



## MEMORANDUM

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From: Stefano Tinari ICS/ICF

Subject: LMS registration of SU-TI04I

Date: April 07,09

The Technical Cooperation Governance study Update in Suriname SU-TI04I was originally registered in the OPUS System in 2008 as a FOE funded TC.

In October 2008, the Government of the Netherlands contacted the IDB, and offered the Bank the possibility of funding the program using bilateral resources, by means of a COFAB financing procedure.

At the time of the change, the COFAB source of financing was inserted in the OPUS system, but this step proved not sufficient, as the code for the operation registration needed to be changed too, in order to be recognized by the LMS system for disbursement. To resolve this problem, after consulting with VPC/GCM, we resubmitted the TC for OPUS registration under the correct code, which now corresponds to SU-XI00I.

The TC was approved by the IDB in January 2009, and the COFAB financing was signed by the Government of the Netherlands in March 2009.

**SURINAME**

**GOVERNANCE STUDY UPDATE**

**(SU-T1041)**

**PLAN OF OPERATIONS**

This document was prepared by the project team consisting of: Stefano Tinari (ICF/ICS) Project Team Leader; Benjamin Santa Maria (ICS/CTT and CSU); Mercedes Rubio (VPC/GCM); Diego Buchara (LEG/SGO); Dana King (ICF/ICS) Peer Reviewer; and Nathalie Hoffman (ICF/ICS) who was in charge of document production.

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## **BASIC SOCIOECONOMIC DATA**

For basic socioeconomic data, including public debt information, please refer to the following address:

<http://www.iadb.org/RES/index.cfm?fuseaction=externallinks.countrydata>

## INFORMATION AVAILABLE IN THE FILES OF ICF/ICS

### PREPARATION:

Terms of Reference

<http://idbdocs.iadb.org/WSDocs/getDocument.aspx?DOCNUM=1783095>

Inter-American Development Bank (2008): *Living Conditions and Social Assistance in Suriname*, household survey carried out in the context of the development of a Proxy Means Test (PMT) for targeting the poor, October.

Organisation for Economic Co-operation and Development (2008): Improving the CRS purpose codes for governance, Draft revised proposal from GOVNET to working party on Statistics (WP-STAT), DAC Network on Governance, March.

Inter-American Development Bank (2008): Connecting DLGP, Implementing a wide area network within the framework of the decentralization and local government strengthening program, Report prepared by consultancy firm Itee NV, August.

Inter-American Development Bank (2008): Roadmap to public sector reform in Suriname, Report prepared by consultancy firm TGN-The Governance Network.

European Commission (2008): Co-operation between the European Commission and the Republic of Suriname, Joint Annual Report (calendar year 2007).

Inter-American Development Bank (2008): Description of the current planning structure of Suriname, Proposal for an enhanced planning system, and Report on Mission to Paramaribo, Reports prepared by consultant Alphons L MacDonald, January-March.

Inter-American Development Bank (2008): Evaluation of the status of the development of the financial management and fiduciary control systems in the public sector and the quality of the project financial management in CSU portfolio, Mission Report. February 6.

Inter-American Development Bank (2007): Perfiles de gobernabilidad, Marco conceptual y metodológico, Serie de Estudios Económicos y Sectoriales, febrero.

Inter-American Development Bank (2007): Suriname, A needs assessment for the Directorate of Finance, joint IMF-IDB Report, November.

Netherlands Institute of International Relations 'Clingendael' (2007): Framework for strategic governance and corruption analysis, Designing strategic responses towards Good Governance, Sue Unsworth & Conflict Research Unit (CRU), October.

Inter-American Development Bank (2007): Suriname, Public financial management assessment, Automation Review, September.

Inter-American Development Bank (2007): Report of consultant Michel Marion to help MoF-Suriname prepare a Macro-Framework, July.

Algemeen Bureau voor de Statistiek (2006): Suriname in cijfers no 240-2007/09, Statistical year book, November.

Inter-American Development Bank (2005): Policy note on Indigenous Peoples and Maroons in Suriname, Report prepared by consultant Dr Ellen-Rose Kambel, November.

Inter-American Development Bank (2001): Governance Review, Economic and Sector Study Series, April.

## **ABBREVIATIONS**

CCB/CSU	Country Office in Suriname
CIPE	Country Institutional and Policy Evaluation
COFAB	Co financing Administered by the Bank
ICF/ICS	Institutional Capacity of the State Division
IDB	Inter-American Development Bank
NLC	Netherlands Ministry, COFAB Contribution

**PLAN OF OPERATIONS**  
**Governance Study Update**

**(SU-T1041)**

**EXECUTIVE SUMMARY**

<b>Beneficiary:</b>	The Republic of Suriname		
<b>Team Leader / Members:</b>	Stefano Tinari (ICF/ICS) Project Team Leader; Benjamin Santa Maria (ICS/CTT and CSU); Mercedes Rubio (VPC/GCM); Diego Buchara (LEG/SGO); and Nathalie Hoffman (ICF/ICS).		
<b>Executing agency:</b>	The Bank.		
<b>Target Beneficiaries:</b>	The Government of Suriname, the International Donor Community, and the civil society.		
<b>Sources of Funding:</b>	COFAB Contribution (NLC). The Netherlands Ministry for Development		
	Cooperation	US\$	195,000
	Local:	US\$	0
	Total:	US\$	195,000
<b>Objectives:</b>	The primary objective of this project is to produce a study that comprehensively reviews key areas of Suriname's governance system to serve as a guide for future aid programming. As a secondary objective, the study aims to establish quantitative and qualitative baselines and indicators in actionable areas of governance and set benchmarks against which future progress can be measured.		
<b>Execution timetable:</b>	Execution: 7 months		
	Disbursement: 8 months		
<b>Special contractual conditions:</b>	N/A		
<b>Exceptions to Bank Policies and Procedures:</b>	N/A		
<b>Environmental and Social Review:</b>	Given this project's focus on institutional strengthening activities, no social or environmental issues are foreseen. According to the Environment and Safeguards Compliance Guidelines, the operation has been classified as "C".		
<b>Coordination with Other Donors:</b>	The preparation of this study will be funded and has been coordinated with the Government of the Kingdom of the Netherlands.		



## **I. BACKGROUND AND JUSTIFICATION**

- 1.1 In April 2001, as part of the Economic and Sector Study Series Program, the Inter-American Development Bank (IDB) published a study on Government in Suriname. This study analyzed the constitutional environment of the country and the Legislative, Judicial and Executive branches of government, with particular emphasis on civil service and budgetary management issues. The study concluded that governance deficiencies have adversely affected Suriname's economic and social development, and recommended improving the quality of governance in several specific areas.
- 1.2 As seven years have passed since the original study was completed, the IDB has planned to analyze key areas of the original study, to measure any progress since the study's publication, assess the implementation of the recommendations suggested therein, and examine and propose additional activities and reforms to improve the government's effectiveness. The execution of this program will be coordinated with the international development cooperation agencies in Suriname, as part of their governance assessment and capacity development, anti-corruption, and accountability initiatives. The objective of the program is consistent with the Bank strategy for Suriname that identifies Governance as an area that requires attention for institutional strengthening.

## **II. PROGRAM DESCRIPTION**

### **A. Program goal and purpose**

- 2.1 This initiative is being developed with the objective to gain a better insight into the political and economic issues that underpin Suriname's governance climate. The initiative aims to translate these insights into more realistic and effective governance strategies and improved aid effectiveness.
- 2.2 The primary objective of this project is to produce a study that comprehensively reviews key areas of Suriname's governance system to serve as a guide for future aid programming. As a secondary objective, the study aims to establish quantitative and qualitative baselines and indicators in actionable areas of governance and set benchmarks against which future progress can be measured.

### **B. Components**

- 2.3 The study will examine the following four key areas: (i) Political and Economic Governance, (ii) Public Sector Governance (central and local governments), (iii) Land Policy Governance, and (iv) Civil Society and Indigenous Peoples in Governance Processes. Consultants specialized in the study's four areas will execute the activities detailed below:

- a. Provide historical background on the origins of Government structure, interrelations, and organizational choices.
  - b. Present in a taxonomic way how the institutional framework (laws, organizational structure, installed capacity, formal and informal practices and rules of the game) and the infra-institutional framework (symbolic, cultural) are wielded to protect and advance particular interests.
  - c. Identify the local beneficiaries of the status quo under the current governance system, and the extent of the resistance they might marshal against institutional change supported by the international community.
  - d. Provide a summary of best practices for addressing institutional and organizational deficiencies in each of the four key areas, and identify counter-forces that may arise in response to governance shifts. For this portion of the assignment, each consultant is expected to work in close collaboration with the other consultants/members of the Governance Review Update team.
  - e. Set governance baselines, indicators, and benchmarks, and provide a summary box describing institutional weaknesses and reform options that the government can realistically meet from 2010 onwards.
  - f. Identify areas where more in-depth analysis and specialized expertise are needed.
  - g. Based on the findings, evaluate and rate variables 9 and 10 of the Bank's Country Institutional and Policy Evaluation (CIPE).<sup>1</sup>
  - h. Prepare a strategy for disseminating the study to civil society, government officials, and members of the international donor community in Suriname.
- 2.4 As an appendix, the study will examine the status of implementation of the recommendations provided by the 2001 study, and provide a sequence of specific steps to achieve the goals that remained pending or not entirely accomplished in the following areas:
- a. Macroeconomic instability, budgetary management, definition of public investment priorities and evaluation of public expenditures.
  - b. Justice sector and enforcement of the rule of law.
  - c. Vulnerability to corruption.

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<sup>1</sup> 9. Governance Effectiveness, Rule of Law, Political Stability and Regulatory Framework.

10. Accountability and Enforcement against Corruption.

- d. Reduction of regulatory burden with specific emphasis on private mortgage markets.
- e. Improvement of effectiveness of the Public Sector by improving the focus on the essential core tasks, salary levels and performance delivery.
- f. Quality and number of human resources in the executive and judicial branches.
- g. Transparency and accountability. Checks and balances and oversight.
- h. Performance of the National Assembly.
- i. Civic education and nation building.

### **III. COST AND FINANCING**

#### **C. Description and composition of financing**

- 3.1 The cost of the program is US\$195,000. The Bank will finance the total cost of this technical cooperation on a non-reimbursable basis with resources from the Netherlands Ministry for Development Cooperation, COFAB Contribution (NLC).

#### **D. Summary cost table**

COMPONENTS	IDB – (NLC)	Local Counterpart	Total
1. Consultancy Services	154,860		154,860
2. General Services	13,000		13,000
3. Dissemination	10,000		10,000
4. Contingencies	13,240		13,240
5. Administration (2% of total)	3,900		3,900
<b>TOTAL</b>	<b>195,000</b>	<b>0</b>	<b>195,000</b>

### **IV. EXECUTING AGENCY AND MECHANISM**

#### **A. Executing Agency**

- 4.1 The Bank, through the Country Office in Suriname will be the executing agency of the program, under the modalities stipulated under the COFAB agreement.

**B. Executing mechanism**

- 4.2 The technical and administrative responsibility for the execution of this program will be assumed by the IDB Country Office in Suriname (CCB/CSU). The project team will work closely with the Country Office in the monitoring and supervision of the Technical Cooperation (TC) during the implementation phase.

**C. Execution period and disbursement schedule**

- 4.3 Project activities will be executed during a seven month period and the funds will be disbursed during an eight month period following the date of approval.

**D. Procurement**

- 4.4 All procurement in the execution of the program will be done in accordance with IDB procurement procedures, as stated in the Policies for selection and contracting of consultants financed by the IDB.

**V. MONITORING AND EVALUATION**

**A. Technical and basic responsibility**

- 5.1 Responsibility for negotiating funding for this program and its oversight will be assumed by ICF/ICS. Responsibility for preparation of ToRs and the selection, hiring and supervision of consultants in the field will be assumed by the IDB Country Office in Suriname. ICS personnel will follow the preparation of the program and supervise the work of the consultants with field missions coinciding with the presence of the consultants in the Country.

**B. Progress and final reports**

- 5.2 Each consultant will be responsible for the preparation of his/her assigned chapters and for ensuring that the format, style, and presentation of such chapters are consistent with each of the other consultants' final reports. Each consultant's deliverables will include: (i) a draft report submitted from the end of the first mission containing the preliminary findings of such consultant; (ii) a final report submitted at the end of the assignment incorporating comments made by CCB/CSU on the first draft, and consolidating recommendations for the most suitable governance model based on discussions with international cooperation and national authorities; and (iii) a dissemination strategy prepared jointly with the other consultants on the study team. Responsibility for coordinating the activities listed will be assumed by the ICS specialist assigned to the country and the IDB Country Office in Suriname.

**C. Description of proposed evaluations**

- 5.3 Approximately twenty non-consecutive working days of services to occur between the consultant's signing of a contract with the IDB and June 30, 2009 will be needed for this consultancy. Each consultant will perform the required services in his/her country of origin and Suriname.

**VI. ENVIRONMENTAL AND SOCIAL REVIEW**

- 6.1 This TC will have no environmental and social impacts. Based on the *Safeguard Policy Filter Report*, the Project does not require a classification and / or further environmental or social actions. Based on the *Safeguard Screening Form*, this Technical Cooperation is a category "C" Project.

**VII. APPROVAL**

(Original Signed)

Xavier Comas,  
Division Chief

Institutional Capacity of the State Division

01/26/2009

Date

**SURINAME**  
**GOVERNANCE STUDY UPDATE**  
**(SU-T1041)**

**Annex I Detailed Budget**

<b>Consultancy Services: US\$ 154.860</b>	
<b>International Consultant, Governance and Institutional Review</b> -60 days labor (25 days in the country), 3 RT airfares	51,000 fees 4,500 travel 5,500 hotel 2,350 per diem  63,350 total
<b>International Consultant, Public Sector and Budget Execution</b> -30 days labor (15 days in the country), 2 RT airfares	25,500 fees 3,500 travel 3,300 hotel 1,410 per diem  33,710 total
<b>International Consultant, Civil Society and Indigenous Peoples</b> -20 days labor (10 days in the country), 1 RT airfare, 5 days in country travel	10,000 fees 1,500 travel 2,200 hotel 940 per diem 500 airfare (in country travel)  15,140 total
<b>International Consultant on Land and the People, and Local Governments</b> -20 days labor (10 in the country), one airfare (Dutch speaker, living in Honduras)	12,000 fees 1,500 airfare 2,200 hotel 940 per diem 500 airfare (in country travel)  17,140 total
<b>Sr. Local Consultant</b> -20 days labor	8,000 fees  8,000 total

**Annex I**  
**Detailed Budget**

<b>Local Consultant</b> - 20 days labor  Outputs: support to international consultant (Public Sector), provide inputs to results framework, and preparation of boxes/tables for appendixes	10,500 fees 550 hotel (in country travel) 470 per diem (in country travel) 500 airfare (in country travel)  12,020 total
<b>International Consultant</b> (peer reviewer) -5 days in-desk labor	2,500 fees 2,500 total
<b>Dutch-English-Dutch translator</b> -10 days labor	3,000 3,000 total
<b>General Services: US\$ 13,000</b>	
<b>Car rental and driver</b> –15 days (including two week-ends)	7,000 Within city transportation (first two week mission of consultants team) 7,000 total
<b>Hotel business center and conference room</b> -12 days rental	6,000 total
<b>Dissemination: US\$ 10,000</b>	
<b>Workshops</b>	10,000 total
<b>Contingencies: US\$ 13,240</b>	
<b>Contingencies</b>	13,240 total
<b>Administration (2% of total)</b>	<b>US\$ 3,900</b>
<b>Total</b>	<b>US\$ 195,000</b>

**SUMMARY OF BUDGET**

<b>1. Consultancy Services</b>	<b>US\$ 154,860</b>
<b>2. General Services</b>	<b>US\$ 13,000</b>
<b>3. Dissemination</b>	<b>US\$ 10,000</b>
<b>4. Contingencies</b>	<b>US\$ 13,240</b>
<b>5. Administration (2% of total)</b>	<b>US\$ 3,900</b>
<b>TOTAL</b>	<b>US\$ 195.000</b>



**SURINAME  
GOVERNANCE STUDY UPDATE**

**(SU-T1041)**

**PROCUREMENT PLAN**

**General Information**

<b>Country:</b>	Suriname
<b>Beneficiaries:</b>	The Republic of Suriname
<b>Executor Agency:</b>	The Bank through the Country Office in Suriname
<b>Project Name:</b>	Governance Study Update
<b>Project Number:</b>	SU-T1041
<b>Objectives:</b>	The primary objective of this project is to produce a study that comprehensively reviews key areas of Suriname's governance system to serve as a guide for future aid programming. As a secondary objective, the study aims to establish quantitative and qualitative baselines and indicators in actionable areas of governance and set benchmarks against which future progress can be measured.
<b>Estimated Approval Date:</b>	January 2009.

**A. Introduction**

- 1.1 Selection and hiring of individual consultants will be done under the provisions established in Document GN-2350-7 (Bank policies for selection and hiring of individual consultants), approved in August 2006, and from now on referred as procurement policy.

**B. Institutional capacity for processing and supervising the hiring of individual consultants.**

- 1.2 The IDB Country Office in Suriname will be the executing agency of the program, under the modalities stipulated under the COFAB agreement. The administrative responsibility for the execution of this program will be assumed by the IDB Country Office in Suriname. The project team will work closely with the Country Office in the monitoring and supervision of the TC during the implementation phase.

**C. Project execution.**

- 1.3 The program will be executed during the first semester of 2009. For the execution of the program, the following individual consultants will be contracted, for duration of approximately thirty (30) non-consecutive working days of services starting upon the signing of the contract. The consultant will perform the required services in his/her country of origin, and Suriname.
- a. International Consultant, Governance and Institutional Review.
  - b. International Consultant, Public Sector and Budget Execution.
  - c. International Consultant, Civil Society and Indigenous Peoples.
  - d. International Consultant on Land and the People, and Local Governments.
  - e. Senior Local Consultant.