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Study Evaluation of the Suriname Business Forum

Final report

April 2012

**Study Evaluation coordinated by ADE in association
with Landell Mills**

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Acronyms

ABS	Suriname Bureau of Statistics
ASFA	Association of Suriname Manufacturers
CA	Core Area (of Strategic Action Plan)
CARICOM	Caribbean Community
CDEMA	Caribbean Disaster and Emergency Management Agency
CPD	Council for Policy Development (related to the Public Private Dialogue)
CSME	Caribbean Single Market and Economy
EPA	Economic Partnership Agreement
EU	European Union
FTE	Full Time Equivalent
HRD	Human Resource Development
IP	Implementation Path
ICT	Information and Communication Technology
IDB	Inter American Development Bank
IFC	International Finance Corporation
IT	Information Technology
KKF	Chamber of Commerce and Industry
L&A	Logistics and Administration Division of SBF-SBC
LF	Logical Framework
LPS	Local Private Sector
M&E	Monitoring and Evaluation
MoF	Ministry of Finance
MoH/I	Ministry of Trade and Industry
OD/CM	Organisation Development/Change Management
OMC	Operational Management Committee (of SBF)
OVI	Objectively Verifiable Indicator
PFM	Public Financial Management
PM/PCM	Project Management /Project Cycle Management
POFM	Performance Oriented Public Financial Management
PPD	Public Private Dialogue
PPP	Public Private Partnership
SBC	Suriname Business Centre
SBF	Suriname Business Forum
SD	Services Division of SBF-SBC
Sec	Secretariat Division of SBF-SBC
SER	Social Economic Council
SME	Small and Medium Enterprises
SRD	Suriname Dollar
SWOT	Strengths, Weaknesses, Opportunities, Threats
TA	Technical Assistance
TCT	Ministry of Transport, Communications and Tourism
TL	Team Leader
TOR	Terms of Reference
US\$	United States Dollar
WB	World Bank

Summary

Purpose. This submission provides the European Union Delegation to Suriname (EUD) and the Suriname Business Forum (SBF) with the ADE Study Evaluation of the Suriname Business Forum.

Scope of the study. The main beneficiaries of the assignment are the SBF and Suriname Business Development Centre (SBC). The overall objective is to follow up and consolidate the achievements of the PPP – SBF project (2008 – 2010) by way of an assessment of certain project outputs to date and development of project proposals supportive of the SBF mandate to improve the Suriname business environment. The assignment focussed on 1) evaluating the specific technical assistance report outputs from the EU-funded SBF project 2007-2010 in terms of their relevance as well as sustainability of their recommendations; 2) developing a structural implementation framework for advancing reforms and a mid-term funding strategy for the SBF/SBC and 3) preparing four comprehensive project financing proposals to be submitted to various donor-funded programmes for financial and technical assistance support.

Methodology. We organised our approach to this assignment under four consecutive tasks groups: 1) Phase I: Inception, initial assessment and work organisation; 2) Phase II: Strategy implementation recommendations and project proposal development; 3) Phase III: Draft report preparation, and 4) Phase IV: Presentation of project proposals to funding agencies and final report submission. Phase I was undertaken in November – December 2011; Phase II in February – March 2012 and Phase 3 in April 2012. Phase IV will be carried out in May 2012 – subject to European Union Delegation and SBF approval of this draft report. High-level interviews and meetings were conducted during the first two phases; a Validation Workshop was conducted at the end of the second phase.

Stakeholder assimilation of EU-supported Project outputs and recommendations. Twenty-one sets of outputs, including studies and workshops were reviewed and reconciled with the SBC. Stakeholder uptake of study recommendations and technical advice was mixed. The strategic level recommendations were put to good use by the SBF/SBC. Reports of Working Groups resulted in the SBF Law of 2006. Some progress has been made by the ABS on developing statistics on the informal sector based on recommendations in a 2007 survey and an assessment of micro and small business entrepreneurship has resulted in a satisfactory line of credit now available to women-run microenterprises. Also, a summary of key constraints experienced in 15 sectors identified by the VSB was incorporated as priorities to be addressed in the National Strategy and Action Plan.

However, in other areas there was limited uptake or progress. An HRD and OD plan prepared for the SBC did not have a solid point of departure and lacked focus. It was disproportionately oriented towards “training” as capacity building. Another example is

the lack of an assimilation strategy associated with the recommendations emerging from a study on enhancing business and trade promotion through ICT. A third instance was the final evaluation of the SBF-SBC where a range of recommendations to strengthen SBF and SBC operations were not implemented because the SBC's operational capacity had declined following the completion of considerable support under the EU-SBF project in mid- 2010.

Overall, the assimilation of project outputs and recommendations was mainly determined by the extent to which the proposed "next steps" fitted into the SBF/SBC's immediate organisational and enabling environment development priorities. Where outputs were aimed at or intended for external entities, there was limited uptake - possibly because of the project's primary focus on establishing the SBF/SBC and on supporting the Forum's and Business Centre's own operational work plans.

Development of a Structural Implementation Framework for advancing National Strategy "Actions." Based on our findings and a SWOT assessment of the SBF in its capacity as lead PPP partner, we propose an integrated Structural Implementation Framework founded on international best practice and Suriname realities. The Framework seeks to ensure Dialogue at national level, broader inclusive representation and stakeholder commitment. It is aimed at Reform policy development to strengthen the Suriname business climate and so support the pursuit of national development objectives. In line with international best practice SBF and Public Private Dialogue should be located 'high' in the architecture of Suriname governance.

We suggest that the Implementation Framework be developed in three stages, separated by achieving defined stage-specific 'milestones'. If the milestones are not reached, the next stage will not take off. The three stages are the following:

- The First Stage consists of key steps and decisions to prepare for the actual strengthening of the SBF and the implementation of the Strategic Action Plan during the Second Stage;
- The Second Stage concerns the actual implementation of SBF strengthening and achieving visible sustainability of implementing the National Strategy and Strategic Action plan;
- The Third Stage consists in establishing the new 'Public Private Dialogue Council for Policy Development (CPD)' and revisiting of the function of the SBF in this context.

The first two stages of development focus on preparing the SBF and SBC for transitioning towards the PPD Best Practice model. Early during the Third Stage, the CPD will be established and the functions of the SBF and SBC will be reformulated. The SBF will become the new CPD. The SBC will become the full time 'operational Secretariat to CPD'.

The First Stage should take a year and the Second Stage 2 years to complete. During the Third Stage, the CPD and the SBF will develop to 'maturity'. Technical Assistance

(TA) will be required in the areas of Organisation Development/Change Management and Project Management and Project Cycle Management. Limited technical assistance is foreseen for the First Stage, considerable TA for the Second Stage and limited TA for the Third Stage. During the first two stages, SBF's and SBC's capacity will be strengthened in line with their expected new roles un Stage 3.

CPD and SBF staffing could be developed to reach 22 staff, as follows: Professional CPD Chair-person (0.25 Full-time equivalent-FTE), professional SBF Chair-person (0.50 FTE), Executive secretaries to Chair CPD and Chair SBF, full-time SBF-SBC Director, 4 logistics and administration staff, 2 IT staff and 10 professional staff of various denominations.

Medium-term funding strategy for the SBF/SBC. The Government of Suriname should fund the migration of the PPP-SBF mechanism towards a comprehensive PPD-SBF structural implementation framework. The total cost of a full-blown mechanism is likely to be in the vicinity of US\$2 million consisting of US\$1.2 million annually of GoS funding in steady state Stage 3 mode plus US\$780,000 of donor funding utilised over the three stages of PPP-PPD evolution. An indicative breakdown of these estimates is provided in the Finance Mechanism table below.

In order to transition from Stage 1 to Stage 2 the SBF must become a Budget Holder with annual allocations of funding sufficient to support the gradual but full development of the PPD mechanism. Also, the SBC must have a full time executive manager, who should be appointed to manage the transition of both the SBC and the SBF at the start of Stage 1. Technical assistance will be required – mostly in Organisational Development (OD), Change Management (CM) and project cycle management (PCM).

Finance Mechanism Table

Finance:	First Stage	Second Stage	Third Stage	Cumulative Estimate
Financial mechanism	<ul style="list-style-type: none"> ○ SBF Board to consult with MoF and Presidency on formal budget holder status and obligations; ○ 'Solid financial arrangement' to be agreed for SBF year 2013; ○ SBF Board to consult with donors on financing the TA. ○ 	<ul style="list-style-type: none"> ○ SBF as Budget Holder to participate in the budgetary process for 2014, as per directives from MoF; ○ SBF to meet the procedures and reporting obligations of the donors funding the TA. 	<ul style="list-style-type: none"> ○ CPD / SBF to meet Budget Holder obligations; ○ SBF Board to meet donor obligations. 	
Funding from National Budget	<ul style="list-style-type: none"> ○ Funding of core staff and operational expenses from current sources – stakeholder organizations, donors, revenues; ○ From SBF Annual Programme 2011-2012: ○ Salaries: US\$ 0.4 million, operational costs US\$ 50,000, or SRD total: 1.5 million. ○ To be added: 6 months Director (FT), Secretary: US \$ 70,000 or SRD 230,000 ○ 	<ul style="list-style-type: none"> ○ Indicative estimate– final figures depend on budget negotiations, operations development, and the nature of operations. For 2013, funding from ad-hoc financial agreement; 2014 from SBF 'Budget' as budget holder. ○ Funding of core staff and expenses: US\$1.2 -1.4 million or SRD 4.2-4.6 mln. 	<ul style="list-style-type: none"> ○ See 'Second Stage'; ○ To be added: CPD Chair (0.25FT), Executive secretary (0.50FT): ○ US\$ 40,000 or SRD 130,000 	<ul style="list-style-type: none"> ○ US\$1.2- 1.4 million
Funding via External agencies or donors	<ul style="list-style-type: none"> ○ Senior OD/CM specialist: 3.5 months – US\$ 90,000. 	<ul style="list-style-type: none"> ○ OD/CM specialist: 6.0 months – US\$ 120,000; ○ PCM specialists: 36 months – US\$ 560,000. 	<ul style="list-style-type: none"> ○ Senior OD/CM specialist: 4.8 months – US\$ 130,000. 	<ul style="list-style-type: none"> ○ US\$780,000
Funding from Direct Stakeholders	<ul style="list-style-type: none"> ○ Hard to estimate; current stakeholders take the lead in 'actions' implementation or participate in SBF led action. 	<ul style="list-style-type: none"> ○ Hard to know how many staff will cooperate in Task Teams, what the 'charge' of the Task Teams will be, and how costs should be allocated. 	<ul style="list-style-type: none"> ○ See 'Second Stage' 	

Project Proposals developed for donor funding/support. Four project proposals were developed during Phase II of the assignment (February – March 2012). The proposals are:

1. A Vegetables Seedlings Greenhouse project for the Kwatta (Agricultural) Cooperative;
2. A Market Information System for agricultural products in the Kwatta area;
3. A capacity building project to strengthen SBF/SBC's Strategic Action Plan implementation, and
4. A legal database project to improve the availability/access to business laws online

The Kwatta Cooperative Vegetable Seedlings Greenhouse Project addresses one of the most important bottlenecks that affect productivity of the vegetable sub-sector in Suriname: the lack of high quality planting material in this industry. The project will *contribute* to the longer-term goal of enhancing agricultural sector competitiveness and productivity. The specific objective is: the commercial viability of vegetable sub-sector agricultural production strengthened. The expected results are: 1) a greenhouse for 450,000 seedlings of annual production established; 2) technical and management capacity to deliver services by Kwatta Cooperative and Ministry of Agriculture to farmers improved; and 3) capacity of the Kwatta Cooperative members on Good Agriculture Practices improved. The project will be implemented by Kwatta Cooperative with support from the SBC over 23 months at a total estimated cost is €250,538 (US\$325,700). Most of these costs (US\$ 295,000) will have to be sourced from a development agency but, if necessary, some funding could also be secured from Development Finance sources locally.

The Market Information System Project will contribute to the long-term goal of having an increased agricultural sector contribution to GDP taking in regard issues of food security, agriculture-health and food safety by creating an information infrastructure for sustainable development. The specific objective of this project is: commercialisation of the vegetables sub-sector strengthened. The expected results are: 1) A market information system at Coop level established, and 2) a national MIS linked to regional systems established. Coop Kwatta and the Ministry of Agriculture will implement the project over 20 months, with support from the SBC and the Inter-American Institute for Cooperation on Agriculture. The total estimated cost is €253,145 of which €24,000 will be provided in the form of local counterpart contributions and €229,145 will have to be sourced from a development agency.

The SBF/SBC capacity building project is designed to support the restructuring of the SBF - and to support a stronger inclusiveness at Government executive level - in actions aimed at improving the enabling business environment. The project will *contribute* to the longer-term goal of establishing international best practices in Public-Private Dialogue (PPD) in Suriname. The specific objective is: Implementation Framework for facilitating Reform & Private Sector-led Development strengthened. The expected results are: 1) SBF's capacity to lead NSAP-implementation strengthened; 2) SBC strengthened as key SBF-support mechanism for implementing NSAP-actions; 3)

Ownership of a Pilot (Strategy) Action implementation secured. The project timeframe is 12 months. The total estimated cost is €362,585 (US\$482,238).

The Online Legal Archive of Suriname's Business Laws Project will enhance the transparency of Suriname's legal system as a first essential step towards the longer-term goal of overhauling the country's legislative and regulatory framework. The specific objective: an online legal archive that will provide free public access to the laws that shape Suriname's business operating environment operationalised. The expected results of the project are: 1) inventory of Suriname's active business laws created and text digitized; 2) a web-enabled service for a bilingual (Dutch & English) digital law archive operationalized; and 3) an effective management system for the web-enabled archive established. The SBC will be the executing agency. The project will be implemented over six months at an estimated cost of €153,489 (US\$202,300) of which US\$4,300 will be provided in the form of local counterpart contributions and US\$198,000 will have to be sourced from a development agency.

1 Introduction

The purpose of this submission is to provide the European Union Delegation to Suriname (EUD) and the Suriname Business Forum (SBF) with the ADE Study Evaluation of the Suriname Business Forum. This document includes: 1) a synopsis of our understanding of the Terms of Reference 2) our methodology, 3) the assessment of the PPP-SBF mechanism and development of recommendations to improve it over the short- to medium term and 4) descriptions of four project proposals for soliciting donor funding to be undertaken under the Suriname Business Development Centre (SBC) coordination and management.

The ADE/EuropeAid framework contract No. 127054/C/SER/Multi was signed on 1st November 2011. Initial logistical arrangements were made and soft copies of key documents provided to the ADE team between November 2nd and 14th 2011. The team began fieldwork on 16th November in Paramaribo and completed that phase of the assignment on 3 December 2011.

The second phase of the assignment – primarily consisting of in-country work on strengthening the PPP-SBF model and on developing the four proposals – was undertaken in March 2012 in Suriname.

2 Terms of Reference (ToR)

2.1 Main Beneficiaries

The main beneficiaries of the assignment are the Suriname Business Forum (SBF) and Suriname Business Development Centre (SBC).

2.2 Global Objective

The global objective is to follow up and consolidate the achievements of the PPP – SBF project (2008 – 2010) by way of an assessment of certain project outputs to date and development of project proposals supportive of the SBF mandate to improve the Suriname business environment.

2.3 Focus of the Assignment

The ADE team was expected to:

1. Evaluate the specific technical assistance report outputs from the SBF project 2007-2010 in terms of their relevance as well as sustainability of their recommendations.
2. Develop a mid-term funding strategy for the SBF – SBC via a) European Commission instruments available for Private Sector Development and Trade related assistance programmes and b) other technical support mechanisms from other funding agencies/sources.
3. Prepare at least four comprehensive project financing proposals and help negotiate funding for them from various donor-funded programmes, and
4. Help SBC develop linkages with other interested donors, e.g, the Inter-American Development Bank (IADB) “Compete Caribbean” initiative.

2.4 Working Arrangements

We provided progress updates to Mr Peter Mariën, Attaché at the EU Delegation in Suriname. On an operational basis, we 1) communicated, through the SBF, with the Office of the Vice President of Suriname, during implementation of this consultancy, and 2) interacted with the SBC, the SBF’s (project) implementation Secretariat.

2.5 Deliverables

Our required deliverables were as follows:

1. An assessment of the studies conducted during SBF – PPP implementation and identification of recommendations approved by SBF board that require follow up actions.
2. (a) An implementation plan for the recommendations approved by the SBF Board and
(b) A short-, medium- and long-term funding mechanism for action plans that have already been formulated - such as the Strategy for enhancing Suriname Business Centre services.
3. At least one Microfinance II project developed and proposed for funding.
4. At least one Centre for the Development of Enterprise (CDE) funded project developed and proposed for funding.
5. At least one Trade.com project developed and proposed for funding.
6. At least one project developed for and proposed to the Caribbean Export Development Agency (CEDA) to be funded by the 10th EDF Regional Indicative Programme.
7. Stronger linkages between SBC and (a) the Inter-American Development Bank's (IADB) "Compete Caribbean Initiative" to access funding for Surinamese beneficiaries and (b) other appropriate regional funds (e.g. The Union of South American Nations, ACP Business Climate Facility (BizClim)¹ and/or possibly with neighbouring Guyana and French Guiana)

¹ Existing and new contacts with the ACP Business Climate Facility (BizClim) have been developed by SBC. The consultants and SBC staff will work as a team in the context of further discussions with BizClim.

3 Methodology

We organised our approach to this assignment under four consecutive tasks groups:

Phase I: Inception, initial assessment and work organisation. In this Phase we 1) reviewed key documents, met with stakeholders, 2) assessed SBF's strategic orientation; functions of the SBC; and 3) evaluated the technical and implementation capacity of the SBC team. As required by the ToR, we also examined the content quality of planned SBC projects.

We carried out an appraisal of the EU-funded SBF project TA reports (amongst others, i.e., the 2010 Klinkers report and the final evaluation of the SBF programme funded by the EU). We reviewed SBF's strategy and the 88 planned reform actions. We also determined the extent to which the proposed strategy outlined in the Doing Business in Suriname Report, World Bank 2010, was being followed by the SBF/SBC and examined the areas where it required updating.

Also in the first Phase we assessed the stage of development of the project ideas, concept notes and project proposals for submission to the CDE, Trade.Com, CEDA, Compete Caribbean and Microfinance project. We reached agreement with SBF/SBC on the ones that should be selected for full proposal development and completion in Phase II and articulated to SBF and SBC management and staff the proposed methodology which we planned to use to develop and complete those proposals.

Phase II: Strategy implementation recommendations and project proposal development. In this phase we completed 1) the strategy assessment initiated in Phase I and prepared an implementation plan for priority Actions identified by the SBF/SBC, and 2) prepared the drafts of four projects in accordance with the deliverables depicted in the ToR. We carried out four proposal formulation working sessions with project-specific beneficiaries. The focus was on developing proposals via logical framework methodology. The four projects were selected from a combination of six Concept Notes submitted to CDE and Compete Caribbean, five project concepts under preliminary consideration by the SBF/SBC and project ideas that were considered to be closely linked to the SBF's raison d'être i.e. advancing reforms and initiatives aimed at improving Suriname's enabling business environment.

Phase III: Draft report preparation. Our work in this Phase was dedicated to preparing the draft report and submission of that document to the SBF/SBC and EUD. This Phase of the assignment was home-based – with the possibility, with SBF/SBC's and EUD concurrence, of a final presentation by the Team Leader in Suriname.

Phase IV: Presentation of project proposals to funding agencies and final report submission. After the draft report is considered and approved we will initiate a final Phase in which we will assist the SBF/SBC with submission of the four proposals to funding agencies within the region and, if necessary to All-ACP support programme like BizClim in Brussels. A brief addendum to the final report on the progress made with these submissions will be attached to the final version of our report.

4 Organisation of the report

Given the somewhat different nature of the required outputs of this study, this report has been organised in two distinct parts. Part I addresses the first two groups of required deliverables, namely 1) the assessment of the studies conducted during SBF – PPP implementation and identification of recommendations approved by SBF board that require follow up actions; and 2) an implementation framework for the recommendations approved by the SBF Board and a short-, medium- and long-term funding mechanism for action plans that have already been formulated - such as the Strategy for enhancing Suriname Business Centre services². Part 2 address the requirement to generate four project proposals to be submitted for funding consideration to regional and/or international donor agencies support institutions like CEDA, CDE, BizClim, the Inter-American Development Bank, Compete Caribbean etc.

² Although the TOR called for development of an implementation plan, there was no implementation framework in place for advancing the Strategic Actions identified by the SBF. Therefore a structured framework has to be developed - as a precursor to an implementation plan - by the ADE mission team.

PART I

**Assessment of the PPP-SBF Mechanism
and**

Formulation of a Structural Public-Private Dialogue Implementation Framework

5 Assessment of the PPP-SBF Mechanism

5.1 Overview

In Paragraph 2.5.1 of the TOR, the Consultant, i.e. ADE, is requested to deliver: *An evaluation of the studies conducted during SBC-PPP and identification of recommendations approved by SBF Board that require follow-up actions. In those cases where action plans have already been formulated (such as the Strategy for the Development of the Suriname Business Centre) the focus of the evaluation should be on proposing an implementation and a short, medium and long-term funding mechanism.*

The evaluations requested in the TOR were conducted. More than 20 reports were processed, and the status of implementation of recommendations reviewed. Equally, the status of the 88 ‘actions’ identified in the Strategic Action Plan for the Development of the Local Private Sector was reviewed.

We proposed a Structural Implementation Mechanism and a Funding Mechanism as requested in the TOR. Our approach to this aspect of the assignment has been to 1) interview the stakeholders at decision making level, 2) review international best practices, 3) develop a Structural Implementation Framework as the context to the two mechanisms, and 4) propose an initial approach i.e. a stepping plan, for the development of this structural setting and for subsequent implementation of the Strategic Action Plan. The proposed financial arrangements are outlined in the latter part of this section of our report on the Structural Implementation Framework. With regard to developing the Framework, the following issues were considered:

- The 2010 National Strategy and the matching Strategic Action Plan for the Development of the Local Private Sector focus on gradually restructuring and expanding the Suriname economy to reduce the dependence on extractive industries.
- The need to set up a mechanism for streamlining implementation, including 1) a structured and collaborative approach to screen proposed actions between the public and private sectors, 2) the capacity needed to develop plans fully prepared and ready for implementation, and 3) channeling these implementation plans through an effective and transparent processing system where the roles, responsibilities and reform tasks and activities are clearly defined and assigned on a time-bound (implementation) basis.
- The SBF and the Government had not developed nor yet put in place a structured framework for implementing proposed reforms and priority actions. There was therefore no ‘organisational structure’ and no ‘implementation framework’ for *processing* detailed implementation activities.

- As a result, the requested implementation and funding mechanisms would not have an existing ‘anchor’ in structure and procedures and in SBF without a Structural Implementation Framework.

5.2 Organisation of the Assessment

In line with the TOR we began with the ‘evaluation of the studies conducted during the SBF-PPP project’ (section 4.3), which reviews the nature, and status of the recommendations in these studies. We then assessed the status of the actions in the Strategic Action Plan (section 4.4). We present an assessment of the current strengths and weaknesses of the SBF (section 4.5). Based on these evaluations, we proposed a Structural Implementation Framework featuring the strengthening of the SBF and the Public Private Dialogue (section 4.6). We subsequently proposed a process to develop the Implementation Framework, and a process to implement the Strategic Action Plan (section 4.7). The financial arrangements are discussed jointly with the structure and processes of the Implementation Framework (section 4.6).

5.3 Assessment of studies and recommendations

During the EU supported SBC-PPP project 2007-2010, a considerable range of studies and consultancies were carried out.

In a number of cases, the recommendations - or a substantial part of them - were absorbed either by organisations close to them or expanded on in other documents such as the National Development Plan, the National Strategy for the Development of the Local Private Sector, and the National Strategic Action Plan. In other cases, e.g. the Klinkers Report of 2010, follow-up on some recommendations is ongoing – e.g. on the legal aspects of the recommendations in the Klinkers Report, 2010. In some instances, other recommendations were not followed up, mostly because they had no ‘owner’ or because the necessary absorptive capacity was not there. Our assessment is presented in Table 1 below.

	Subject	Recommendations	Status as at 1 March 2012
1999 - 2006	Reports by Working Groups on public private dialogue partnership.	Recommendations leading up to the establishment of SBF and its role and function.	Largely followed up. The reports and the ensuing discussions and deliberations resulted in the SBF Law, 2006.
2010 - 2011	Minutes SBF Board.	Discussions and decisions on a wide-ranging agenda, not necessarily structured, nor concerned with the operational definition of the role of SBF-SBC or providing instructions to SBF-SBC and follow-up monitoring progress and management.	Some discussions / recommendations were followed up, e.g. in connection with the formulation of the National Strategy Plan for the Development of the Local Private Sector and the matching Action Plan. Many other discussions did not reach decision level, and were largely informative across the Board.

2007	Surinam's informal sector survey 2006, ABS.	Key recommendation is that the Informal Sector should be better regulated and statistically processed.	According to the Director ABS, some statistics are currently better defined. The big problem to statistics follow-up is lack of response by the private sector and little awareness of the value of good comparative statistics, e.g. on competitiveness and factors at play.
2008	Assessment on micro and small business entrepreneurship, WBG.	Recommendations are: 1) Intensive networking within and outside Surinam, 2) Training in elementary business and professional skills, 3) Access to funding.	WBG is active, established and continues to expand the networks. Training is extended to many women's groups; guidance is given to groups and individual entrepreneurs. Funding at this point in time does not seem to be a problem.
2008	Constraints within sectors represented by the VSB.	Summary of key constraints in 15 sectors – strongly recommended by VBS to be addressed by the public sector.	The constraints discussed in the VSB publication are amongst the sources used in preparing the national Strategy and Action Plan. Some of it provided a background to the Klinkers report, 2010. Little information available on progress on mitigating specific constraints.
2008	Build a socio-economic profile of the DPS, including demographic and regional profile, B&S Europe.	See 2009 – Macro-economic review.	
2009	Macro-economic review of Surinam 1999-2008, B&S Europe.	A good body of analysis and well formulated recommendations on institutions and economic policy.	Follow-up hard to trace. It is not known whether the report reached those concerned with the various aspects. Dissemination has been low-profile. Some may have been included in preparing the National Strategy.
2009	Plan for capacity building of the SBF and its stakeholders.	Detailed HRD and OD recommendations: largely concerned with training.	The 'plan' did not have a solid point of departure and lacked focus. Mainly concerned with training though not always clear what the purpose of the training was. On various subjects training was extended, but not as part of a focused building of capacity. The recommendations range wide and reach out to many parties
2009	Enhance business and trade promotion though ICT, T. Boomsma.	Precise technical hardware and software recommend-dations.	E-promotion strongly emphasized in national development plan, government policy and DPS strategy and action plan – unsure though precisely how and to what extent the report has contributed to these developments, other than 'spreading the message'.
2009	Economic Partnership Agreement, Implications for the Development of the Local Private Sector, Imro San A Jong.	Contributions to same name seminar at KKF. Clear overview of the major implications of the EPA and the CARICOM / CSME market for the Suriname business community	Well-attended seminar. Unclear to which extent Suriname entrepreneurs mirrored their business in this light. KKF has followed up through other seminars.
2009-	Doing Business in	Thorough analysis of Suriname	Report has powerful impact, raised awareness

2010	Suriname, 2010, World Bank / IFC.	business climate, and inter-country comparison. Ranking of Suriname business climate, on international indicators, at the lower end of the countries reviewed.	about major deficiencies in Suriname business climate, led to a drive by government to raise the ranking by designing and implementing policy and implementation measures.
2010	Strategy for the development of the production industry, ASFA.	1) Production industry to strengthen business management, 2) Public remit to concentrate on public core business (i.e. administration and enabling condition setting), 3) Carry on to define the priority actions of the DPS strategy and action plan.	Recommendations 1 and 2 not addressed so far. Undercurrent of difference of opinion between various parties on the role of the KKF which according to ASFA and, also, VSB is not a private sector organization and should concentrate on registration and administration. The third recommendation has not been implemented so far, but is subject of current EU Mission
2010	Report on the agricultural sector, Eco Agro Advisory Services.	Detailed SWOT-based recommendations on sector policy and at farmers' level, and in relation to agro-industry, regional and international marketing.	Extensive and thorough analysis of the agricultural sector. There has not been specific follow-up. Like many other reports, this one has had low-profile dissemination and no committed 'owner'.
2010	Introduce/ reinforce concept of sustainable development in the government and the private sector, D. Paas.	Detailed outline of and recommendations for a wide-ranging training plan and curriculum for a wide range of stakeholders, in relation to 'sustainability'.	Very ambitious, detailed. No clear 'owner'. Low-profile dissemination. So far no follow-up.
2010	Final report of SBF-SBC TA project, TL.	Substantial recommendations on the mission, strategy, structure and modus operandi of SBF-SBC.	Meaningful analysis and recommendations. Little attention paid to it. Seems to have been taken as 'just' a project completion report. Low-profile dissemination. So far, no evidence of follow-up.
2010	Final report 'Suriname statistical improvement project, A. Gofeng.	Substantial recommendations on strengthening the Suriname statistics.	According to Director ABS, most recommendations taken on board. The report is still 'in use' at the ABS and is a regular source of reference.
2010	Tax reform and investment incentives, B&S.	A range of clear technical-fiscal recommendations.	Unclear whether recommendations have been taken on board by MoF. Low-profile dissemination. However, MoF is gearing up to a major tax reform with external assistance.
2010	Facilitating business in Suriname – the road to self-reliance, L. Klinkers.	56 Action proposals: structure (23), Knowledge (14), Process (19).	Significant report, well analysed, good recommendations. Many deficiencies tabled: may discourage implementation. Report is one of the sources for the National Strategy for the development of the Local Private Sector and the matching Action Plan prepared under the SBF auspices. Klinkers, currently advisor to the Vice President, is putting a number of his recommendations in motion, e.g. start of work on a legal data base.
2010	Suriname at the cross-roads of rehabilitation to socio-economic	Wide-ranging recommendations for policy development and 'action', e.g. 1) Adjustment of labour laws, 2) Competence	No direct follow-up. Some within the remit of the SBF-SBC strategy and action plan. Recommendations valuable, 'food' for the strengthened SBF proposed in this report.

	development, VSB.	based education system and curriculum, 3) Strongly improved infrastructure, 4) Effective government administration, 5) Purposeful and effective land and water policies	
2010	National Strategy for the Development of the Local Private Sector, and matching Strategic Action Plan, SBC-SBF, PROPLAN.	Situation analysis, Wide-ranging logical framework, 6 core areas, 88 actions.	Considerable work on-going on the actions outlined in the plan. Direct SBF-SBC involvement is limited, most of it is done by the ministries directly. For SBF-SBC, there is an urgent need to address the ambitions, objectives, proposed actions and approach / modus operandi systematically and realistically. Also, priorities need to be set and SBF-SBC needs to be stronger structured before being able to consistently and effectively take the Strategy and Action Plan further towards implementation.
2011	Final evaluation of the SBF-SBC technical assistance project.	A range of short- and medium recommendations to strengthen the SBF-SBC operations. One recommendation concerns the launching of the current project.	Partly unknown, partly followed up, current project is in place and operational.

5.4 Status of Actions in the Strategic Action Plan

Preparation of the ‘strategy’ and the ‘action plan’ is a highly commendable initiative by SBF-SBC. Use has been made of a large body of studies and information. The ‘actions’ have been ‘identified’. However, most of them have not yet been elaborated into consistent and viable packages of objectives, outputs, actors, activities, funding and other resource requirements. Neither have the ‘actions’ nor the categories under which they are grouped been prioritized.

Commitment to and ownership of the ‘Strategy’ and the 88 different (sub-) actions identified under 18 (sub-) headings and 6 Core Areas of the ‘action Plan’ is strong at SBC level. Presentation of the Strategy and Action Plan in 2011, in a meeting attended by most Ministries and Private Sector Organizations (PSOs), was well prepared and informative. But SBF has not yet secured broad based support at Ministry level for the reform agenda. The reason: Action Plan consultations with stakeholders outside the representation at the SBF Board have been limited. Nonetheless, on approximately 14 ‘actions’ work is ongoing, not always with direct involvement of the SBF-SBC. Implementation so far has been largely a matter of ‘low hanging fruit opportunity’, not of qualified priority setting. The status of the 14 actions as at 1 March 2012 is presented in Table 2 below.

Table 2. Status of Strategic Plan “Actions” initiated by the SBF/SBC

Core Area/Category	Code	Description	Status, 1 March 2012
CA 1 / Laws and regulations to promote the business environment and entrepreneurship.	1.1.1	Legal steering committee and legal data base.	Legal data base is being addressed as an SBF project – as per and by the current EU Mission. Mr. Klinkers – VP Cabinet – has started work on legal reforms.

			MoH/I is developing a trade related data base but with little direct involvement of SBF.
	1.1.9	Evaluate and revise laws and regulations to promote the sectoral approach.	Draft Tourist Law is nearing completion, undertaken by TCT Ministry. Little direct involvement of SBF.
CA 1 / Major tax incentives in the law for Suriname, focusing on the CSME, regional and international markets.	1.2.1	Evaluate and adjust investment law.	MoF is working on the new tax law. Little direct involvement of SBF.
CA 1 / Laws and regulations to improve trading facilities.	1.3.5	Evaluate and revise international trade law.	MoH/I is working on trade law to strengthen Suriname competitiveness. Little direct involvement of SBF. In this connection, MoH/I is also working on the trade related legal data base.
CA 2 / Direct domestic and foreign investment.	2.1.10.1 &2	Prepare design SIPA and SEPA.	Study Mission due soon to Nicaragua to better understand the process and mechanisms involved. SBF-SBC will participate in the mission.
CA 3 / Institutional strengthening and capacity building of relevant ministries and institutions as well as private sector organisations and companies.	3.1.1	Capacity building within and across relevant stakeholders.	Solutions to capacity building challenge proposed by ADE team. Various documents are related to this action but limited direct progress to date.
CA 3 / Active and constructive participation in international fora to enhance competitiveness of the LPS.	3.2.1	Setting up inter-departmental public private discussion groups, trade related issues.	MoH&I are working on this and have organized some discussions. Some direct involvement of SBF.
CA 3 / Improving access to capital and technical assistance to local and foreign lenders.	3.4.1.1	Monitoring, coordinating and implementing the program FINPYME.	SBF is the M&E agent for this programme which is undertaken as an IDB supported project.
CA 3 / The liberalization and transparency of licensing.	3.5.2	The linking of date bases of licensing.	MoH&I is working on this issue. Little direct involvement of SBF.
CA 3 / Formulation of regional integration strategy, aimed at developing and encouraging production chain and 'clustering'	3..6.2	1. Cluster / value chain agro-industry / agriculture Kwatta area and Commewijne 2. Value chain / clustering in the tourism sector.	Both are SBF projects, work is on-going. As per and by the current EU Mission, the Kwatta project is prepared to full proposal status. Also the work by the current EU Mission on a Pilot Marketing Information System later to be linked nationally and internationally contributes. On the tourism sector, work is about to start, but the connections between SBF-SBC with the Ministry of Tourism is not well developed.
CA 5 / Creating conditions that allow the LPS to increase its	5.1.1	1. Simplify permits businesses and professions	Both are SBF projects, partly completed. Most of it has found

scale and its business in a cost effective and efficient way to perform.		2. Shortening process creation.	its way into the law, and shortened the processes of business establishment.
CA 5 / Execution/ completion of ICT networking across SBF organizations.	5. 1.5	Design and implementation of data base matrix for WAN.	SBF project, on-going. As per and by current EU Mission, marketing information system is taken to full proposal status – somewhat outside the mainstream of the sub-heading perhaps.
CA 6 / Public Private Dialogue (PPD)	6.1.1– 6.1.3 and 6.2.1	Stimulate and promote awareness, willingness, commitment, fostering mutual understanding and good governance	This ADE mission: work is done on structure and procedures of PPD and reinforcement of SBF and SBC to provide a solid Implementation Framework prerequisite to the implementation of the National Strategy for the Development of the Local Private Sector and the matching Strategic Action Plan

5.5 SBF Strengths, Weaknesses, Opportunities and Threats

The main strengths of the Suriname Business Forum are the following:

- SBF-SBC is anchored in the SBF Law of 2006;
- The SBF Board has been meeting regularly as stipulated in the 2006 Law. The minutes of meetings indicate a wide range of topics discussed at the SFB Board;
- SBF-SBC, supported by a 2-year EU capacity building project finished in 2010, initiated a range of activities. The National Strategy for the Development of the Local Private Sector 2011-2015 and a matching National Strategic Action Plan were completed in 2010 and approved by the SFB Board;
- SBC-SBC has developed a capacity to facilitate private sector development initiatives;
- SBF and SBC have been operational for a number of years and can draw on past successes and less-successful ventures to strengthen their future effectiveness.

The Forum's main weaknesses are the following:

- The SBF is not 'anchored' in the architecture of Surinam governance: it has access to, but is not a "mainstreamed" component of, Government's private sector facilitation functions and services;
- Mandate and authority of the SBF are limited;
- Only a limited number of the ministries 'organically' involved with interacting with the private sector is represented at the SBF Board;
- High meeting frequency and limited mandate and authority have led to SBF Board meetings being attended by declining levels of rank and authority;

- SBF funding is insecure and not transparent. The Forum faces tough challenges when seeking cooperation with other stakeholders.

The main opportunities are the following:

- The government is firmly set on a path to stimulate the private sector as an engine of growth and development, and intensify the Public Private Dialogue.

The main threats are the following:

- If the effectiveness of the SBF is not sufficiently raised, the Forum may increasingly promote private sector concerns only. It would not live up to the spirit of the SBF Law i.e. that it should seek to address both public and private sector issues, catalyze the Public Private Dialogue and support the pursuit of national development ambitions; it and may lose its credibility and support.

Our preceding assessment reflects two underlying factors which need to be highlighted. First, the origins of the Forum's strengths and weaknesses lie in the motivating priority of the mechanism when it was created, namely, that the private sector wanted to address critical constraints that were impeding the development of the domestic private sector and higher level of productive investment. Therefore, logically, the SBF was first "constructed" around that agenda. Second, the development of the SBF during its formative stages has worked reasonably well. However, its current weaknesses are a reflection of the limits which the initial focus on private-sector led only issues have now placed on the mechanism – in terms of its evolution and immediate priority to get the proposed reforms implemented, mostly by Government entities whose presentation on the SBF Board has been selective to date. In other words, it is the need to evolve the SBF into a more balanced PPP arrangement that has created many of its current "weaknesses".

6 Framework for PPP Dialogue-based Reform Policy Development

6.1 Overview

This section of the report consists of 1) a review of the benefits of an effective Public Private Dialogue (PPD) and SBF; 2) an outline of PPD international best practices; 3) the proposed Structural Implementation Framework; and 4) descriptions of the main risks, their potential implications and possibilities for risk management.

6.2 Effective Public-Private Dialogue

The National Development Plan sees the private sector as the engine of economic growth, generator of employment and creator of a balanced national economic structure. The public sector provides the conditions within which the private sector operates. The political setting defines the national development ambitions. Neither the political setting nor the public and private sectors can “walk” by themselves. Nor can civil society be excluded. To successfully pursue the national development objectives, effective dialogue and partnership is necessary.

All parties benefit from an effective Public Private Dialogue (PPD) and from SBF as the catalyst:

- The Ministries: More effective implementation of policies and achievement of objectives;
- Private sector: More conducive business climate;
- Suriname and Civil Society: Enhanced perspective of reaching the nation’s development objectives.

Effective PPD therefore has to be founded on a balanced approach to initiatives, support and desired benefits to all three groups: the Ministries, Private Sector and Civil Society (including Labour) – not just to, by or for the Private Sector only.

6.3 International Best Practice

Public Private Dialogue has found an institutional and organizational setting in most countries. Internet site <http://www.publicprivatedialogue.org> presents a wealth of information. A large survey and analysis (World Bank, DFID, IFC, OECD) is reported and proffered in PPD Handbook, 2006. The Handbook provides the ‘*Principles of the Charter of Good Practice in Using Public Private Dialogue for Private Sector Development*’, and provides, ‘*a Toolkit for Business Environment Reformers*’, as follows:

1. Assessing the optimal mandate and relationship with existing institutions
2. Deciding who should participate and under what structure
3. Identifying the right champions and helping them to push for reform
4. Engaging the right facilitator
5. Choosing and reaching target outputs
6. Devising a communications and outreach strategy
7. Elaborating a monitoring and evaluation framework
8. Considering the potential for dialogue on a sub-national level
9. Making sector-specific dialogue work
10. Identifying opportunities for dialogue to play an international role
11. Recognizing the specificities and potential of dialogue in post-conflict or crisis environments
12. Finding the best role for development partners

Translated to the Suriname context, strengthening of the SBF and the Public Private Dialogue should therefore address the following six critical prerequisites and principles:

1. The PPD and the SBF should be anchored ‘high’ in the architecture of Suriname governance;
2. Participation by the PPD stakeholders should be inclusive and at decision making level;
3. Key stakeholders should be identified when preparing and implementing specific reform policy development;
4. Task Teams should be established from across the stakeholders to undertake the preparation and implementation of reform policy development;
5. Effective M&E and managerial arrangements are vital during preparation and implementation of reform policy development; and
6. Without a solid financing model, the PPD and the SBF are bound to fall short of expectations.

6.4 Proposed Structural Implementation Framework

We propose an integrated Structural Implementation Framework founded on international best practice and Suriname realities. The Framework seeks to ensure dialogue at national level and inclusiveness of representation and stakeholder commitment. It is aimed at Reform Policy development to strengthen the Suriname business climate and so support the pursuit of national development objectives. In line with international best practice SBF and Public Private Dialogue should be located ‘high’ in the architecture of Suriname governance.

We suggest that the Implementation Framework be developed in three stages, separated by achieving defined stage-specific ‘milestones’. If the milestones are not reached, the next stage will not take off. The three stages are the following:

- The First Stage consists of key steps and decisions to prepare for the actual strengthening of the SBF and the implementation of the Strategic Action Plan during the Second Stage;
- The Second Stage concerns the actual implementation of SBF strengthening and achieving visible sustainability of implementing the National Strategy and Strategic Action plan;
- The Third Stage consists in establishing the new ‘Public Private Dialogue Council for Policy Development (CPD)’ and revisiting of the function of the SBF in this context.

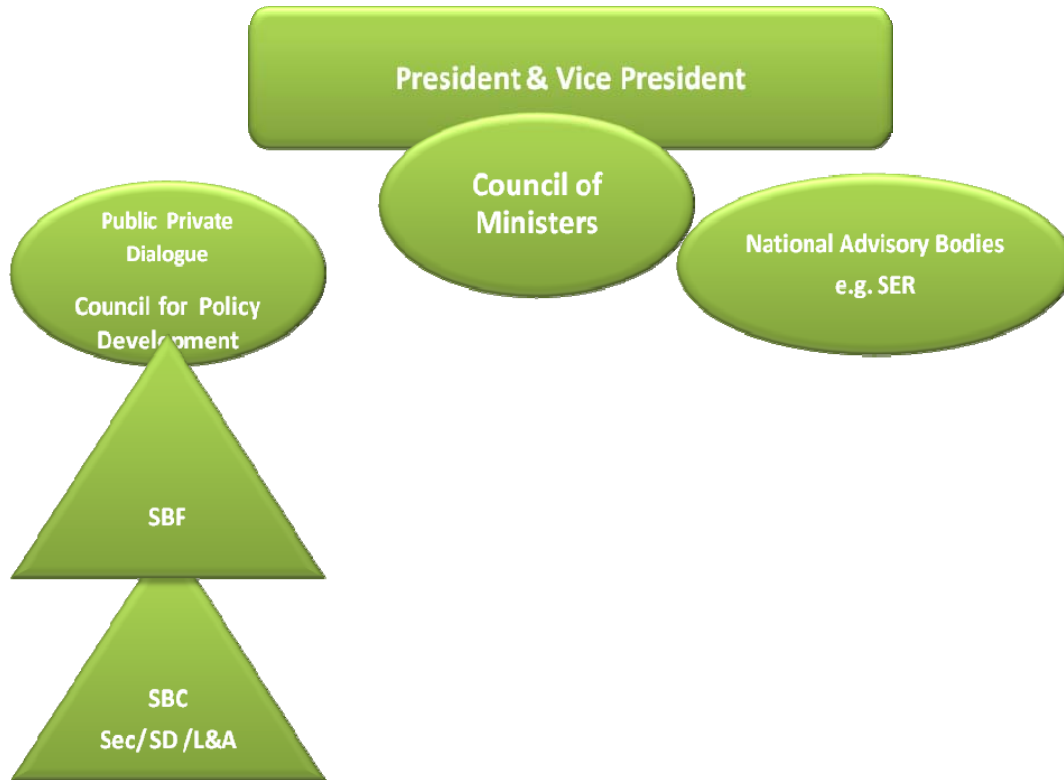
The proposed Structural Implementation Framework is presented in Chart 1, below. The first two stages of development focus on the lower part of the Diagram, i.e. SBF and SBC. Early during the Third Stage, the CPD will be established and the function of the SBF and SBF-SBC will be reformulated, i.e. from ‘independent body’ to full ‘operational secretariat to CPD’.

The First Stage should take a year and the Second Stage 2 years to complete. During the Third Stage, the CPD and the SBF will develop to ‘maturity’. Technical Assistance (TA) will be required in the areas of Organisation Development/Change Management and Project Management and Project Cycle Management. Limited TA is foreseen for the First Stage, considerable TA for the Second Stage and limited TA for the Third Stage. During the first two stages, SBF capacity will be strengthened.

Ultimately, CPD and SBF staffing is envisaged to reach 22 staff, as follows: Professional CPD Chair-person (0.25 Full-time equivalent-FTE), professional SBF Chair-person (0.50 FTE), Executive secretaries to Chair CPD and Chair SBF, full-time SBF-SBC Director, 4 logistics and administration staff, 2 IT staff and 10 professional staff of various denominations.

A key influencing factor in the development of the model was the input of key stakeholders at a workshop held by the ADE Change Management Specialist held on 18 February 2012 in Paramaribo (Annex 1).

Chart 1. Proposed Structural Implementation Framework



Sec = Secretariat Division

SD = Services Division

L&A = Logistics and Administration Division

The objective and strategy, structure, operational arrangements, and technical assistance associated with each of the three stages of development of the PPD model is presented in some detail in Table 3 below.

Table 3 includes conditionalities (prerequisites) to the next stage, Human Resource capacity (Core staff, Technical assistance, Stake-holder staff), time frame, finance and funding (Mechanism, Funding from national budget, Funding from external funding agencies, Funding from 'direct stakeholders etc).

TABLE 3 Proposed Structural Implementation Framework and the three stages of its development

Item	First Stage	Second Stage	Third Stage	Cumulative Result
Objective and strategy.	Second Stage prepared: <ul style="list-style-type: none"> o Key decisions passed; o Conditionalities to Stage 2 met. 	SBF Strengthened: <ul style="list-style-type: none"> o HR strength built; o Org. structure installed; o Implementation of SBF Strategic Action Plan in process; o ‘Conditionalities to next stage’ Satisfied. 	PPD-related reform policies designed, and implemented; mature CPD and SBF functioning: <ul style="list-style-type: none"> o CPD established; o Function of SBF reformulated; o External TA phased out. 	Structural Implementation Framework created to design, decide/implement PPD related policy reforms.
Basic structure at end of development stage.	Essentially today’s structure, with: <ul style="list-style-type: none"> o Expanded SBF Board to ensure stakeholder inclusiveness; o Full-time SBF-SBC Director. 	<ul style="list-style-type: none"> o Professional SBF Board Chair in place; o SBF Operational Management Committee in place; o Three SBF-SBC divisions in place: Operational Secretariat, Services Division, Division of Logistics and Administration. 	<ul style="list-style-type: none"> o CPD in place and operational, in advisory and implementation capacity (via SBF); o Professional CPD Chair; o SBF as CPD Operational Secretariat. 	CPD developed to render PPD related advice and execute decisions: a) on request of Government; and b) resulting from internal CPD deliberations.
Operations.	<ol style="list-style-type: none"> 1) Two-day workshop to discuss ADE proposals (i.e. this document); 2) SBF Board to take ‘on principle’ decision to start the process, appoint Work Plan Preparation Team; 3) SBF Chair to formulate ‘Staatsbesluit’ to create room for change while anticipating SBF Law amendment; 4) WP Team to complete Work Plan, including the protocols to be prepared for SBF Board meetings, decision and management processes; 5) SBF Board to instruct SBF-SBC to implement Pilot Project and prepare ‘templates’ for further action on ‘Strategic Action Plan’; 	<ol style="list-style-type: none"> 1) SBF Board to recruit and appoint Professional SBF Chair; 2) SBF Board to appoint the Operation Management Committee; 3) SBF Board to formally organize SBF-SBC into three divisions; 4) SBF Board meetings operate as laid down in Meeting and Decision protocols prepared during First Stage, e.g. meeting 4-6 times annually; 5) SBF-SBC to apply the templates (Pilot Project) to 6-10 ‘actions’ on reform policy selected by Board decision from Strategic Action Plan, SBF Board deliberations and possibly other sources, 6) SBF-SBC to establish and facilitate 	<ol style="list-style-type: none"> 1) CPD professional Chair appointed by key stakeholders; 2) CPD to meet according to protocol, i.e. meeting 2-4 times annually, stakeholder representation top organized private sector, ministers for public stakeholders; 3) Design of, decisions on and implementation of PPD policies to be commissioned by CPD to SBF, and properly monitored and managed. 3) Amendment of SBF Law seen through to formal 	

	<p>6) SBF Chair to consult with GoS, seek approval of ‘Staatsbesluit’, formulate formal decision to proceed with strengthening process;</p> <p>7) SBF Chair to consult with and co-opt all stakeholders, convene Constituent Meeting of expanded SBF Board, representation at Directors’ level and top organized private sector;</p> <p>8) SBF Chair to start procedure for SBF to become formal ‘Budget Holder’;</p> <p>9) Commission External Evaluation to assess SBF performance and achievement of the First Stage ‘Mile Stones’</p>	<p>Task Teams from across stakeholder organisations, and provide M&E of implementation processes and reforms implemented;</p> <p>7) SBF-SBC staff to render services to public and private sector, e.g. project management, proposal preparation, accessing external funding sources, provide planning assistance (e.g. supporting master planning for tourism);</p> <p>8) SBF Board to prepare Draft SBF Law Amendment and submit;</p> <p>9) Towards the end of Second Stage, SBF Board to initiate ‘Updating the Strategic Action Plan’;</p> <p>10) SBF Board to commission External Evaluation to assess SBF performance and achievement of the Second Stage ‘Mile Stones’</p>	<p>issuance.</p>
<p>Milestones - Conditionalities to next stage</p>	<ul style="list-style-type: none"> o Draft ‘Staatsbesluit’ submitted; o Expanded SBF Board established and meeting according to defined protocols; o Full-time SBF-SBC Director in place; o Pilot Project completed; o Funding arrangements effectively in process. 	<ul style="list-style-type: none"> o SBF meetings according to defined protocols; o Six reform policies designed, implemented or in process; o SBF-SBC fully staffed; o Professional SBF Chair in place; o Funding arrangements agreed and in force. 	<ul style="list-style-type: none"> o CPD established and meeting according to protocol; o Professional CPD Chair in place; o PPD related policy development has become routine.
<p>HR Capacity: Core Staffing at end of period</p>	<ul style="list-style-type: none"> o SBF-SBC Director (1.0FT) o Secretary to the Director o Other staff as currently in place: 7 staff 	<ul style="list-style-type: none"> o Competent, mostly academic level professional staff to conduct operations as envisaged: o Professional SBF Chair (0.5FT), Executive secretary to SBF Chair, SBF-SBC Director, Secretary to 	<ul style="list-style-type: none"> o Professional CPD Chair (0.25FT) o Executive Secretary to CPD Chair o Other staff – see ‘Second Stage’

		Director, Administrative staff (4), IT staff (2), PM/PCM staff (3), Economists (2), Legal staff (1), Organization development staff (1), Donor relations staff (1), M&E staff (2).	
Technical assistance	<ul style="list-style-type: none"> Organisational development / change management (OD/CM) specialist (July – December 2012, intermittent, 0.5FT) 	<ul style="list-style-type: none"> OD/CM specialist (January – Dec. 2012, intermittent 0.5FT) Two PM/PCM specialists for Task Teams (2013-14, 3.0FT for 2 yrs.) 	<ul style="list-style-type: none"> OD/CM specialist (October 2014-October 2015, intermittent, 0.4FT) OD/CM: 8.5 months PCM: 36 months
Stakeholder staff	<ul style="list-style-type: none"> 2-4 staff to cooperate in Pilot Project Team 	<ul style="list-style-type: none"> Stakeholder staff to participate in the 6-10 Task Teams to prepare and implement reform policies. 	<ul style="list-style-type: none"> Stakeholder staff to participate in Task Teams
Time frame	April 2012 – February 2013	January 2013 – December 2014	January -December 2015, routine beyond 2015
Finance:			
Financial mechanism	<ul style="list-style-type: none"> SBF Board to consult with MoF and Presidency on formal budget holder status and obligations; 'Solid financial arrangement' to be agreed for SBF year 2013; SBF Board to consult with donors on financing the TA. 	<ul style="list-style-type: none"> SBF as Budget Holder to participate in the budgetary process for 2014, as per the directives from MoF; SBF to meet the procedures and reporting obligations of the donors funding the TA. 	<ul style="list-style-type: none"> CPD / SBF to meet Budget Holder obligations; SBF Board to meet donor obligations.
Funding from National budget	<ul style="list-style-type: none"> Funding of core staff and operational expenses from current sources – stakeholder organizations, donors, revenues; From SBF Annual Programme 2011-2012): Salaries: US\$ 0.4 mln, operational costs US\$ 50,000, or SRD total: 1.5 mln. To be added: 6 months Director (FT), Secretary: US \$ 70,000 or 	<ul style="list-style-type: none"> Indicative estimate– final figures depend on budget negotiations, operations development, and the nature of operations. For 2013, funding from ad-hoc financial agreement; 2014 from SBF 'Budget' as budget holder. Funding of core staff and expenses: US\$ 1.2 -1.4 mln or SRD 4.2-4.6 mln. 	<ul style="list-style-type: none"> See 'Second Stage'; To be added: CPD Chair (0.25FT), Executive secretary (0.50FT): US\$ 40,000 or SRD 130,000

	SRD 230,000		
Funding via External agencies	○ OD/CM specialist: 3.5 months – US\$ 90,000.	○ OD/CM specialist: 6.0 months – US\$ 120,000; ○ PCM specialists: 36 months – US\$ 560,000.	○ OD/CM specialist: 4.8 months – US\$ 130,000. ○ Total: US\$ 780,000
Funding from direct stakeholders	○ Hard to estimate; current stakeholders take the lead in ‘actions’ implementation or participate in SBF led action.	○ Hard to know how many staff will cooperate in Task Teams, what the ‘charge’ of the Task Teams will be, and how costs should be allocated.	See ‘Second Stage’

In the model profiled in Table 3, the stakeholders at the SBF Board and the CPD are represented at the level of decision makers - top organized private sector on both bodies, directors at SBF Board and ministers at CPD for the public stakeholders. To maintain this level of representation, the number of meetings is restricted to 4-6 for the SBF Board and 2-3 for the CPD³. Also, CPD is an advisory as well as executive body. Its advisory role would be to Government on request by Government or based on deliberations at the CPD. Its executive role would be to instruct SBF to implement CPD decisions and manage implementations at arm's length through SBF progress reporting.

The First Stage is essentially a matter of demonstrably committing the SBF to the strengthening process. Below, in Table 4, we indicate a stepping plan, tentatively time-framed, for the implementation of the First Stage.

Steps	Description	Actors	Indicator	Timing
Step 1	2-day intensive and well-structured retreat by SBF Board to: Create a common understanding of the ramifications of starting and completing the process to build the SBF and the PPD up to the perspective outlined in TABLE 3 of this chapter.	SBF Board members, SBF-SBC staff.	Retreat held, proceedings written.	May 2012
Step 2	SBF Board to: 1) Take the formal 'decision on principle' to go ahead – 'on principle' as high level consultation is required before final decision can be taken, 2) Instruct SBC to prepare the Work Plan for the First Stage, 3) Mobilise Organisation Development / Change Management (OD/CM specialist) technical assistance probably donor funded .	SBF Board.	Written 'Decision Principle', SBC Instruction.	June 2012
Step 3	SBC Director to: Appoint the Work Plan Team (WP Team).	SBC Director.	WP Team in place.	June 2012
Step 4	WP Team to: draft WP, submit to SBF Board, seek approval. WP to include at least: 1) Formulation of 'staatsbesluit' anticipating amendment to the SBF Law, 2) Co-opt inclusive representation at Director's level, 3) Set protocols for: Agenda setting, Meeting process, Board management structure, procedures and decision making, 4) Elaborate what it means to SBF to be a formal 'Budget Holder', 5) Determine management structure and procedures between SBF Board and SBF-SBC, 6) Design systematic approach to implement the Strategic Action Plan – Pilot Project, Templates, 7) Indicate additional resource needs for implementation, 8) OD/CM specialist recruited and in place.	WP Team.	Draft WP.	August 2012
Step 5	The SBF Board to: 1) Comment on WP, WP Team to finalise, 2) Consult with 'presidency', 3) Upon	SBF Board, WP Team.	Final Written	WP, formal August 2012

³ The CPD – SBF structure and Meeting protocol resembles the structure of the CARICOM Caribbean Disaster and Emergency Management Agency CDEMA: Council of Heads of State of Member States, CDEMA Coordinating Unit as the operational secretariat to CDEMA Council, Technical Committees to help implement Council decisions (For CPD-SBF: Task Teams instead of Technical Committees), CDEMA Coordinating Unit / Operational Secretariat to Council coordinates implementation action, facilitates and monitors.

	consultation, prepare formal decision – assumed in this report to allow the strengthening process to commence.		decision.	
Step 6	SBF Board to: Prepare written instruction to Director SBC to implement WP and expand WP Team.	SBF Board, Director SBC.	Written instruction to Director SBC, WP Team expanded.	September 2012
Step 7	Chair SBF to: 1) Consult and co-opt stakeholder ministries and private sector to the ‘inclusive’ SBF Board, 2) Convene ‘constituent’ meeting of expanded SBF Board with stakeholder representation at decision making level, 3) Agree with MoF and possibly higher authority on Budget Holder status for SBF, and, secure solid financial agreement for SBF in 2012 and 2013 supporting the strengthening process	Chair SBF.	Constituent meeting conducted. Financial arrangements agreed.	November - December 2012
Step 8	All concerned: implement WP.	Chair SBF, Director SBC, WP Team.	Staatsbesluit’ formulated and submitted, protocols approved by SBF Board.	September-December 2012
Step 9	SBF-SBC to: Implement and complete the ‘Pilot Project’ and the ‘Templates’ to guide further implementation of the Strategic Action Plan (see chapter 6)	SBF-SBC, Pilot Project Team	Pilot report, Templates report	January 2013 – March 2013
Step 10	Evaluation of first stage of the development of the overall Implementation Framework	Chair SBF, External Evaluator	Evaluation Report	April 2013
Step 11	Decisions as to how to proceed, to be taken and set in motion	SBF Board, Higher Authority	Written decisions on next stage	May-June 2013

6.5 Risk Assessment

The proposed ‘high location in the architecture of the Suriname governance’ of the Public Private Dialogue and related reform policy development carries a number of risks which will need to be managed. A succinct overview is presented in Table 5, below.

The main risks are as follows:

1. PP Dialogue Council for Policy Development (CPD) established, but not effectively operational
2. Decision delayed to establish the Council for Policy Development
3. Mandate and authority of the CPD unclear or interpreted to be unclear.
4. Necessary financial mechanism for CPD not defined and installed early upon inception of CPD.

5. Reform / Policy Development Task Team formation runs into secondment problems.
6. SBF's Secretariat function to CDP suffers from delayed capacity development at the SBF-SBC.
7. Evaluation shows insufficient Second Stage progress against the accepted indicators.
8. Evaluation shows insufficient First Stage progress against the accepted indicators.

The common thread running through all eight risks is that this initiative can be compromised if the political will to establish and embrace the PPD mechanism into the higher architecture of Suriname governance is not unequivocal and if there is not follow-through – in terms of key appointments and sufficient budgetary resources being made available to make the CPD and a stronger CDF a reality.

TABLE 5. Structural Implementation Framework - risks and risk mitigation management		
Risk	Impact if Risk not addressed	Risk Mitigation Management
1. Public Private Dialogue Council for Policy Development (CPD) established, but not effectively operational	Objectives of PPD jeopardized.	Chair SBF / Secretary to CPD to diagnose and propose remedial action to be taken up by whom it concerns
2. Decision delayed to establish CPD	Delayed 'truly' effective PDD at national level; Adverse effects for delivering on the National Plan development goals. Implementation of the Strategic Action Plan prepared by SBF rendered more difficult due to alck of credibility.	Consultation with High Authority
3. Mandate and authority of the CPD unclear or inter-pretted to be unclear.	Decisions reached may not be integrated in partners' operations and time schedules.	Staatsbesluit prior to adjustment of SBF Law needed and issued, providing the necessary mandate and authority
4. Necessary financial mechanism for CPD not defined and installed early upon inception of CPD.	Decisions by CPD not implemented and inter-partner cooperation jeopardized.	Chair SBF / Secretary to CPD to consult with Minister of Finance and, if necessary, with higher authority.
5. Reform / Policy Development	Delayed implementation CPD decisions; Loss of credibility.	Reporting to CPD by Chair SBF Secretary to CPD and solution

Task formation runs into secondment problems.	Team	agreed.
6. SBF's Secretariat function to CDP suffers from delayed capacity development at the SBF-SBC.	Insufficient CPD agenda preparation; Delayed implementation of decisions; Delayed and deficient reporting to CPD on decision implementation; Loss of credibility amongst CPD members.	SBF to diagnose and report to CPD, propose solution and seek CPD decision.
7. Evaluation shows insufficient Second Stage progress against the accepted indicators.	Implementation of the CPD delayed; Credibility in PPD, CDP and SBF to suffer.	SBF to focus hard on stepping up performance, or reduce the ambitions.
8. Evaluation shows insufficient First Stage progress against the accepted indicators.	Actual strengthening of SBF to suffer; Formal Second Stage delayed or not to be undertaken, SBF credibility to suffer.	SBF to focus hard on stepping up performance or reduce the ambitions.

7 Implementing the Strategic Action Plan

7.1 Suggested Methodological Approach – Pilot Phase

To take the Strategic Action Plan closer to full-blown implementation, we suggest the following systematic approach in logical framework methodology, in Table 6 below.

TABLE 6. Implementing the Strategic Action Plan – Pilot Project and formulation of Templates

Intervention logic	OVI	Source of Verification	Assumptions
Purpose: Implementation of the Strategic Action Plan (SAP).			
Expected Results:			
R1 Pilot completed and documented	Final Pilot Report	Minutes of SBF Board meeting	Templates and Pilot Report accepted; Pilot implemented by Key Stakeholder and other organizations involved.
R2 Templates created to systematically implement the SAP.	Templates fully ready for application		
Activities to R.1:			
1.1 Prior to the ‘actual work’ on Pilot, SBF Board to: 1) Establish Pilot Team, 2) Appoint Team Leader, and team members, 3) Instruct team to concentrate on this task, discontinue other activities without major adverse implications’, 4) Instruct the team to prepare work plan: activities, budget and time frame, 5) Instruct the team to keep the Board informed of progress through succinct written fortnightly reports.	Pilot Team in place and set to undertake the assignment	Minutes of SBF Board meetings, ‘decisions taken’	SBF Board to provide appropriate feed-back on progress reports, and check whether guidance is properly dealt with
1.2 Pilot Team to: 1) Quick-screen SAP to eliminate impossible action, 2) Design ‘quick-screen’ criteria, allocate preliminary priority accordingly, select Pilot, 3) Submit to Board for approval.	Pilot selected.	Minutes of SBF Board meetings, ‘decisions taken’.	
1.3 Pilot Team to touch base with stakeholders, convene stakeholder meeting, propose to include stakeholders concerned, Pilot Team Leader to prepare brief progress note for Director SBC	Pilot Team expanded.	Pilot team Progress note.	
1.4 Organise Log-frame (LF) and implementation path (IP) formulation session, prepare and document LF and Implementation Path for the ‘cluster’..	LF and IP prepared.	LF/IP document.	
1.5 Develop budget, suggest	Budget estimated,		

financial break-down across the stakeholders, propose funding structure and source, document estimate and proposal.	financial arrangements proposed.	Budget / financial arrangements.
1.6 Design M&E mechanism and method, and the managerial and institutional arrangements.	M&E mechanism and method designed.	
1.7 Prepare Pilot Report, submit to SBF Board and Key Stakeholder and seek comments, finalise.	Final Pilot Report.	M&E mechanism. Draft Pilot Report, Minutes of SBF Board meeting, Final Report
Activities to R.2:		
2.1 SBC to discuss and evaluate the approach applied to undertaking and completing the 'Pilot'.	Evaluation results and conclusions.	Minutes of SBF Board to , provide feed-back on the Draft Templates to Team , and check whether they have dealt with properly in the final documents
2.2 SBC to prepare a written template for the preparation of 'action' by SBF-SBC, submit to SBF Board, seek comments and finalise, including a template 'table of contents'.	Preparation template completed.	Minutes of SBF Board meeting. Template.
2.3 Equally, SBC to discuss and evaluate the documents on Budget, M&E, LF and IP prepared for the 'Pilot'.	Evaluation results and conclusions.	Minutes of evaluation meeting.
2.4 SBC to prepare written templates for the Budget, M&E arrangements, LF and IP, submit to SBF Board, seek comments and finalise the templates.	Budget, M&E, LF and IP Templates.	Minutes of SBF Board meeting. Budget, M&E, LF and IP Templates.

7.2 Management of the Pilot Phase

It is critical that the SBF/SBC take the lead role in structuring, managing and implementing the pilot phase. Successful implementation will not only facilitate progress towards Stage 2 and then 3 and development of the Structural Implementation Framework. The pilot process will also strengthen SBF's capacity to advance reforms where there is already highly positive Government reception and collaboration between key private sector support Ministries and the SBF/SBC (e.g. the Ministry of Trade). It is therefore extremely important that, at a minimum, the GoS and the SBF appoint a full-time SBC executive to coordinate SBC's on-going activities as well as the organisation and oversight of the pilot phase of the Structural Implementation Framework.

PART II

Four Project Proposals

8 Project Proposals

In accordance with the TOR, four project proposals were developed during Phase II of the assignment (February – March 2012). The proposals were:

5. A Greenhouse project for the Kwatta (Agricultural) Cooperative, aimed at improving the quality and predictability of supply of seedlings - and therefore improvements to the domestic supply chain system – for producers and buyers in the Kwatta area;
6. A Market Information System for agricultural products aimed at improving access to farm gate supply information and wholesale and retail price trends for local produce along the supply chain;
7. A capacity building project to strengthen SBF/SBC's Strategic Action Plan implementation capacity, and
8. A legal database project to improve the availability/access to the laws and regulations of Suriname, especially laws relating to business and trade (i.e. the enabling environment).

The first two projects (No. 1 and No. 2) are illustrative of the type of assistance aimed at strengthening private sector development and sectoral capacity in Suriname.

Projects No. 3 and No. 4 are typical of the types of initiatives aimed at addressing reform priorities associated with national- or macro-level improvements in the enabling environment. Synopses of each of these projects are presented in sections 7.1 to 7.4 below. The full-blown proposals developed by the ADE mission team are attached as Annex 2.

8.1 Kwatta Cooperative Vegetables Greenhouse Project

The Kwatta Cooperative Vegetable Seedlings Production Greenhouse Project addresses one of the most important bottlenecks that affect the productivity of the vegetable sub-sector in Suriname: the lack of high quality planting material in this industry.

The project will *contribute* to the longer-term goal of enhancing agricultural sector competitiveness and productivity. The specific objective is: the commercial viability of vegetable sub-sector agricultural production strengthened.

The expected results of the project are:

- A greenhouse for seedlings production established;
- Technical and management capacity to deliver services by Kwatta Cooperative and Ministry of Agriculture to farmers improved;
- Capacity of the Kwatta Cooperative members on Good Agriculture Practices improved.

The main benefits of the project are expected to be that:

- The 325 members of the Cooperative will benefit from the project by sourcing high quality and safe seedlings provided by the greenhouse at reasonable price and by training and technical advice on Good Agriculture Practices.
- Technicians of the cooperative and the Ministry of Agriculture (20 on total) will develop mastery of nursery techniques and improve their capacity to deliver specialized extension services applied to seedlings production and Good Agriculture Practices in the vegetables sub-sector.
- 3,000 to 4,000 farmers located in the surroundings districts, consumers, as well as traders and exporters, will be the indirect beneficiaries of the project.

Implemented by the Kwatta Cooperative, with the collaboration of the Suriname Business Development Centre, the project will get the support of the Ministry of Agriculture and the Inter-American Institute for Cooperation on Agriculture for the trainings.

Three sets of activities will be carried out:

- Set up and operation of the greenhouse with a 450,000 seedling per year capacity;
- Training of greenhouse personnel and technicians;
- Training of farmers and follow-up.

The technical assistance time frame is 16 months. The total estimated cost is €250,538 (US\$325,700) of which (US\$30,700 (9.4%) will be provided in the form of local counterpart contributions and US\$ 295,000 (90.6%) will be sourced from a development agency but, if necessary, some funding could also be secured from Development Finance sources locally. The total funding request will be US\$295,000 for 23 months of implementation.

Project sustainability – and therefore overall success - will be signalled by evidence that:

- Kwatta Cooperative establishing and maintaining a policy of selling seedlings at prices to recover investment made and operating costs;
- The technical capacity in Suriname to set up greenhouses and manage them has been increased;
- The Cooperative and the Ministry of Agriculture have set up a better organized delivery of technical advice to farmers
- Vegetable crop production becomes more profitable, better managed and therefore less risky for farmers resulting in dependable and improved supply and quality of vegetables for local consumption and export markets.

The main assumption is that the Government of the Republic of Suriname will maintain its exchange rate policy. Another related assumption is that the Ministry of Agriculture will deepen its support policy to the vegetables sub-sector.

The main risks of the project are that the Kwatta Cooperative does not master seedlings production techniques and that farmers do not have the required confidence in the quality and health of the seedlings provided – threatening the financial sustainability of the project's greenhouse operations.

8.2 [Agricultural] Market Information System Project

The Landbouw Cooperatie Kwatta Market Information System Project addresses one of the most important bottlenecks that affect the productivity of the vegetable sector in Suriname: a transparent flow of relevant information between all stakeholders within the value chain.

The project will contribute to the long-term goal of having an increased agricultural sector contribution to GDP taking in regard, issues on food security, agriculture-health and food safety by creating an infrastructure for sustainable development. The specific objective of this project is the commercialisation of the vegetables sub-sector strengthened.

The expected results of the project are:

- A Market information system at Coop level established, and
- National MIS linked to regional systems established.

The main benefits of the project are expected to be that:

- 3000-4000 farmers will have access to accurate market information, allowing them to enhance their production planning and anticipate markets requirement. Up-to-date information on prices and other market factors will enable farmers to better negotiate with traders;
- 20 Reporters from both Kwatta Coop and LVV will be trained on data collection and analysis;
- Policy makers will be provided with updated information and sound analytical data and can promote national policy coordination on agricultural on a more informed basis;
- Traders and exporters will have access to price/volume information and can make informed commercial decisions. Furthermore they will have better insight of the supply system and market opportunities and market demands, and
- Other Farmers' Organisations will have an example on how to provide better services to their members.

Implemented by both the Coop Kwatta and the Ministry of Agriculture, with the collaboration of the Suriname Business Development Centre (who will define the project objectives and oversee quality control throughout the project life cycle), the project will get the support of the Inter-American Institute for Cooperation on Agriculture for the trainings and Agricultural Market Information System (AMIS) for support in order to improve data reliability, timeliness and frequency.

The following sets of activities will be carried out:

- Set up of an agricultural MIS
- Train reporters and analyst (Coop, LVV)
- Assessment and evaluation of MIS at Coop level

- Upgrade MIS to national level
- Submit membership to MIOA

The total estimated cost is €253,145 of which €24,000 will be provided in the form of local counterpart contributions and €229,145 will be sourced from a development agency. The total funding request is for 20 months of implementation.

Project success will be signalled by evidence that:

- The technical capacity to set up a Market Information System and manage this has been increased;
- The Cooperative and the Ministry of Agriculture have set up a better organized delivery of market services advice to farmers
- Vegetable crop production becomes more profitable, better managed and therefore less risky for farmers.

The main assumption is that the Government of Suriname will maintain its macro-economic policy to guard against strong exchange rate fluctuations. Another related assumption is that the Ministry of Agriculture will deepen its support policy to the vegetables sub-sector.

The main risk is that farmers do not fully operate to provide accurate and reliable information, threatening the institutional sustainability of the MIS system.

8.3 Strengthening the Implementation Framework Capacity Project

Public-Private Dialogue (PPD) in Suriname has not yet been developed to the degree of creating a committed and effective foundation on which to identify, design, decide and implement reforms of national importance, conducive to satisfying the high economic and social development ambitions of the Development Plan of Suriname (also see Part 1 of this overall report).

While noticeable progress is being made, the Suriname Business Development Centre is not fully equipped to support reform and business sector strategy implementation. Project Management and Monitoring & Evaluation systems to coordinate project development, implementation and to monitor progress to completion of such actions, need to be established.

This project is designed to support the restructuring of the Suriname Business Forum (SBF) - and to support a stronger inclusiveness at Government executive level - in actions aimed at improving the enabling business environment. The project was also designed to strengthen the capacity of both the SBF and the Suriname Business Development Centre (SBC), to coordinate and support implementation of reforms associated with the National Strategic Action Plan (NSAP) for the innovative development of the Domestic Private Sector (DPS).

The project will *contribute* to the longer-term goal of establishing international best practices in Public-Private Dialogue (PPD) in Suriname, taking into account the real and specific situation and capacity of the country. In other words, the purpose of the project is *to help initiate* the restructuring of the SBF and SBC. Ultimately it is expected, that

the Government of Suriname and the SBF will expand the changes fostered by this project into a “full-blown” best practice model for PPD and DPS development.

The specific objective is: Implementation Framework for facilitating Reform & Private Sector-led Development strengthened.

The expected results of the project are:

- SBF’s capacity to lead NSAP-implementation strengthened;
- SBC strengthened as key SBF-support mechanism for implementing NSAP-actions;
- Ownership of a Pilot NSAP-action implementation secured.

The main benefits of the project are expected to be that:

- SBF will have improved and institutionalized Best Practice PPD mechanisms and processes between the public and private sectors;
- SBC will have the capacity to develop better project proposals and will be more effective and efficient in supporting NSAP implementation;
- Key stakeholder Ministries and Private Sector entities will be more effective at time-bound implementation of NSAP-actions.

Both SBF and SBC will be more integrated and therefore more responsive and productive on enabling environment DPS issues. Surinamese entrepreneurs will be the indirect beneficiaries of the project, because ultimately they will have the advantage of a more conducive enabling environment for private sector development.

Implemented by the Suriname Business Forum, together with the Suriname Business Development Centre, the project will get the support of SBF member organisations and other Key Stakeholders.

Three sets of activities will be undertaken:

1. Strengthening SBF’s capacity to lead NSAP-implementation

- Synthesizing the classification of the NSAP-actions for developing the Domestic Private Sector;
- Improving the knowledge of best practices on Public-Private Partnership (PPP), Private Sector Development (PSD), Public-Private Dialogue (PPD), Regulatory Reform, and the World Bank’s Doing Business methodology;
- Facilitating the Organisational Restructuring of SBF and Higher level Dialogue between Public and Private Sector and facilitating use of a Structured Approach on Project Management, Monitoring & Evaluation (M&E), Resource Allocation and Time-bound Targets;
- A Milestone Monitoring System and a Handbook SBF-SBC-Task Teams will be developed;
- Ministers will be introduced to the concept of a PPD Council during two Roundtable sessions;
- Government of the Republic of Suriname and SBF will host a two-day International Best Practice “Exchange” Forum on PPD.

2. Strengthening SBC

- Updating its organizational design and job descriptions;
- Conducting training on the job for SBC Staff, aimed at Developing solid Projects and successful Proposals for Donor Agency Funding, and at Monitoring and Facilitating Task Teams;
- SBC's staff will get training on 'How to make the best use of Consultancies'.

3. Assuring ownership of Pilot Implementation of NSAP-action

- By assisting with briefings to Key Stakeholder(s) on their ownership obligations and resource requirements and processes to implement the pilot;
- By providing guidance to SBF and SBC and by assisting with the establishment of the Task Team for the Pilot in accordance with the SBC-developed implementation plan for the NSAP "pilot" action;
- By equipping SBC and the Pilot Team with "pilot-specific" tools and methodologies (e.g. project management methods, target setting, and monitoring of progress);
- Assisting with start-up of NSAP "pilot" activities.

The project timeframe is 12 months. The total estimated cost is €362,585 (US\$482,238). The total funding request will be for the full 12-month implementation period.

Project success will be signalled by evidence that:

- Decisions by SBF Board are formally endorsed at Minister/Stakeholder level;
- Ministries allocate sufficient financial and personnel resources for implementation of decisions taken by the SBF Board;
- Multi-year funding of SBF/SBC is secured (SBF is budget holder, like e.g. ABS);
- Funding of SBF's project proposals by donors is being secured to support Reform implementation;
- At least 80% of activities in approved project plans are successfully completed each year.

The main assumptions are that SBF can continue to work with sufficient mandate, authority and funding to lead NSAP-implementation, that SBF members can reach consensus on NSAP-action priority and approach of implementation, that the right person is available and recruited to lead SBC (full-time job), that Government continues to support Task Teams, appoints well qualified persons to lead a Task Team (if a Ministry is Key Stakeholder) and assures availability of a Champion for each Task Team (someone with sufficient power and commitment to solve issues hindering the implementation of an NSAP-action). The main risk of the project is, that Ministries and/or other Key Stakeholders do not allocate sufficient financial and personnel resources, for Legal Reform and other NSAP-actions.

8.4 Online Archiving of Suriname's Business Laws Project

The Project to Develop & Operationalize an Online Legal Archive of Suriname's Business Laws will implement one of the priority policy areas identified by the Suriname Business Forum (SBF) in its Strategic Action Plan, 2011 – 2015 for the development of a sustainable Domestic Private Sector. A dysfunctional legal system,

characterized by antiquated, irrelevant, and inactive legislation, and challenges of accessing the country's laws, contributing to an extremely unfriendly business climate in Suriname, and to its placement over successive years at the bottom of the World Bank's Doing Business Report, has placed legal reform at the top of the SBF's agenda. Improving the ability to access Suriname's laws is a first essential step in a much-needed process of legal reform.

The project will *enhance* the transparency of Suriname's legal system as the first essential step toward the longer-term goal of overhauling the country's legislative and regulatory framework. The specific objective is to develop and operationalize an online legal archive that will provide free public access to the laws that shape Suriname's business operating environment.

The expected results of the project are:

- Inventory of Suriname's active business laws will be created and the text digitized;
- A web-enabled service for a bilingual (Dutch & English) digital archive containing the text of Suriname's business laws will be operationalized; and
- An effective management system for the web-enabled archive will be established.

The main benefits of the project are expected to be that:

- The business laws of Suriname will be made more accessible to the private sector, government officials, citizens, and to the regional and international community, including potential investors.
- Increased access by Suriname's businesses, government officials, and citizens will improve the transparency and accountability of the legislative process.
- The availability of the laws in English will increase understanding within CARICOM and the broader investment community of Suriname's legal system.

The executing agency will be the Suriname Business Centre (SBC), the Executive Office of the Suriname Business Forum (SBF). Law established the SBF in 2006 as a platform for public-private dialogue for development of the local private sector in Suriname. Direct policy oversight is to be provided by a Legal Steering Committee (LSC) of the SBF, whose mission is to provide a vehicle to improve the legislative and regulatory framework that shapes the business-operating environment in Suriname.

The following activities will be implemented:

- Inventory of current and relevant business laws created;
- Laws translated into English;
- Dutch and English text digitized;
- Digitized laws placed into web-based archive;
- Technical advice and support provided on content update & technical maintenance of archive;
- Access points created to facilitate public access to the archive, and
- Regional workshop organized on management of legal online archives.

The technical assistance time frame is six months. The total estimated cost is €153,489 (US\$202,300) of which US\$4,300 will be provided in the form of local counterpart contributions and US\$198,000 will be sourced from a development agency. The total funding request is US\$198,000 for six months of implementation.

Project success will be signalled by evidence that:

- Online access exists to 100% of the Dutch version of documents in the legal inventory by project end;
- Online access exists to at least one-third of the English version of the documents in the legal inventory by project end, and
- At least three (3) public access points exist to the online archive.

The main assumptions are that: 1) the Legal Steering Committee is successfully created by the SBF and is available to guide the project; and 2) the Ministry of Home Affairs, which has the legal obligation to publish Suriname's laws, will work within the framework of the Legal Steering Committee to have the laws published in an online environment.

The main risk is a possible lack of cohesion between the Legal Steering Committee and the work plans of the Ministry of Home Affairs, undermining the ability of the online archive to present itself as providing access to authoritative copies of Suriname's laws. Should this occur, the SBF will nevertheless be able to proceed with creating the online archive as an unofficial site, while continuing to work to obtain government cooperation over the longer term.

Annex 1 Proceedings of the SBF/PPD Strengthening Workshop

Opening, presentation, discussion

1. The Chair SBF opened the workshop, 18th February 2012, attended by approximately 25 participants. The Chairman highlighted the history of the SBF and the need for a productive public private dialogue, of importance to public and private sector and to Suriname as a whole.
2. The opening was followed by the introduction to the discussion during the Workshop by the consultant used a Power Point presentation featuring the following slides:
 - a. Purpose and meaning of the Public Private Dialogue – a ‘win-win’ situation for all concerned;
 - b. International Best Practices;
 - c. SBF-SBC assessment and analysis;
 - d. Two options for strengthening of the SBF and the Public Private Dialogue – Option 1;
 - e. Two options for strengthening of the SBF and the Public Private Dialogue – Option 2;
 - f. Structure and organization – Option 1;
 - g. Structure and organization – Option 2;
 - h. Procedures and processes – Option 1;
 - i. Procedures and processes – Option 2;
 - j. Sequential considerations.
3. Much of the response and discussion centred on two issues: 1) Which option to choose, and 2) Financial arrangements.
4. In addition, the following issues / subjects were raised:
 - a. Relations between option 1 and the Suriname SER;
 - b. Differences between current SBF and the two options;
 - c. SBF is not well known – what do they do?
 - d. Go for ‘quick wins’;
 - e. Public Private Dialogue – a matter of trust;
 - f. Where and how is civil society involved?
 - g. Possibility / usefulness of organizing Round Table Conferences to prepare for Option 1?
 - h. What is the economic return on money spent on SBF reform?

On choice of option: 3.1, 4.e, 4.f and 4.g

5. A common understanding evolved on ‘which option to choose’. The participants agreed that, Option 1 was necessary as the ‘high-level anchor’ for national level

Public Private Dialogue, but that Suriname was not yet ready for such a development. Yet, most participants also felt that a ‘decision on principle’ to embark on Option 1 would lend prestige and empowerment to the Public Private Dialogue and, therefore, to the implementation of Option 2. Option 2 was commonly understood as a ‘good thing’ in its own right, but also as a necessary ‘first phase’ on the road to Option 1.

6. The organization of a few well-prepared Round Table Conferences, by SBF, was viewed as raising awareness and ‘maturity’ towards moving to implement Option 1 to the full.
7. Participants were agreed that a productive Public Private Dialogue was indeed a matter of trust. However, trust did not come out of thin air, it has to be earned. Also from that point view, the successful strengthening of the dialogue and the SBF under Option 2 was considered critical to trust and confidence building, an ‘acid test’ as someone observed.
8. Civil society is an important party to reforms seeking to raise economic growth, social equity and other national development objectives. The common understanding that emerged on this issue was that, because civil society has so many representative bodies, civil society organizations should be invited to SBF deliberations as deemed fitting given the subject on the agenda.

On economics and financial arrangements: 3.2 and 4.h

9. On the financial arrangements, the private parties expressed their concern that they would have to shoulder a proportion of the funding required which would be difficult in view of resistance of their members. The point was raised and generally considered valid. that the Public Private Dialogue is a matter that overarches specific parties whether in the public or the private parties and is a matter of national significance.
10. On ‘where to put the SBF from a financial arrangement point of view’, a common understanding appeared that it should not fall under any specific ministry or private sector party. A consideration was raised to locate SBF, financially / administratively, under the Presidency - this was not considered a good idea due to possibly undesired political pressure.
11. The consensus emerged that SBF should stay an independent body. Although this issue led to some discussion, for SBF to be treated as a ‘budget holder’ like other budget holders under the budgetary process of the Ministry of Finance and the oversight function of the national assembly was considered logical. Yet, other solutions might have to be looked into closer.
12. The returns to ‘investment’ in a reinforced and empowered SBF and Public Private Dialogue would be huge – reduction of wasted efforts, increases in efficiency and effectiveness, higher private sector profits and related taxation, higher score on the

World Bank's 'Doing Business Ranking' and so enhancing the international reputation of Suriname, a more coherent economic structure.

On the other points raised: 4.a-4.d

13. The relationship between Option 1 and the SER would need to be studied closer. One way to look at it is that like other national policy and reforms are often subjected to SER advice. This could also be the case for Option 1 advice and intended reforms.
14. The differences between the two options and the current SBF operations are many, and are related to inclusiveness, level of representation, solid financing arrangements, empowerment, and capacity.
15. Though SBF is well known, it is not clear to many 'what do they do? A point deserving considerable attention calling for an SBF communications strategy.
16. 'Quick wins' are fine. One should be careful though, as quick wins are known to easily deflect from the more difficult and tougher work on getting structures and procedures right required to serving the nation more effectively in the medium – long run.

Closing

17. The Workshop was summarized by the presenter and closed by the Workshop Chair who invited participants to have a joint lunch where some of the issues discussed could be elaborated in a less formal setting.

<p>NB In the final report, the 'options' discussed at the workshop were integrated into a 3-stage process of developing the proposed Structural Implementation Framework for strengthening the Public Private Dialogue and the SBF.</p>
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Annex 2 Four Project Proposals