional staff in September 2014 and December 2014. During these missions, it had been agreed to organize an induction of the staff of the Project Management Unit and the members of the Project Board, as well as the 1st meeting of the Project Board early in 2015, as soon as the recruitments for the PMU by NIMOS and other counterparts are finalized.

Since these missions took place, 1) an organigram of the project has been drafted in September 2015; 2) the following recruitments have been finalized: national coordinator, communication officer, community liaison officer (July), administrative assistant (August), Technical Assistant Environment (Nov 2015). The recruitments of the other positions to complete the PMU will have to be finalized as soon as possible. 3) The members of the project board have been appointed and a first meeting of the project board took place in July 2015; 4) a first draft of annual work plan 2016 has been drafted in November 2015.

The present mission is being organized in this context. The objectives of this mission are described below, as well as a detailed agenda, the list of participants for the different sessions, and eventually the expected results and deliverables.

Main objectives: the main objectives of this mission are to:

1. Provide an induction training on REDD+ to the staff of the PMU recently recruited;

2. Discuss on the progresses realized since July 2015, analyze challenges and issues delaying the implementation of the project, and agree on mitigation measures to be implemented urgently;
3. Discuss about the first draft of AWP 2016, the importance of identifying clear and achievable milestones, and define a realistic procurement plan, taking into account the importance of building national capacities;
4. Participate to the 2nd meeting of the project board.

Expected results and deliverables: the mission will be considered a success if the following results are achieved and the deliverables are available:

1. Increased understanding of REDD+ for the PMU and members of the project board;
2. Better understanding by the PMU of the requirements for the elaboration of the AWP 2016, its' procurement plan and monitoring framework.
3. Updated risks and issues log, with an agreed list of measures to be implemented in order to address existing bottlenecks and challenges, agreed upon with NIMOS and SBB.
4. The relationship and collaboration between UNDP, NIMOS, SBB and the PMU is strengthened.

DETAILED AGENDA



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PROGRAMME INDUCTION WORKSHOP SURINAME REDD+

Day 1 – Monday November 23, 2015, induction PMU: REDD+ and safeguards

Session 1

07.45 – 09.00 Registration and breakfast

09.00 – 11.00 Inception of the mission: discussion of mission objectives and methodology. Possibly revision of the ToR.

Session 2

11.00 – 11.30 Registration

11.30 – 13.00 The Mechanics of REDD+ (Part 1)

REDD+ introduction – Madhawi Ramdin

Lessons learned from other countries – Pierre-Yves Guedez

Discussion

13.00 – 14.00 Lunch and Press moment

14.00 – 16.30 The Mechanics of REDD+ (Part 2)

Presentation on SIS – Pierre-Yves Guedez

Lessons learned from Mexico workshop – Rene Somopawiro

Q/A and discussions

Day 2 – Tuesday November 24, 2015, induction PMU: REDD+ NS, NFMS, FREL

Session 1

08.00 – 08.30 Registration and breakfast

08.30 – 11.30 National REDD+ development strategy and role of the forest

REDD+ strategy, generalities and experiences from other countries – Pierre Guedez

REDD+ strategy of Suriname – Lisa Best

Q&A

Group work

Session 2

11.30 – 11.45 Registration

11.45 – 13.00 Status of NFMS and FREL, and support provided by other initiatives (Part 1)

Introductory presentation – SBB

13.00 – 14.00 Lunch

14.00 – 17.00 Status of NFMS and FREL, and support provided by other initiatives (Part 2)

Discussion

Day 3 - Wednesday November 25, 2015: Work session AWP 2016 with PMU

09.30 – 10.00	Registration and breakfast
10.00 – 13.00	AWP 2016 finalization (Part 1) Discussion on AWP 2016 – UNDP, NIMOS, SBB
13.00 – 14.00	Lunch
14.00 – 15.00	AWP 2016 finalization (Part 2) Discussion on AWP 2016 – UNDP, NIMOS, SBB

Day 4 – Thursday November 26, 2015: meeting with Project Board members

08.30 – 09.00	REDD+ engagement during R-PP process – Gwen Smith
09.00 – 09.30	Engagement during decentralization project – Iris Gilliad
09.30 – 10.15	Q&A
10.15 – 10.35	Break
10.35 – 11.05	Summary presentation REDD+ strategy
11.05 – 11.35	Summary presentation Safeguards
11.35 – 12.25	Q&A
12.30 – 13.30	Lunch and Press moment
13.30 – 14.00	Summary presentation REDD+ on NFMS
14.00 – 14.20	Film on participatory 3D mapping
14.20 – 15.00	Q&A
15.00 – 15.30	Summary presentation REDD+ on FREL/FRL
15.30 – 16.15	Q&A
16.30	Closing

Day 5 – Friday November 27, 2015: 2nd meeting of the Project Board

08.00 – 08.30	Registration and breakfast
08.30 – 08.40	Welcome
08.40 – 09.00	Functioning Project Board
09.00 – 09.45	Achieved REDD + Milestones
09.45 – 10.45	Objectives/ Goals Workplan 2016
10.45 – 11.00	Conclusion
11.00 – 12.00	Lunch

SUMMARY OF THE 2ND MEETING OF THE PROJECT BOARD:

Session 1: PB TOR

- Presentation by the project coordinator of the composition, mandate and function of the Project Board.
- Comments from the PB: In the project document signed in 2014, it was planned to have a small Project Board to take decisions and a large REDD steering committee to ensure appropriate information and participation of all the stakeholders. However, the current PB is composed by 30 members, and appears to be a hybrid of the original PB and REDD Steering Committee.
- Agreement:
 - i. for the next PB meeting, to be held in January 2016, the PMU will prepare a document clarifying how this actual PB should operate, including details on the decision making process, and its relationship with the REDD steering committee. Draft to be circulated in mid December.

Session 2: Progresses July -Nov 2015

- Rapid presentation by the project coordinator of the progresses realized since July 2015. Proposal to postpone the mid term review, originally scheduled for early 2016, until end 2016.
- Comments from the PB: recalls that the project document has been signed 18 months ago and raises concerns that the project is still in phase of inception. Underlines the importance of analysing carefully the challenges in order to address them and ensure AWP 2016 will be implementable. Recognises that the presidential elections of 2015 have caused some delays. Underlines that the project management unit is not complete yet and acknowledges that human resources is an issue that needs to be taken into account when preparing the AWP 2016 and its future implementation. Indicates that clear TOR, detailing roles and responsibilities, reporting lines, decision making processes, are going to be important when finalizing the recruitment of the staff in charge of implementing the project. Suggests to build alliances outside the PMU and government entities, in order to ease the implementation of the AWP.
- Agreements:

With regards to the proposal of postponing the mid term review until end 2016, no agreement has been taken. This question will have to be sorted out during the next PB meeting.

The PMU will prepare the following documents for the next PB meeting, to be held in January 2016 (drafts to be circulated mid December):

 - ii. Prepare an update of what happened in the last 18 months in Suriname, which potentially impact the AWP originally included in the project document signed in 2014. As example, different initiatives are presently working on issues such as FPIC or grievance and redress mechanism, and the REDD project must adjust its own AWP 2016 accordingly in order to avoid duplication and ensure complementarity.
 - iii. Describe progresses in implementing the 16 activities planned between July-December 2015, clarifying the milestones which have been achieved as well as delivery per activity.
 - iv. Provide an analysis of challenges since July 2015 and how they have been addressed.

Session 3: AWP2016

- Rapid presentation by the project coordinator of the main milestones expected under each pillar during 2016.
- Comments from the PB: raises questions related to the sequencing between milestones; wonders how realistic it is to implement an AWP with a budget of USD2.3m in 2016, given the actual setting of the PMU and the challenges which have slowed down implementation so far. Suggests to explore options to speed up implementation, by fostering alliances with national or international entities, NGO, experts, which can contribute to strengthen national capacities.
- Agreements:
 - v. Finalize a detailed and realistic AWP 2016, addressing issues raised by the PB; supported by a Monitoring Plan and a Procurement Plan; presenting the vision of the PMU to elaborate the national REDD strategy in a participative manner; and explaining how partnership is going to be fostered during project implementation.
 - vi. Prepare a narrative explaining how the REDD national strategy is going to be elaborated, in a participative and effective manner.
 - vii. Modus operandi for work to be undertaken from today until next PB meeting:
 - Small outreach meetings will be organized with individual stakeholders to explain the AWP before the next PB convenes
 - Draft documentation will be circulated to PB member by mid December