

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

**SURINAME**

**COMPETITIVENESS BENCHMARKING IN SURINAME**

**(SU- T1025)**

**PLAN OF OPERATIONS**

This document was prepared by the project team consisting of: .Claudia Suaznábar, Project Team Leader (RE3/FI3);Geronimo Frigerio (LEG/OPR); Marguerite Berger (RE3/OD6); Carlos Elías (RE3/OD6); Francesca Castellani (RE3/RE3);Manuel Pacheco (RE3/FI3); Gloria Lugo (RE3/FI3) and Catalina Etcheverry, Project Assistant (RE3/FI3)

**ABBREVIATIONS**

CARICOM	Caribbean Community and Common Market
CSME	Caribbean Single Market and Economy
EU	The European Commission
FSO	Fund for Special Operations
GCR	Global Competitiveness Report
IDB	Inter-American Development Bank
IMF	International Monetary Fund
MOF	Ministry of Finance
PSDS	Private Sector Development Strategy
SBF	Suriname Business Forum
WEF	World Economic Forum

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**PLAN OF OPERATIONS**  
**SURINAME**  
**JULY , 2006**

**I. EXECUTIVE SUMMARY**

<b>Project name:</b>	Competitiveness Benchmarking in Suriname		
<b>Project number:</b>	SU-T1025		
<b>Team members:</b>	Claudia Suaznabar, Project Team Leader (RE3/FI3); Geronimo Frigerio (LEG/OPR); Marguerite Berger (RE3/OD6); Carlos Elías (RE3/OD6); Francesca Castellani (RE3/RE3);Manuel Pacheco (RE3/FI3); Gloria Lugo (RE3/FI3) and Catalina Etcheverry, Project Assistant (RE3/FI3)		
<b>Beneficiary:</b>	Suriname		
<b>Executing Agency</b>	Inter-American Development Bank		
<b>Target Beneficiaries:</b>	Private sector representatives, academia representatives, think tanks, and Government officials.		
<b>Financing:</b>	IDB Fund for Special Operations (FSO):	US\$88,000	
	Local:	0	
	Total:	US\$88,000	
<b>Objectives:</b>	The objective of this program is to increase the availability of high-quality, updated and comparable information on key competitiveness variables in Suriname in order to contribute to an effective public-private dialogue on policies to improve Suriname’s competitiveness. This TC will include the following components: (i) permanent inclusion of Suriname in an international competitiveness benchmark, together with the preparation of the Suriname Competitiveness Report; and (ii) implementation of a dissemination campaign on the findings of the report among key stakeholders.		
<b>Execution timetable:</b>	Execution Period:	30 months	
	Disbursement Period:	36 months	
<b>Special contractual conditions:</b>	There are no special contractual conditions for this TC.		
<b>Exceptions to Bank policies and procedures:</b>	There are no proposed exceptions to Bank policies or procedures.		
<b>Environmental and social review:</b>	There are no foreseeable environmental or negative social impacts occurring from the implementation of this TC.		

**Coordination with  
other official  
development  
finance institutions:**

The European Commission (EC) is currently sponsoring a program to support the Suriname Business Forum in an effort to create a platform for public-private partnership to promote private sector development. The project team has been in contact with the EC for the design of this TC and will coordinate the implementation of the project activities.

## **II. BACKGROUND AND JUSTIFICATION**

### **A. Main issues**

- 2.1 After two decades of weak economic performance, Suriname has experienced stability and growth in the past four years. This has been a result of a combination of prudent macroeconomic management, favorable external conditions, especially as a result of the buoyant commodity markets, and increased foreign investments, albeit limited to the mining and oil sectors.
- 2.2 Despite this favorable performance, its narrow production and export base<sup>1</sup> renders the economy extremely vulnerable to external shocks, especially to fluctuations in commodity prices. Moreover, according to the IMF, the expected strength of these sectors in the medium term is likely to place further pressure on domestic costs and could complicate the ability of other sectors to remain competitive. In addition to this, Suriname will be forced to face increased competitive pressures as a result of the regional integration process in which it has embarked through CARICOM and the CSME. In this context, promoting private sector development and improving the competitiveness of key economic sectors will be important underpinnings of any sustainable growth strategy for Suriname.
- 2.3 **Large state presence.** The Surinamese economy has historically suffered from a large state presence coupled with the lack of an enabling business environment. These factors, together with the small size of the domestic market have so far limited the development of its private sector<sup>2</sup>. There are around 120 state-owned enterprises, which account for 60% of employment. In addition to this, the government is said to over-regulate the economy in many fields which are key for private sector development, such as labor, land tenure and business licenses<sup>3</sup>. This context is detrimental for the attraction of new international investors who are increasingly becoming more selective in choosing their investment destinations,

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<sup>1</sup> The overall productive structure is strongly biased towards production activities (more than 90% of GDP), with a small and declining share of services. Exports of alumina, gold and oil account for around 80% of total exports; and rice, shrimp, timber and bananas account for most of the remaining 20%.

<sup>2</sup> The small size of the domestic market is another structural factor that has limited the development of the Surinamese private sector. The regional integration process in which the economy has embarked is seen as an opportunity to achieve resource and production integration that could facilitate access to intra-regional trade and then to extra-regional markets.

<sup>3</sup> Suriname: Supporting Private Sector Development. Concept Paper in preparation for a Private Sector Development Strategy (2005)

opting for countries with attractive investment climates built on good governance, sound institutions and protection of property rights.

- 2.4 **Incipient public-private dialogue initiatives.** Agreement on the key challenges faced by the private sector and the reforms needed to support private sector development requires dialogue and consultation among key actors. In Suriname this dialogue process is only incipient and has had mixed results up to date through the experience of the Suriname Business Forum (SBF). This Forum was set up in 1999 as a first effort to set up an institutional linkage between the Government and the private sector to promote private sector development. Unfortunately, the SBF weakened shortly after it was launched and no other platform for private-public dialogue has emerged since.
- 2.5 The European Commission with its “Public-Private Partnership and Support to the Domestic Private Sector Program” is currently set out to revive and strengthen the SBF as a first step in their efforts to improve business climate in Suriname<sup>4</sup>. In order for these efforts to be successful, it will be important that, at the very least, this renewed institutionalized dialogue takes place informed by quantitative and qualitative data regarding Suriname’s international competitiveness position and also informed by lessons learned from other international experiences in the design and implementation of private sector development policies.
- 2.6 **Lack of data on business climate.** However, despite its importance, quantitative and comparable data on the different factors that affect the business climate is not available for Suriname. Competitiveness reports, produced by international institutions, and traditionally used for benchmarking exercises by foreign investors do not include Suriname.<sup>5</sup> In addition to this, the weak capacity of local institutions to systematize, process and effectively use relevant data for policy design limits their ability to identify bottlenecks and set meaningful reform priorities to improve competitiveness.
- 2.7 It is expected that the activities under this TC will contribute to solving these issues by increasing the availability of high-quality, updated and comparable information on key competitiveness variables and on the main obstacles that obstruct private sector development in Suriname. This in turn is expected to create momentum to move the public-private dialogue on competitiveness initiative forward by raising awareness among stakeholders of the importance of a facilitative environment to conduct business. Finally, it is expected that this TC

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<sup>4</sup> The project is nevertheless encountering delays in the legal formalization of the SBF. Nevertheless, both the Government and the three major business associations (the Suriname Trade and Industry Association (VSB), the Chamber of Commerce and Industry (KKF), and the Suriname Manufacturers Association (ASFA)) seem receptive to the renewed role for the SBF as a channel to advance reforms for private sector development.

<sup>5</sup> Currently Belize, Barbados, Bahamas and Suriname are the only Bank countries not included in the Global Competitiveness Report of the World Economic Forum (WEF) or the widely used Doing Business Report of the World Bank. The diagnostic carried out for the preparation of the Bank’s Private Sector Development Strategy for Suriname highlighted the lack of statistics on the private sector and information on business climate as an impediment to assess some of the issues and identified obstacles.

will also help to strengthen local institutions through their involvement in the collection and analysis of competitiveness indicators.

**B. Program rationale and consistency with Bank strategies**

- 2.8 The Bank is in the final stages of preparing a new Country Strategy with Suriname and preliminary discussions with the authorities indicate that the Bank will support the government in its efforts on public sector modernization and private sector development. As part of this strategy, the Bank has launched several initiatives to promote private sector development in Suriname. A private sector assessment was carried out to identify the main factors hindering private sector development. As a result of these findings, the Private Sector Development Strategy is being formulated, with the aim to present a set of strategic guidelines to lead the Bank in its activities. The PSDS underlines the importance of a stable macroeconomic environment as prerequisite for private sector development and the need to further develop an institutional framework which could bring the private and public sector together to discuss issues affecting private sector development, including the streamlining and modernization of regulations of certain aspects of the business environment.
- 2.9 It is expected that increased availability of reliable and comparable data regarding business climate and competitiveness variables will allow the Bank to improve its process of design, implementation and monitoring of programs to support the reform process and improve the underlying conditions for private sector development in Suriname.

**C. Other Bank initiatives complementary to this program**

- 2.10 The Government of Suriname has demonstrated its interest in improving the quality of the environment to conduct business by signing the Business Climate Initiative Aide Memoire with the Bank on January 30<sup>th</sup>, 2004.
- 2.11 The proposed TC will contribute to the diagnostic process by providing updated and comparable information on the key bottlenecks that inhibit a more conducive climate for doing business in Suriname and it will also move forward the necessary reform agenda. The drafting of a national competitiveness report, involving a diagnostic of business climate in the country and an international benchmarking exercise, will provide the opportunity to build consensus on the importance of a facilitative business environment and on the policies needed to improve it.
- 2.12 As part of a broader effort to support increased availability of competitiveness and business climate data on the Caribbean, the Bank is also working with the WEF to include Barbados, Bahamas and Belize in the Global Competitiveness Report.



### III. PROGRAM DESCRIPTION

#### A. Program goal and purpose

- 3.1 The objective of this program is to increase the availability of high-quality, updated and comparable information on key competitiveness variables in Suriname in order to contribute to an effective public-private dialogue on policies to improve Suriname's competitiveness. This TC will include the following components: (i) permanent inclusion of Suriname in an international competitiveness benchmark, together with the preparation of the Suriname Competitiveness Report; and (ii) implementation of a dissemination campaign on the findings of the report among key stakeholders.

##### 1. Component I. The Suriname Competitiveness Report (US\$66,425)

- 3.2 This component will include the following activities:
- 3.3 **Competitiveness Benchmarking.** The TC will finance the inclusion of Suriname in the Global Competitiveness Report (GCR)<sup>6</sup> of the World Economic Forum (WEF) for 2006, 2007 and 2008. After that date, the WEF will permanently include Suriname in their annual benchmarking exercises at no further cost. This will allow Suriname to be part of an internationally renowned benchmark that provides comparable annually updated information on key competitiveness and business environment variables.
- 3.4 The first step in the process to undertake the benchmarking exercise will start with the WEF identifying a suitable Partner Institute (research institutes, academic institutes, think tanks) to collaborate on an annual basis with the Global Competitiveness Program<sup>7</sup>. This will be done in conjunction with the IDB. Partner Institutes will: (i) pre-select a broad sample of top executives in the country to receive the Executive Opinion Survey, based on sampling guidelines provided by the WEF; (ii) carry out the Executive Opinion Survey among the list of selected business executives and follow-up with survey recipients to ensure the timely return of completed surveys; (iii) collect and send a minimum of 70 completed surveys to the WEF in Geneva; and (iv) prepare a national event about the findings of the Global Competitiveness Report to launch the results<sup>8</sup>. The WEF will transfer to the selected partner institute the survey methodology, as well as the procedures to conduct field research on business climate/competitiveness. In addition, WEF will provide technical support during the process as needed.

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<sup>6</sup> Currently, Dominican Republic, Guyana, Haiti, Jamaica, and Trinidad and Tobago are already part of the index. In parallel to this proposal, Bahamas, Barbados and Belize are in the process of applying for BCI Funds to fund the same activities proposed in this profile.

<sup>7</sup> Initially, the WEF is assessing the possibility of working with the F.H.R. Lim A Po Institute for Social Studies and/or the Institute for Development Oriented Studies (IDOS).

<sup>8</sup> To ensure consistency with the Forum's own media strategy, all press releases and events will have to be necessarily approved by the WEF.

- 3.5 The WEF will then use the data collected from the survey and all relevant hard data to carry out the necessary calculations, analysis and preparation for the inclusion of Suriname in The Global Competitiveness Report.
- 3.6 **National Competitiveness Report.** WEF, in coordination with local partners and the Bank, will complete a national competitiveness report of at least 15 pages based on the results from the survey and the benchmarking. This report will include at least: (i) a section on the performance of Suriname in the nine pillars of the Global Competitiveness Index: Institutions; Infrastructure; Macroeconomics; Health and primary education; Higher education and training; Market efficiency; Technological readiness; Business sophistication; and Innovation; and a (ii) comparative perspective of the competitiveness of Suriname based on a comparison with CARICOM countries and other relevant references. The report will be an important input for the Caribbean Competitiveness Report that the Bank is preparing.

## **2. Component II. Dissemination and awareness raising to support public-private dialogue (US\$20,000)**

- 3.7 A national workshop, jointly organized by the Government, the Bank and WEF will serve as a platform to launch the WEF results and to promote dialogue between Government representatives, business leaders and delegates from private and public institutions to discuss measures to enhance business climate and promote private sector development. This event is expected to foster the participation of private sector firms in the survey for the next report. Additionally, the findings of the annual benchmarking exercise for year 2 will be disseminated in a second national workshop organized by WEF and the Government to maintain the dialogue among relevant stakeholders on progress achieved. This component will finance all logistic costs regarding the workshops and the participation of the consultants in the dissemination efforts.
- 3.8 Activities in this component will be coordinated with other activities for CARICOM countries as part of a regional effort being undertaken by the Bank to support competitiveness in the Caribbean, including the Caribbean Competitiveness Report currently under preparation.

## **IV. COST AND FINANCING**

- 4.1 The cost of the program is estimated at US\$ 88,000. The Bank will finance the entirety of project costs up to US\$88,000 on a non-reimbursable basis from the net income of the Fund for Special Operations (FSO). Table 1 presents the budget. Further information may be found on Annex I which presents the detailed budget.

<b>Table 1: Budget</b>			
<b>Concept</b>	<b>IDB</b>	<b>GOS</b>	<b>Total</b>
<b>Component 1: The Suriname Competitiveness Report</b>	<b>66,425</b>	<b>-</b>	<b>66,425</b>
Consultancy Fees	33,275		33,275
Survey materials and other	27,750		27,750
Travel	4,400		4,400
Per diem	1,000		1,000
<b>Component 2: Implementation of a consultative process with key stakeholders</b>	<b>20,000</b>	<b>-</b>	<b>20,000</b>
Logistic costs for workshops (2)	20,000		20,000
Counterpart Team (in kind)		-	-
<b>Contingencies</b>	<b>1,575</b>		<b>1,575</b>
<b>GRAND TOTAL</b>	<b>88,000</b>	<b>-</b>	<b>88,000</b>

## V. EXECUTING AGENCY AND MECHANISM

- 5.1 The Bank is currently working with the World Economic Forum in the inclusion of other Caribbean countries in the Global Competitiveness Report and other regional analysis. Given this already on-going relationship between the Bank and WEF, and the overlap of this project with other regional Bank initiatives, the Bank will execute this program from Headquarters. RE3/FI3 will have basic and technical responsibility for Program execution.
- 5.2 RE3/FI3 will coordinate closely with RE3/OD6, RE3/RE3 and COF/CSU, sharing the results from the analysis and coordinating the timing and content of the reports and workshops. COF/CSU will provide specific support for the implementation of the activities related to the preparation of the workshops.
- 5.3 The WEF will be hired to undertake the activities included in this TC under a sole sourcing contract<sup>9</sup>. Direct contracting is justified in this case given the WEF's unique position as an internationally renowned institution to increase Suriname's presence in the global economic and business arena through its inclusion in an established international benchmarking tool.
- 5.4 Through its reports and activities the Global Competitiveness Program of the WEF identifies impediments to growth and is involved in stimulating the development of strategies to achieve sustained economic development. The program's flagship publication is the Global Competitiveness Report (GCR). The GCR is a comprehensive assessment of the comparative strengths and weaknesses of national economies and it currently includes 117 countries. The methodology combines publicly available data with survey data that captures the perceptions and observations of business leaders in a given country. Furthermore, the WEF has proven experience acting as a facilitator in supporting public-private dialogue processes around the world on private sector development.

<sup>9</sup> Earlier in 2006 the Bank approved a waiver for the World Economic Forum to include The Bahamas, Barbados, Belize and Suriname in WEF's Global Competitiveness Report under a sole sourcing contract.

- 5.5 The Minister of Finance has expressed its interest in this initiative and has requested Bank support for this process and has delegated in the Bank the responsibility to conduct the process of hiring and payment of the consulting firm and related services. The TORs for the WEF have been drafted, and are attached to this Plan of Operations, for the preparation of the Program.
- 5.6 The execution period for this TC will be 30 months, with a disbursement period of 36 months.

## **VI. MONITORING AND EVALUATION**

- 6.1 The Bank will monitor the implementation of this TC through the Country Office, supported by Bank staff at headquarters. The final project evaluation has been waived given the nature of the activities to be funded under this TC. Standard Bank procedures for financial management of the resources and reporting will be followed.

## **VII. PROGRAM BENEFITS AND RISKS**

- 7.1 This TC supports the consensus building process about how to address the competitiveness challenges Suriname faces. As such, it contributes to the process of defining the policy agenda, especially by addressing the difficulty of setting priority actions. This exercise will help to raise awareness and generate consensus among stakeholders in each country of the importance of a facilitative environment to conduct business; and it will also help to strengthen local institutions through their involvement in the collection and analysis of competitiveness indicators. The development impact of the TC could be large if the consultation process between the public and the private sector can be institutionalized.
- 7.2 While increasing the availability of high-quality, updated and comparable information on key competitiveness variables will facilitate public-private dialogue, there is a risk that this dialogue may not flourish. As a mitigator for this risk, the Bank will continue to support the public-private dialogue process in Suriname through its different instruments and windows. Particularly, the Bank intends to further coordinate this support with the EC activities and will support the institutionalization of the dialogue by ensuring that these benchmarking exercises will be permanently carried out, bringing results to the fore on an annual basis.

## **VIII. ENVIRONMENTAL AND SOCIAL REVIEW**

- 8.1 This TC will not have direct negative environmental impact. The TC is expected to have a positive social impact because of its support for availability of high quality, updated and comparable information on key competitiveness variables in Suriname.

## IX. RECOMMENDATION


- 9.1 The Finance and Basic Infrastructure Division recommends that the Manager of Regional Operations Department 3 authorize the use of resources from the net income of the Fund for Special Operations to finance the project proposed in this Plan of Operations.

  
Kurt Focke, Chief  
RE3/FI3

Date: AUG 21 2006

## X. CERTIFICATION

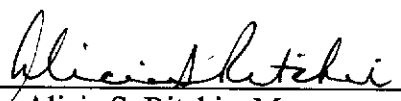
- 10.1 The Country Division OD6 certifies that US\$88,000 from the net income of the Fund for Special Operations is available for the financing of the project proposed in this Plan of Operations.

  
Dora Currea, Chief  
Country Division OD6

Date: 8/22/06

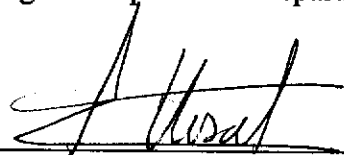
## XI. APPROVAL

- 11.1 According to Document CC-5290, approved by the Coordination Committee on August 2, 1995 and the corresponding simplification memorandum (Simplification of Procedures and Delegation of Authority to Approve Non-Reimbursable Technical Cooperation) of September 12, 1995, this Technical Cooperation is presented for the approval of the Manager of Regional Operations Department 3.

  
Alicia S. Ritchie, Manager  
Regional Operations Department 3

Date: 28/8/06

Concur:

  
Christian Gómez Fabling, Deputy Manager  
Regional Operations Department 3

Date: 25/8/06

## **SURINAME**

### **Competitiveness Benchmarking in Suriname**

**(SU-T1025)**

#### **TERMS OF REFERENCE**

##### **I. BACKGROUND**

- 1.1 Preliminary findings of recent diagnostics undertaken in Suriname as part of the preparation of the Private Sector Development Strategies (PSDS) indicate that governments and the private sector are ill equipped to develop responses to competitive pressures. Lack of data availability on business climate limits the possibility to identify bottlenecks, strengthen public-private dialogue on competitiveness and devise appropriate policy responses.
- 1.2 On one hand, existing data on the business climate and other key competitiveness variables are inadequate; there are few reliable in depth studies with a systematic approach on competitiveness; and international benchmarking exercises have not been developed for most of the countries<sup>1</sup>. Currently, Belize, Barbados, Bahamas and Suriname are the only four Bank countries not included in the Global Competitiveness Report of the World Economic Forum (WEF) or the widely used Doing Business Report of the World Bank.

##### **II. OBJECTIVE**

- 2.1 The specific objective of this consultancy is to increase the availability of high-quality, updated and comparable information on key competitiveness variables in Suriname.
- 2.2 The activities will involve: (i) including Suriname in the Global Competitiveness Report 2006, 2007 and 2008; (ii) completing a country specific competitiveness report prepared by the WEF; and (iii) holding a local workshop to present the results, the methodology and the implications for the country and engage a dialogue among relevant stakeholders.

##### **III. CHARACTERISTICS OF THE CONSULTANCY**

- 3.1 **Type of consultancy:** Firm consultancy.

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<sup>1</sup> Some in-depth studies have been done to assess the Caribbean countries challenges to achieve growth, e.g. *A Time to Choose* (2004), World Bank. While these efforts provide important insights towards what Caribbean countries need to do to achieve growth, they don't provide a sustainable mechanism to monitor competitiveness and business climate variables in a systematic and comparable manner.

- 3.2 **Duration:** August 2006 to January 2009 (for inclusion of Suriname in The Global Competitiveness Report 2006, 2007 and 2008)

#### IV. ACTIVITIES

- 4.1 Specifically, the World Economic Forum responsibilities will include:

- a. **Identify suitable Partner Institutes** (research institutes, academic institutes, think tanks) to collaborate on an annual basis with the Global Competitiveness Program. This will be done in conjunction with the IDB. Partner Institutes will fulfill the following responsibilities:
  - a.1 Pre-select a broad sample of top executives in the country to receive the Executive Opinion Survey, based on sampling guidelines provided by the WEF.
  - a.2 Carry out the Executive Opinion Survey among the list of selected business executives and follow-up with Survey recipients to ensure the timely return of completed surveys
  - a.3 Collect and send a minimum of 75 completed surveys to the WEF in Geneva, except where agreed otherwise with individual Partner Institutes and where the number of completed surveys may be higher.
  - a.4 Prepare a press release and/or national event about the findings of the Global Competitiveness Report on your country and/or hold a national press conference or event to launch the results. To ensure consistency with the Forum's own media strategy, all press releases and events must be approved by the WEF.
- b. **Ensure quality control** for data consistency and comparability across the countries included in the Report. The WEF will train the partner institution on their survey methodology, procedures, conducting field research and will provide technical support during the survey process, as needed. At least one visit will take place to debrief on the survey process with the Partner Institutes for quality control purposes.
- c. **Global Competitiveness Report.** Use the data collected from the survey as well as collect all relevant hard data to carry out the necessary calculations, analysis and preparation for the inclusion of each country in The Global Competitiveness Report 2006, 2007 and 2008. Provide the bank with medium-term assessment and preliminary findings.
- d. **Suriname Competitiveness Report.** The information will be used to prepare one country specific competitiveness report. The outline for this report will be discussed with the IDB in order to coordinate the content, once the survey results become available. This report will include at least: (i) a section on the performance of Suriname in the nine pillars of the Global Competitiveness

Index: Institutions; Infrastructure; Macroeconomics; Health and primary education; Higher education and training; Market efficiency; Technological readiness; Business sophistication; and Innovation; and (ii) a comparative perspective of the competitiveness of Suriname based on a comparison with CARICOM countries and other relevant references. The report will be an important input for the Caribbean Competitiveness Report that the Bank is preparing.

- e. **Strengthening Capacity for Public-Private Dialogue.** WEF will travel to Suriname after the release of the first two reports to take part in an event/workshop organized in conjunction with IDB and the Partner Institute to disseminate the results of the report to relevant stakeholders. The seminars will serve as platforms to facilitate dialogue between Government representatives, business leaders, and delegates from private and public institutions, and will pave the way for future survey collection. In addition to this, the workshops will provide training on the interpretation of the information behind the calculation of the competitiveness indices; and will provide practical cases on how to utilize the data for policy formulation. The content of this activity will be designed in coordination with the IDB.

## **V. DELIVERABLES**

- 5.1 Inclusion of Suriname in The Global Competitiveness Reports of 2006, 2007 and 2008 (for activities involved, see above 4.1 a. to 4.1 b.). Intermediate results from the surveys will be made available to the IDB. After this consultancy is finished, the WEF commits to permanently finance the costs for the subsequent annual benchmarking exercises for Suriname.
- 5.2 The Suriname Competitiveness Report. The WEF will complete a country specific report on competitiveness. Contents will be coordinated with the IDB.
- 5.3 A representative of the executive levels of the Global Competitiveness Program of the WEF will take part in two event/workshops organized in conjunction with IDB and the Partner Institute to disseminate the results of the report to relevant stakeholders on a national level and create awareness around the issues highlighted by the Report.

## **VI. BUDGET ALLOCATION**

- 6.1 Total budget for this TC is of USD 66,425. Payments will be made as follows: (i) 40% at contract signing; (ii) 30% upon the publication and presentation in Suriname of the final results of the Global Competitiveness Report 2007; and (iii) 30% upon the publication and presentation in Suriname of the final results of the Global Competitiveness Report 2008.



## **VII. COORDINATION**

- 7.1 The consultant will be coordinated by Claudia Suaznabar RE3/FI3, in collaboration with RE3/OD6 and RE3/RE3. When in Suriname, the consultant will coordinate with the COF/CSU. The WEF will also establish a focal point to coordinate with Bank's officials.

## **VIII. OTHER**

- 8.1 Activities under this contract will be coordinated with other Bank efforts to include other Caribbean countries in the Global Competitiveness Report as well as with the efforts related to the Caribbean Competitiveness Report.

**Annex II. Detailed Budget. Competitiveness Benchmarking in the Caribbean**

	Base Rate (\$/day/unit)	Days/units Year 1	Total (\$) Year 1	Days/units Year 2	Total (\$) Year 2	Days/units Year 3	Total (\$) Year 3
<b>A. LABOUR</b>							
Director, Global Competitiveness Programme	1,200.00	1	1,200.00	1	1,200.00	0	0.00
Manager, Global Competitiveness Programme	750.00	4	3,000.00	2	1,500.00	2	1,500.00
Coordinator, Global Competitiveness Programme	500.00	3	1,500.00	2	1,000.00	0	0.00
Senior Economist, Global Competitiveness Programme	750.00	6	4,500.00	4	3,000.00	0	0.00
Research Assistant, Global Competitiveness Programme	375.00	6	2,250.00	6	2,250.00	1	375.00
<b>Subtotal, Labour GCR</b>			<b>12,450.00</b>		<b>8,950.00</b>		<b>1,875.00</b>
<b>B. LABOUR</b>							
Director, Global Competitiveness Programme	1,200.00	0	0.00	0	0.00	0	0.00
Manager, Global Competitiveness Programme	750.00	3	2,250.00	3	2,250.00	0	0.00
Coordinator, Global Competitiveness Programme	500.00	1	500.00	1	500.00	0	0.00
Senior Economist, Global Competitiveness Programme	750.00	1	750.00	1	750.00	0	0.00
Research Assistant, Global Competitiveness Programme	375.00	4	1,500.00	4	1,500.00	0	0.00
<b>Subtotal, Labour Seminars</b>			<b>5,000.00</b>		<b>5,000.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Subtotal, Labour</b>			<b>17,450.00</b>		<b>13,950.00</b>		<b>1,875.00</b>
<b>C. SURVEY PROCESS</b>							
Printing Costs (Survey)	5.00	0	0.00	200	1,000.00	200	1,000.00
Printing Costs (GCR Executive Summary)	5.00	0	0.00	100	500.00	100	500.00
Shipment of Surveys to and from Partner Institutes	200.00	0	0.00	2	400.00	2	400.00
Survey data entry plus other administrative costs	2,150.00	0	0.00	1	2,150.00	1	2,150.00
Fees for Partner Institutes	40.00	0	0.00	100	4,000.00	100	4,000.00
<b>Subtotal survey process</b>			<b>0.00</b>		<b>8,050.00</b>		<b>8,050.00</b>
<b>D. GLOBAL COMPETITIVENESS REPORT</b>							
Printing Costs (Report)	40.00	50	2,000.00	50	2,000.00	50	2,000.00
FedEx shipment of 5 complimentary copies to Partner Institute	150.00	1	150.00	1	150.00	1	150.00
Graphic design of country profile and data tables	100.00	4	400.00	4	400.00	4	400.00
Costs of preparing material for workshop (Printing, leaflets, etc.)	Lumpsum		2,000.00		2,000.00		
<b>Subtotal, Global Competitiveness Report</b>			<b>4,550.00</b>		<b>4,550.00</b>		<b>2,550.00</b>
<b>E. WORKSHOPS</b>							
Logistic costs for workshops	Lumpsum		11,000.00		11,000.00		
<b>Subtotal, Workshops</b>			<b>11,000.00</b>		<b>11,000.00</b>		<b>0.00</b>
<b>F. TRAVEL, TRANSPORTATION AND ACCOMMODATION (workshop)</b>							
Return flight	2,000.00	1	2,000.00	1	2,000.00	0	0.00
Ground transfers	50.00	4	200.00	4	200.00	0	0.00
Regional and local travel	100.00	0	0.00		0.00	0	0.00
Hotel and allowances (per diem)	250.00	2	500.00	2	500.00	0	0.00
<b>Subtotal, Travel, Transportation and Accommodation</b>			<b>2,700.00</b>		<b>2,700.00</b>	<b>0.00</b>	<b>0.00</b>
<b>TOTAL</b>			<b>35,700.00</b>		<b>40,250.00</b>		<b>12,475.00</b>

<b>Component 1: The Suriname Competitiveness Report</b>	<b>USD</b>
Consultancy Fees	33,275
Survey materials and other	27,750
Travel	4,400
Per diem	1,000
<b>Component 2: Implementation of a consultative process</b>	
Logistic costs for workshops (2)	22,000
Contingencies	1,575
<b>GRAND TOTAL</b>	<b>90,000</b>