

**UNDP Management Response Template  
EVALUATION REPORT**

**Improving Environmental Management in the Mining Sector of Suriname,  
with Emphasis on Artisanal and Small-Scale Gold Mining (ASGM) EMSAGS project**

Date: 26 January 2022

|  |                                     |                               |
|--|-------------------------------------|-------------------------------|
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| Approved by: Mr. Jairo Valverde Bermudez           | Position: Resident Representative   | Unit/Bureau: CO Suriname      |
| Input into and update in ERC: Mr. Ruben Martoredjo | Position: Programme Officer- M&E FP | Unit/Bureau: CO Suriname      |

**Overall comments: The Midterm Review reaffirms assessment per latest Project Implementation Report (PIR) and highlights the current deficiencies within project management, operation and implementation of this project aimed at improving environmental management within the Artisanal and Small-Scale Goldmining (ASGM) sector in Suriname. The MTR provides 15 recommendations for this project to get back on track towards realization of its objectives. The MTR also concludes that the project is still highly relevant and responsive to national needs, priorities and policies in Suriname for management of natural resources.**

| <b>Evaluation Recommendation 1/Management:</b><br>Ensure enhanced PMU functioning and operations with the full-time project coordinator and engagement specialist onboard by completing PMU staffing and ensuring clear decision-making processes are in place. |                       |                     |           |          |
|---|-----------------------|---------------------|-----------|----------|
| <b>Management Response:</b> Agreed.   |                       |                     |           |          |
| Key Action(s)   | Time Frame            | Responsible Unit(s) | Tracking* |          |
|   |                       |                     | Status    | Comments |
| 1. Completion of core PMU with hiring, per most recent terms of reference, of Monitoring and Evaluation Officer   | Jan 2022 – Feb 2022   | NIMOS and PMU/CTA   |           | .        |
| 2. Assess the need for additional PMU position and availability of financial resources to support this staffing   | Jan 2022 – Feb 2022   | NIMOS and PMU/CTA   |           |          |
| 3. Share updated PMU staffing, roles and responsibilities and EMSAGS operations procedures including procurement, signatories, Delegation of Authority with Project Board (PB)  | Jan 2022 – March 2022 | NIMOS and PMU/CTA   |           |          |
| 4. Review action plan Project Implementation Report (PIR) 2021 and incorporate as relevant in enhanced PMU operations   | Jan 2022 – Feb 2022   | PMU/CTA             |           |          |
| <b>Evaluation Recommendation 2/Management:</b>  |                       |                     |           |          |

| Implement adaptive project management and acceleration actions, including adjustment of implementation schedule, composition, time and compensation of the technical experts and specialists, taking into account COVID-19 and in line with GEF policies to get the project back on track.   |                       |                       |          |          |
|--|-----------------------|-----------------------|----------|----------|
| <b>Management Response:</b> Agreed.  |                       |                       |          |          |
| Key Action(s)  | Time Frame            | Responsible Unit(s)   | Tracking |          |
|  |                       |                       | Status   | Comments |
| 1. Review technical team composition and consider adjustment (supplement with national experts) in light of COVID-19 travel restrictions   | Jan 2022 – Feb 2022   | NIMOS and PMU/CTA/ERM |          |          |
| 2. Submit revisions for technical team composition to PB for approval, in the case of reallocation of funding resources these need to be done in line with GEF policies and procedures, including clearance/approval by the UNDP Regional Technical Advisor (RTA), respectively the Global Environment Facility (GEF).                               | Jan 2022 – Feb 2022   | NIMOS and PMU/CTA/ERM |          |          |
| 3. Expedite hiring of local technical team members   | Jan 2022 – March 2022 | NIMOS and PMU/CTA/ERM |          |          |
| 4. Establish a Technical Committee and introduce regular – at least one per month- technical meetings with technical staff of implementing project partners involved in project implementation to discuss the execution of outputs and activities and send minutes of the meetings to the PB.  | Feb 2022 – Apr 2025   | PMU                   |          |          |
| 5. Introduce an annual meeting with all implementing and Co-financing partners, including members of the PB and Technical Committee, to discuss project status and corrective adaptive and acceleration measures if needed,  | Feb 2022 – Apr 2025   | PMU                   |          |          |
| <b>Evaluation Recommendation 3/Management:</b><br><b>Involve more the Ministry of SP&amp;E in the project activities supporting MNR. Cooperation between the two ministries was not always efficient enough. It is important to get both ministers to actively work on the project, to show that at the highest level the government is engaged.</b> |                       |                       |          |          |
| <b>Management Response:</b> Partially Agreed.<br>To facilitate cooperation and support from both Ministers of NR and SP&E on high-level Government support.  |                       |                       |          |          |

| Key Action(s)   | Time Frame            | Responsible Unit(s) | Tracking |          |
|---|-----------------------|---------------------|----------|----------|
|   |                       |                     | Status   | Comments |
| 1. Chair of PB to invite ministers of Natural Resources and Spatial Planning and Environment (SP&E) as well as UNDP Resident Representative for strategic presentation by PMU on EMSAGS project objectives, urgent actions, and high-level support.   | Feb 2022 – April 2022 | MNR and PB          |          |          |
| 2. Chair of PB to invite ministers or Permanent Secretary of NR, SP&E, Finance, Regional Development, Trade, Entrepreneurship and technological innovation, Health for presentation by PMU on EMSAGS project objectives, progress on AWP 2022 and urgent actions.   | April 2022 – May 2022 | PB                  |          |          |
| 3. Chair of PB and members to align engagement with EMSAGS Communications and Engagement Strategy and carry out high level engagement tasks.  | May 2022 – Dec 2022   | PB                  |          |          |
| <b>Evaluation Recommendation 4/Management:</b><br><b>Introduce corrective actions to make the recruitment and procurement processes more effective and successful. In order to attract candidates, incentives (i.e., attractive salary) can be foreseen.</b>  |                       |                     |          |          |
| <b>Management Response:</b> Agreed.   |                       |                     |          |          |
| Key Action(s)   | Time Frame            | Responsible Unit(s) | Tracking |          |
| 1. NIMOS to review and assess current recruitment and procurement processes with aim of efficiency and effectiveness gains for EMSAGS project.  | Jan 2022 – Feb 2022   | NIMOS and PMU       | Status   | Comments |
| 2. NIMOS to communicate to PB revised procedures for EMSAGS recruitment and procurement processes.  | Feb 2022 – March 2022 | NIMOS and PMU       |          |          |
| 3. Capacity building, review and adjustment of procedures for recruitment and procurement processes   | Feb 2022 – Dec 2022   | NIMOS and PMU       |          |          |
| <b>Evaluation Recommendation 5/Management:</b><br><b>Improve the procurement process and strategy, e.g., implementing a contract management platform to make project planning, vendor management, bid management and negotiation much simpler; to proper manage budget, workflow, and production timelines and keep everything aligned with project objectives.</b> |                       |                     |          |          |
| <b>Management Response:</b> Agreed.   |                       |                     |          |          |
| Key Action(s)   | Time Frame            | Responsible Unit(s) | Tracking |          |

|   |                       |                            | Status          | Comments        |
|---|-----------------------|----------------------------|-----------------|-----------------|
| 1. PMU to discuss with NIMOS also within the context of NIMOS becoming National Environmental Authority and identify suitable actions and prepare an action plan related to improving the procurement process and strategy that EMSAGS could support in line with recommendation and resource availability.   | Jan 2022 – Feb 2022   | NIMOS and PMU              |                 |                 |
| 2. Submit suitable actions and action plan to the EMSAGS PB for approval.   | Feb 2022 – March 2022 | NIMOS and PMU              |                 |                 |
| 3. Implement approved action plan and report lessons learned to PB as these may also be relevant for Minerals Institute Suriname (DIS)  | Apr 2022 – Sept 2022  | NIMOS                      |                 |                 |
| <b>Evaluation Recommendation 6/management:<br/>Set up a multi-layered Monitoring and Evaluation (M&amp;E) implementation which involves several government departments, and local and international partner agencies and consultants working together to prepare baseline assessments, deliver technical monitoring reports, and conduct regular monitoring. M&amp;E should form an essential part of the operational approach of the ministries and national agencies also for monitoring and reporting on co-financing.</b> |                       |                            |                 |                 |
| <b>Management Response:</b> Agreed.   |                       |                            |                 |                 |
| <b>Key Action(s)</b>  | <b>Time Frame</b>     | <b>Responsible Unit(s)</b> | <b>Tracking</b> |                 |
|   |                       |                            | <b>Status</b>   | <b>Comments</b> |
| 1. PMU to initiate discussions between EMSAGS Technical Teams, NIMOS/ Environmental Planning and Information Office (EPIO), Foundation of Forest Management and Production Control (SBB)/Forest Cover Monitoring Unit (FCMU) and Geological Mining Department (GMD) on monitoring of ASGM impacts (as indicated under activity 1.3) and on the EMSAGS core indicators.  | Feb 2022 – June 2022  | PMU/NIMOS and MNR          |                 |                 |
| 2. NIMOS/ EPIO to continue discussion with key actors, such as General Bureau of Statistics, Ministries, Planning Office, related District Commissioners Offices as part of Suriname Environment Information Network (SMIN) as well as its responsibilities under the New Environmental Framework Law.  | Apr 2022 – Sept 2022  | NIMOS/EPIO                 |                 |                 |
| 3. Operationalize multi-layered Monitoring and Evaluation framework taking into account existing monitoring   | Apr 2022 – Dec 2022   | NIMOS and MNR/GMD          |                 |                 |

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| frameworks (e.g. Suriname Geospatial data platform named GONINI, SMIN, SBB Forestry Statistics database (KOPI) and complementarity with ongoing efforts for monitoring National Environmental and Social Impacts to enable next PIR 2022 reporting due Aug 2022.   |                         |                            |                 |                 |
| <b>Recommendation 7/Operational:</b><br><b>Put in place operational guidelines in terms of timeline and decision making for a proper implementation of activities. These guidelines should define clear responsibilities and deadlines to approve decisions and deliver responses and documents.</b>                                   |                         |                            |                 |                 |
| <b>Management Response:</b> Agreed.  |                         |                            |                 |                 |
| <b>Key Action(s)</b>   | <b>Time Frame</b>       | <b>Responsible Unit(s)</b> | <b>Tracking</b> |                 |
|  |                         |                            | <b>Status</b>   | <b>Comments</b> |
| 1. Draft and share EMSAGS operational guidelines, including PMU, NIMOS and MNR responsibilities and agreed timelines for formal or no objection approval where needed and thresholds for scaling up to PB with a view to expediting decision making and project implementation.  | Jan 2022 – March 2022   | PMU/NIMOS/MNR              |                 |                 |
| 2. Submit operational guidelines to PB for adoption  | March 2022 – April 2022 | PB                         |                 |                 |
| 3. Review functioning operational guidelines on quarterly basis in 2022 and thereafter on biannual basis and report to the PB  | April 2022– May 2025    | MNR, NIMOS/PMU             |                 |                 |
| <b>Evaluation Recommendation 8/Operational:</b><br><b>The UNDP Country Office needs to enhance the project oversight on bi-monthly or quarterly basis to support implementation acceleration. It is a very high-risk project in the sense of its underperformance, and UNDP has to keep the pressure also on a governmental level.</b> |                         |                            |                 |                 |
| <b>Management Response:</b> Partially Agreed (based on the nuance of language). Agreed to increase UNDP oversight at technical and strategic (Ministerial) level   |                         |                            |                 |                 |
| <b>Key Action(s)</b>   | <b>Time Frame</b>       | <b>Responsible Unit(s)</b> | <b>Tracking</b> |                 |
|  |                         |                            | <b>Status</b>   | <b>Comments</b> |
| 1. Results oriented quarterly reporting to complement HACT and FACE forms will be organized with new PMU and sessions will be hosted by UNDP to facilitate   | Jan 2022 – Feb 2022     | NIMOS/PMU and UNDP         |                 |                 |
| 2. Participation in field visits and project visits of the Environment Programme Assistant, Environment  | Feb 2022 – Dec 2022     | UNDP CO                    |                 |                 |

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| Programme Specialist or other relevant UNDP Staff member on bi-monthly basis during 2022   |                      |                            |                 |                 |
| 3. Participation of UNDP Environment Programme Assistant or Environment Programme Specialist in monthly Technical Committee Meetings to be organized by PMU with technical staff of implementing partners for oversight of project outputs/activities implementation.  | Feb 2022 - Apr 2025  | UNDP CO                    |                 |                 |
| 4. Request from PMU regular (quarterly) updates and evidence on status of co-financing   | March 2022– May 2025 | UNDP CO and NIMOS/PMU      |                 |                 |
| 5. UNDP to continue engagement with government of Suriname at the highest level, including meeting with Ministers  |                      |                            |                 |                 |
| <b>Evaluation Recommendation 9/Operational:</b><br><b>Project implementation activities should not only focus activities on the outcomes related to the MTECs (Outcome 3), rather also include work under the other outcomes, including analysis and realization of synergies and complementarity between the World Bank Suriname Competitiveness and Sector Diversification (SCSD) project and this project and what this project will need to advance under Outcome 2.</b> |                      |                            |                 |                 |
| <b>Management Response:</b> Agreed.  |                      |                            |                 |                 |
| <b>Key Action(s)</b>   | <b>Time Frame</b>    | <b>Responsible Unit(s)</b> | <b>Tracking</b> |                 |
|  |                      |                            | <b>Status</b>   | <b>Comments</b> |
| 1. Host the first meeting with the World Bank SCSD project by Feb 2022 and approve action list to be taken forward by WB SCSD project and by EMSAGS project in terms of policy-related work, and regularly (at least bi-annually) review and update the PB on progress   | Feb 2022– May 2025   | PB and PMU                 |                 |                 |
| 2. PB to consider hosting similar joint meeting as relevant with current or future ASGM targeted or related projects in Suriname, for e.g. Suriname ASL2, Suriname GOLD+ to advance implementation of activities and maximize synergies  | March 2022– May 2025 | PB and PMU                 |                 |                 |
|  |                      |                            |                 |                 |
| <b>Recommendation 10/Operational:</b><br><b>Facilitate cooperation of Chief Technical Advisor (CTA) and Environmentally responsible mining (ERM) experts with local team of consultants together with MNR staff</b>  |                      |                            |                 |                 |

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| <b>to start field work as preparation for establishing MTECS.</b>  |                      |  |                 |                 |
| <b>Management Response:</b> Agreed.  |                      |  |                 |                 |
| <b>Key Action(s)</b>   | <b>Time Frame</b>    | <b>Responsible Unit(s)</b>                       | <b>Tracking</b> |                 |
|  |                      |  | <b>Status</b>   | <b>Comments</b> |
| 1. Evaluate findings of the 4 site selection field visits and expand regions targeted by the Project Board to ensure sufficient gold reserves to support both whole mine lifecycle demonstrations as well as tailings reprocessing.  | Jan 2022 – Feb 2022  | PMU, CTA, ERM                                    |                 |                 |
| 2. Mobilize further site selection field work as necessary and complete site selection   | Feb 2022 – Mar 2022  | PMU, CTA, ERM                                    |                 |                 |
| 3. Document and have accessible how the sites were selected for transparency and learning purposes by other teams.   | May 2022 – June 2022 | PMU, CTA, ERM, M&E and Communications specialist |                 |                 |
| <b>Recommendation 11/Operational:</b><br><b>Initiate actions to re-establish the stakeholder platform and ensure the full cooperation of all the project actors as soon as possible, however no later than 2 months of MTR report.</b>                                       |                      |  |                 |                 |
| <b>Management Response:</b> Agreed.  |                      |  |                 |                 |
| <b>Key Action(s)</b>   | <b>Time Frame</b>    | <b>Responsible Unit(s)</b>                       | <b>Tracking</b> |                 |
|  |                      |  | <b>Status</b>   | <b>Comments</b> |
| 1. Request to partners of the stakeholder platform (SP) for (re)appointment of representatives.  | Jan. 2022            | PMU/NIMOS  |                 |                 |
| 2. Develop and maintain database with current information of the SP, e.g., organizations, representatives, roles, contact information.   | Jan 2022             | PMU  |                 |                 |
| 3. Organize regular meetings – at least once every quarter – with the SP to present information on project objectives/ outcomes/outputs, project status, AWP, role and active engagement of SP within EMSAGS project.  | Feb 2022 – Apr 2025  | PMU/NIMOS/MNR                                    |                 |                 |
| <b>Recommendation 12/Operational:</b><br><b>Set up of MTECs should not only be in areas where there are tailings, operationalization per project document should also be given to demonstration of full mine life cycle, without supporting expansion of ASGM locations.</b> |                      |  |                 |                 |
| <b>Management Response:</b> Agreed.  |                      |  |                 |                 |


| Key Action(s)   | Time Frame            | Responsible Unit(s) | Tracking |          |
|---|-----------------------|---------------------|----------|----------|
|   |                       |                     | Status   | Comments |
| 1. CTA and ERM consultants, based on field data collected, with support from local technical team and PMU MTEC operationalization and roll out plan will also include 1 full life cycle site in line with recommendation.   | Jan 2022 – April 2022 | PMU, CTA, ERM       |          |          |
| 2. Support operationalization and partnership for full mine life cycle at targeted site   | May 2022 – Dec 2022   | PMU, CTA, ERM       |          |          |
|   |                       |                     |          |          |
| <b>Recommendation 13/Implementation:</b><br><b>Ensure the effectiveness of local mining environmental activities, it is vital to introduce a stronger coordination between the EMSAGS implementing partners and the local governments. It will also allow making sure final beneficiaries owns the project results.</b> |                       |                     |          |          |
| <b>Management Response: Agreed.</b>   |                       |                     |          |          |
| Key Action(s)   | Time Frame            | Responsible Unit(s) | Tracking |          |
|   |                       |                     | Status   | Comments |
| 1. Engage the Ministry of Regional Development and relevant District Commissioners of Paamaka and Brokopondo and Traditional leadership in Paamaka and Brokopondo on full participation in EMSAGS.  | Jan 2022 – March 2022 | PMU/NIMOS           |          |          |
| 2. Build on initial discussions between PS Regional Development of the Ministry of Regional Development and Sports and UNDP Programme Specialist on partnership around the Targeted Scenario Analysis (TSA) under the EMSAGS and the draft TSA roll out plan.   | Jan 2022 – March 2022 | PMU/NIMOS           |          |          |
| 3. PMU with UNDP TSA support to finalize and submit TSA roll out plan to PB for approval and subsequently implement during 2022 to 2023.  | Jan 2022 – Dec 2023   | PMU/NIMOS and UNDP  |          |          |
| <b>Recommendation 14/Implementation:</b><br><b>Organize other visits to the pilot sites areas by end of January 2022, to select and ensure the execution of alternative technologies for responsible mining pilot interventions and create more involvement with miners.</b>  |                       |                     |          |          |
| <b>Management Response: Agreed.</b>   |                       |                     |          |          |
| Key Action(s)   | Time Frame            | Responsible Unit(s) | Tracking |          |
|   |                       |                     | Status   | Comments |



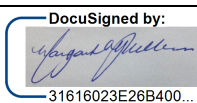
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|--|-----------------------|--------------------------------|-----------------|-----------------|
| 1. PMU/CTA and local team prepare timely field visits and submit request cash advance and report on field visits and use of funds  | Jan 2022 – Feb 2022   | PMU/CTA/NIMOS/UNDP             |                 |                 |
| 2. UNDP CO processes cash advance with GSSU support and makes funds available and ensures timely reconciliation  | Jan 2022 – March 2022 | UNDP CO                        |                 |                 |
| 3. With HACT/Cash Advance not in place, UNDP as stop gap measure to assess the feasibility to transfer funds to NIMOS account for field visits and work.   | Jan 2022 – Feb 2022   | UNDP CO                        |                 |                 |
| <b>Recommendation 15/Implementation:</b><br><b>Start implementation activities at the 2 sites as agreed within the PB and initiate activities at the third site at a later stage, benefiting from the experience of the first two sites.</b> |                       |                                |                 |                 |
| <b>Management Response:</b> Agreed.  |                       |                                |                 |                 |
| <b>Key Action(s)</b>   | <b>Time Frame</b>     | <b>Responsible Unit(s)</b>     | <b>Tracking</b> |                 |
|  |                       |                                | <b>Status</b>   | <b>Comments</b> |
| 1. CTA and ERM consultants, based on field data collected, with support from local technical team and PMU to finalize draft MTEC operationalization plan and roll out and submit to PB for approval.   | Jan 2022 – Feb 2022   | PMU/CTA/NIMOS/ MNR             |                 |                 |
| 2. Procurement of Goods and Services for MTEC operationalization in line with the approved MTEC operationalization and roll out plan.  | Jan 2022 – Aug 2022   | PMU/CTA/NIMOS/ MNR and UNDP CO |                 |                 |
| 3. At least 2 MTECs operational and providing critical services and collection of ASGM data  | Oct 2022 – Dec 2022   | PMU/CTA/NIMOS/ MNR             |                 |                 |

\* The implementation status is tracked in the ERC.

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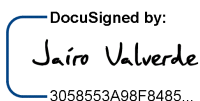
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