

United Nations Development Programme

Country: SURINAME

Project Document

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| Project Title | Support for Implementing the Policy Plan for Protection of Legal Rights and Safety – Legal Protection and Human Rights, and Anti-Corruption |
| UNDAF Outcome(s): | <ul style="list-style-type: none">• By 2011, good governance through decentralized, participatory policy planning and monitoring, legal reform and effective protection systems will be enhanced.• By 2011, governance systems are enhanced through participatory planning and monitoring, public sector reform, legal reform and protection |
| Expected CP Outcome(s): | <ul style="list-style-type: none">• Legal frameworks are in conformity with international human rights standards in priority areas such as children and women's rights, the environment, work, business, trade and investment• Citizens participate more effectively in decentralized planning, decision-making, implementation and monitoring.• People are using adequate legal protection services and have improved access to decent work and social safety nets. |
| Expected Output(s): | <ul style="list-style-type: none">▪ Increased knowledge, awareness and skills of decision makers dealing with human rights and international conventions of the United Nations system and enhanced public awareness of their human rights.• Increased knowledge of the general public and vulnerable groups of their rights under the law and their capacity enhanced to access the justice system and claim those rights.• Effective public institutions for the prevention and management of corruption, and the public sensitized to the negative development impacts and mechanisms for preventing and managing corruption. |
| Executing Entity: | Ministry of Justice and Police |
| Implementing Agencies: | (a) The Legal Aid Bureau; (b) The Police Department; (c) Public Prosecutor; (d) Human Rights Bureau; (e) High Court; (f) Bureau for Police Conduct(h); (i) The Anti-Corruption Committee; (k) selected civil society organizations; (l) selected media houses/bodies (m); University Faculty of Law; (n) The Attorney General's Office; (o) Department for Prison Affairs; (p) Ministry of Justice and Police and other line Ministries |

Brief Description

Suriname's Multi Annual Development Plan (MOP) 2006-2011, lays heavy emphasis on the **protection and promotion of human rights**. Suriname has signed and acceded to most of the important international and regional human rights treaties and declarations, and is actively developing interpretations of the fundamental human rights, which are included in the constitution and will be more specified in other legislation, including access to justice, access to medical care, development of a national gender policy and action plan, development of youth policies, and periodic reports to and follow up on the recommendations of Treaty Bodies. Suriname faces challenges, mainly capacity constraints to effectively institutionalise and effect legislation and measures related to access to justice and human rights. In the endeavour to ensure accountability and transparency of the civil service Suriname is looking into measures to prevent and manage corrupt activities, including fraud, and has established an anti-corruption Steering Group and an anti-corruption Bill is being considered by the National Assembly. This project will support institutional and capacity development needs for domestication of selected international human rights instruments, strengthening of the legal aid system, public education and awareness, as well as enhance proper monitoring and managing processes towards improving the mechanisms for protecting and promoting the human rights of the citizens of Suriname.

The Project will also support the Government's efforts to prevent, detect and manage corruption through enhanced understanding of corruption and the fundamental institutions and transparency and accountability measures needed for the prevention and management of corruption.

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| Programme Period: | 2009 - 2011 |
| Key Result Area (Strategic Plan) | Justice and Human Rights, and, Public Administration and Anti-Corruption |
| Atlas Award ID: | 00057091 |
| Start date: | 2009 |
| End Date: | 2011 |
| PAC Meeting Date: | August 2008 |
| Management Arrangements: | NEX |

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| Total resources required | USD 1,031,000 |
| Total allocated resources: | _____ |
| • Regular | _____ |
| • Other: | |
| ○ UNDP | USD 100,000 |
| ○ Donor | _____ |
| ○ Donor | _____ |
| ○ Government | USD 500,000 |
| Unfunded budget: | USD 431,000 |
| In-kind Contributions | _____ |

Agreed by the Government of the Republic of Suriname:

Agreed by the Ministry of Justice and Police:

Agreed by UNDP Country Director:

I. SITUATION ANALYSIS

Development Perspective

The development of Suriname is guided by its Strategic Framework of the Multi-Annual Development Plan (MOP) 2006-2011. Under the Multi-Annual Development Plan Suriname aims to put its economy, resources and talents in a systematic and goal-oriented manner to achieve and realize its development vision to continue being a nation that is organized along democratic principles in which every person therein can fully develop his/her potential. Suriname is a peaceful nation shaped by its integrated multi-ethnic society with acknowledgment and respect for the harmonious interactions between cultures making them strong and mutually supportive.

According to the Multi-Annual Development Plan, the aspect of fairness and the enjoyment of human rights are the focal point. Furthermore Suriname recognizes that continued good governance requires among other things, transparency, predictability, fairness and measurability. Under the Development Plan, the Government aims to strengthen its democratic institutions to ensure economic prosperity and fair distribution, gender equality, implementation and achievement of the Millennium Development Goals (MDG's), and, national compliance obligations under the United Nations human rights instruments using an integrated and sustainable approach to development.

Human Rights

The Government of Suriname is committed to upholding human rights and is party to a number of international human rights instruments including: (a) International Covenant on Civil and Political Rights and the relevant Optional Protocol; (b) International Covenant on Economic, Social and Cultural Rights; (c) International Convention on the Elimination of All Forms of Racial Discrimination; (d) Convention on the Eradication of All Forms of Discrimination against Women; (e) Convention on the Rights of the Child. The Constitution of Suriname gives a great deal of attention to personal rights and freedoms, and to social, cultural and economic rights on the other hand.

Suriname has made advances in ensuring the enjoyment of human rights by its people and has under the Multi-Annual Development Plan committed itself to ensure *inter alia* that:

- the legal system is evaluated in order to guarantee the enjoyment of human rights;
- the national legislation is brought in line with international human rights treaties that have been ratified by Suriname;
- corruption is prevented, managed and controlled;

The vision and aspirations of the Development Plan are further articulated in the United Nations Development Assistance Framework (UNDAF) for Suriname 2008-2011, which incorporates and is based on the findings of Suriname United Nations Common Country Assessment (CCA) 2006. The UNDAF aims to provide assistance to Suriname to ensure that by 2011 amongst other things, the Suriname legal frameworks are in conformity with international human rights standards through the application of human rights and gender sensitive approaches to strengthening the legal framework. The UNDAF also aims to support Suriname to improve public awareness of human rights issues and instruments with emphasis on the judiciary and legal system.

In an effort to effectively institutionalize and support human rights implementation Suriname recently established the Bureau for Human Rights within the Ministry of Justice. The Bureau for Human Rights is key to driving the human rights agenda for Suriname in ensuring that there is a rights based approach to development, monitoring of human rights implementation and proposals for legislation. The Human Rights Bureau is in the process of recruiting more professional staff; however it still faces the challenge of evolving into a fully fledged human rights institution that is

able to fulfill its mandate effectively.

Suriname faces significant constraints in institutionalizing the international human rights norms and practices due to limited capacity within the law enforcement officers and duty bearers in the area of human rights interpretation, enforcement and drafting. Suriname has not yet defined its national human rights plan.

Additionally, there are limited claims by the citizenry and the public of those rights largely due to low levels of awareness in the public of the political, social, economic, and cultural dimensions and ramifications of human rights. For example, there is poor understanding about accused people's rights, the rights of those seeking redress from the courts, the rights of children, the rights of disadvantaged groups, rights of indigenous and tribal peoples and about women's rights regarding violence. *Suriname does not yet have a national human rights action plan that effectively outlines its vision for international human rights implementation nationally.* UNDP can provide strategic support in strengthening capacity for putting in place systems for guaranteeing the protection and understanding of legal rights.

The Government of Suriname has good relationships with the civil society sector and often partner in the delivery of development initiatives to the community and citizens. There are significant numbers of national civil society organizations that are involved in human rights work but some lack the necessary knowledge about human rights and access to justice; some also lack key skills that are necessary for community mobilization, advocacy, negotiation and lobbying for human rights and access to justice. *The civil society sector therefore needs support to enhance their understanding of international human rights and their role.*

The Association for Lawyers in Suriname plays a key role in the administration of justice especially in the criminal and civil justice sectors as its members represent clients in the courts of law and in legal transactions. Their role in advocating for implementation of international human rights is of paramount importance especially in influencing judicial decisions in the courts of law. *The Association of Lawyers plays a critical part in the international human rights discourse in Suriname and their capacities to influence this discourse should be enhanced.*

The Media is seen as playing a key role in delivering awareness on human rights and access to justice and as an integral and essential part of the democratic process in Suriname. *It is imperative therefore that the media's understanding and knowledge of human rights, access to justice and anti-corruption are strengthened for responsible delivery at national level.* UNDP is in a position to provide support in achieving a high level of public awareness regarding universal human rights standards and how to implement and protect these standards.

Access to Justice

The Government of Suriname has made significant changes as part of its judicial reforms in the criminal and civil justice system to ensure that all citizens have access to justice in a timely and efficient manner. These changes include reducing the detention period and the recruitment of more judges and other judicial reforms. However the ability of citizens to access justice is compromised by the exorbitant legal costs of securing a lawyer which are beyond the reach of a significant number of citizens.

The Government has had a legal aid system since 1955. The Government provides legal aid through provision of lawyers whose fees are paid for by the Government. However the availability of lawyers is compromised by the low legal fees paid to the lawyers, and therefore the pool of lawyers available is limited. The Government's legal aid system is channeled through the Legal Aid Bureau. The Legal Aid Bureau lacks the necessary human resources and proper systems to manage the diverse cases and has become overwhelmed with the myriad of cases and high numbers of citizens seeking legal protection and redress. Additionally, the limited staff is hampered by its inability to appear in court for their clientele due to the rules and procedures

related to appearance in court by lawyers from the Legal Aid Bureau. *The ability of the Legal Aid Bureau to effectively meet its clients' needs has to be enhanced through strengthening and streamlining its procedures and systems and building upon its competencies.*

The public at large also needs to be empowered to increase their access to justice and the justice system through popularizing key pieces of legislation and making them more reader friendly; public awareness of the law and modalities for accessing the legal system; and increasing the geographical scope and reach of the legal aid system and public education and awareness activities to include the poor, vulnerable and disadvantaged groups, and hinterland communities.

As noted above, there are a number of NGOs and CSOs involved in advocacy work in the area of access to justice and ensuring the legal rights of all, but some lack the necessary knowledge and key skills that are needed for community mobilization, advocacy, negotiation and lobbying for enhanced access to justice. The civil society sector therefore needs support to enhance their role in advocating and ensuring equitable access to justice for all. The media is also critical in this regard both in their role of reporting on providing information on modalities for accessing justice as well as their watchdog role in ensuring that public institutions are fulfilling their mandates in this regard, and also needs to be provided with appropriate knowledge and skills to perform these roles.

Anti-Corruption

Suriname has signed and ratified the Inter-American Convention against Corruption. Suriname has not yet signed or ratified the UN Anti-Corruption Convention. The Ministry of Justice and Police is responsible for combating and coordinating activities on corruption. The Bureau for Police conduct is in charge of receiving complaints against police by the public. The Bureau for Police Conduct is being restructured with a broader mandate to receive complaints regarding the entire Ministry of Justice personnel conduct. It is envisaged that this mandate may be further revised and extended to cover the entire public service and possibly provide the impetus for the establishment of the Ombudsman.

The Bureau for Fraud within the National Police is in charge of investigating corruption cases such as fraud and economic crime. The government has also established an Anti-Corruption Working Group at the ministerial and technical levels within the Ministry of Justice to support the police in combating corruption, and assist the Government to sign and ratify the UN Anti-Corruption Convention. To date Suriname does not have special anti-corruption legislation in place, but the Penal Code does refer to anti-corruption and criminalizes corrupt activities. The Ministry of Justice and Police has drafted an anti-corruption Bill which has been placed on the National Assembly's agenda for discussion.

The Government is recently established an Inter-Ministerial Steering Group on anti-corruption. The Steering Group's mandate includes the establishment of an anti-corruption strategy, the implementation of the Inter-American Convention against Corruption and facilitating the establishment of a Bureau for the Prevention of Corruption. *The Inter-Ministerial Steering Group needs technical strengthening in order to undertake its functions.*

The anti-corruption measures in the Penal Code are being enforced, with the bulk of those prosecuted for corruption to date being civil servants. There is a perception that corruption is most pervasive in the areas of government procurement (especially public works), land policy, bribery for services and taxation. The police face constraints that are mostly the result of lack of investigative skills especially in detecting sophisticated white collar crime and an understanding of the methods, processes and modalities of applying anti-corruption initiatives. There is need to support the efforts the Government is making in addressing corruption, both at prevention and detection of corrupt activities.

Although senior government officials take anti-corruption efforts seriously, there is a widespread perception that the incidence of corrupt acts is rising and there is insufficient debate on anti-corruption initiatives, slow approval and adoption of the Anti-corruption law. However, recently judges have handed down guilty verdicts on officials in trials regarding corruption scandals within the public sector.

The Policy Plan for the Sector Legal Protection and Security under the Multi-Annual Development Plan identifies key actions that need to be addressed and in which UNDP can provide assistance to the Government of Suriname. These include review of the Anti-corruption Bill and the development of an anti-corruption strategy and action plan, as well as strengthening the institutional capacity of organizations responsible for implementing anti-corruption activities and the installation of a compliance bureau. The Policy Plan also identifies the need to develop an integrity code, develop methods for computerised data collection about corruption, and an assessment of the functions of government entities that are likely to attract corrupt practices.

The Government also recognizes the need to generate awareness on acts that constitute corrupt practices and the prevention and detection of such practices. The debate on understanding corruption and anti-corruption initiatives needs to take place in order to mobilize support in addressing the possible adverse effects of corrupt practices on socio-economic development. The challenge faced by the Anti-Corruption Working Group in undertaking activities to address the anti-corruption needs identified is due to capacity constraints, in terms of knowledge base, limited numbers of personnel, technical skills and time (the members are fully employed with other duties).

The Government of Suriname recognizes that for effective governance to take place there is need to engage the civil society in addressing the challenges of implementation of human rights and access to justice principles, as well as anti-corruption initiatives. The Government has good relationships with the Civil Society sector and often partners in the delivery of development initiatives to the community and citizens. There are significant numbers of Civil Society Organizations (CSOs) involved in advocacy for good governance and accountability but some lack the in-depth knowledge about the development and implementation of anti-corruption initiatives; some also lack key skills that are necessary for community mobilization, advocacy, negotiation and lobbying for greater transparency and accountability from Government. The civil society sector therefore needs support to enhance the requisite skills and knowledge base.

The Media as part of the broader civil society is seen as playing a key role in delivering awareness on human rights and access to justice and as an integral and essential part of the democratic process in Suriname. It is imperative therefore that the media's understanding and knowledge of human rights, access to justice and anti-corruption is strengthened for responsible journalism and delivery at national level.

II. STRATEGY

While the Government has demonstrated a strong commitment to promoting human rights, access to justice and legal protection as well as to prevent and address corruption in Suriname, its resources and capacity to undertake the necessary activities face challenges. The strategy of this project is to provide targeted capacity building support through needs assessments, institutional and human resources development, advocacy, and public education and awareness under the three components as follows:

(1) Human Rights

- (a) Support the strengthening of the Bureau for Human Rights to effectively perform its functions and mandate. Strengthening of the Bureau should include an enhancement of appropriate monitoring and management processes towards improving the mechanisms for protecting and promoting the human rights of Surinamese citizens. UNDP will also provide support to the Bureau in formulating its annual work programme and defining and establishing the national human rights action plan.
- (b) Enhance the knowledge and skills of the Department of Police and the Prisons Department on key international human rights standards and practices through incorporation of international human rights principles and standards in the police and penitentiary systems. This will involve the conduct of seminars for the police and penitentiary systems, targeted training, and review of the Police College curriculum in order to incorporate international human rights standards and principles in the police systems, the Police College educational curriculum and the Prisons systems.

This activity will produce needs assessment reports, action plans, work programmes, training plans, curriculum materials, training materials, seminars, workshops, police open days, talk shows and conferences as well as police and prisons human rights manuals and handbooks. The Department of Police and the Department of Prisons in collaboration with the University and the Attorney General's Office will be key institutions in achieving the objectives of the activity.

The activities will enhance the knowledge and skills of the police and prisons systems and also assist in contributing to the incorporation of human rights principles and standards within the police and prisons frameworks and the Ministry of Justice at a broader level. It is expected that the Department of Police and its officers will invoke and use human rights based approaches to ensuring the rule of law, administering and enforcing justice. It is envisaged that the activities will also contribute to the UNDAF and Country Programme outcomes of ensuring that citizens are able to enjoy their rights through supportive legal reforms. The Department of Police and the Attorney General's Officer will drive the activities.

- (c) Provide training and awareness to units within the Ministry of Justice and Police and other relevant organs on the application of international human rights principles and standards. The intervention will focus on developing training materials and tools for the Public Prosecutor's Office, the Attorney General's Office, the Bureau for Legal Aid and the High Court. The aim is to articulate the specific roles of each organ in recognizing, honouring and implementing human rights in its day to day work. An agreed number of Ministry of Justice officials will receive training so as to be able to conduct training sessions for their peers. Other line departments and Ministries that deal with children's rights and gender issues from a human rights perspective will be provided with awareness raising interventions.

It is expected that the interventions will produce among others capacity needs assessments, capacity strengthening plans, training manuals, handbooks, talk shows and seminars. The strategy will also ensure that units within the Ministry of Justice, other key line ministries and

officials of the Court system are trained and sensitised in international human rights through targeted training or awareness measures specific to their roles. In achieving the objectives under this strategy it is expected that the incorporation of international human rights into the national frameworks will be achieved and that institutions will be responsive to the claims of right holders. The Attorney General's Office, Bureau for Human Rights, School of Governance and the University will be the key institutions in achieving the activities.

- (d) Support private sector lawyers, civil society and the media in enhancing understanding of their roles and responsibilities in advocating for the use of international human rights principles and standards for the benefit of their clients, communities and citizens. This will be achieved through targeted training and awareness raising activities as well as conducting human rights media campaigns at national and local levels. This intervention will contribute to enhancing the knowledge and awareness of the general public and vulnerable groups of their rights, the instruments for safe-guarding these rights, and the institutional framework for claiming those rights. The intervention will also enhance the knowledge of civil society organizations and the private lawyers on advocating for the rights of their communities, citizens and clientele.

It is expected that fostering human rights awareness among the citizenry may lead to stronger demand by citizens for more efficient, effective and just execution of justice and enhancement of access to justice especially for the poor, minorities, disadvantaged and groups that have traditionally been unable to access justice and therefore contribute towards the attainment of the Millennium Development Goals and Suriname's endeavour under the Multi-Annual Development Plan, UNDAF and the Country Programme to promote and protect human rights. It is also expected that right holders, civil society human rights actors and the media would have a greater understanding of their rights and of the channels to claim these rights.

The Association for Lawyers, selected civil society organizations, media houses and the School of Governance will be the key institutions in achieving the objectives of the activities under this intervention. This activity will produce among others the following:

- Needs assessment reports
- Strategy for training of private sector lawyers
- Civil society awareness raising strategies
- Media campaigns
- Training plans
- Educational, informational and advocacy materials
- Handbooks
- Information kiosks
- Talk shows

(2) Access to Justice

The Government of Suriname provides legal aid through the Bureau for Legal Aid which was established in 1955. Despite the existence of this bureau, however, public awareness regarding the system of access to justice, local legislation and citizen's rights is generally low. Paradoxically, the demands that are made on the Bureau for Legal Aid are far greater than its capacity to deliver on its core mandate of providing legal aid. There is both a situation of low public awareness of the modalities for accessing justice; as well as limited capacity of the Bureau for Legal Aid to meet current demand for its services. The constrained capacity of the Bureau to provide legal aid efficiently affects the ability of its clientele to access justice. The strategy to enhance access to legal aid services provided by the Bureau for Legal Aid is to increase its capacity to provide effective legal services through strengthening its institutional and human resources capacities.

The institutional and human resources capacities of the Bureau for Legal Aid will be assessed and benchmarked with other Legal Aid Offices within and outside the region.

The outputs will include a report on the capacity assessment and recommendations thereto for reforming and strengthening the Bureau for Legal Aid based on a comparative analysis with other effective legal aid offices. The key implementing partners are the Bureau for Legal Aid and the High Court.

There will also be outreach and other public education activities to increase the public's knowledge regarding Suriname's system of access to justice; and to increase knowledge of local legislation and of citizen's rights through publishing reader-friendly one-pagers and booklets on various pieces of legislation, including domestic violence, child protection etc.. The key implementing partners will be the Ministries of Justice and Police, Home Affairs, Education; and Human Rights and other NGOs working on legal protection and access to justice.

(3) Anti- corruption

The Government of Suriname recognizes that transparent and accountable public institutions are necessary for the overall socio-economic development of the country. In order to reduce potential corrupt practices that in turn thwart socio-economic developments, and prevent citizens from accessing and enjoying their human rights it is necessary for Suriname to embark on activities that strengthen already ongoing initiatives in combating and preventing corruption.

This will be achieved through:

- (a) The provision of support to the Ministry of Justice in elaborating the modalities for establishing the Inter-Ministerial Steering Group on Anti-Corruption and an Ombudsman's office.
- (b) Reviewing the Draft Anti-Corruption Bill and making recommendations based on other regional and international anti-corruption instruments.
- (c) The provision of legal education and sensitization on prevention of fraud and malpractices, and preventative methods regarding corrupt practices and their impacts on development. The Bureau for Prevention of Fraud and Anti-Corruption in direct collaboration with the Steering Group will be the key leading institutions.
- (d) The strengthening of the institutions responsible for preventing and detecting fraud and malpractices, such as the Bureau for Customs, the Police, the Bureau for Police Conduct and the Judiciary through targeted interventions. This activity will produce needs assessment reports, capacity enhancement plans, and training and sensitization materials on anti-corruption.

The outputs will include:

- Establishment of an Inter-Ministerial Steering Group on Anti-corruption
- Recommendations from the review of the Draft Anti-Corruption Bill
- Recommendations on the Anti-Corruption Master Plan
- Needs assessment reports for strengthening the institutions dealing with corruption
- Legal education, training and awareness strategy and action plan to strengthen the institutions responsible for dealing with corruption
- Training materials, manuals and handbooks on preventing, detecting and dealing with corruption
- Key anti-corruption officials' capacities enhanced
- Identified systemic problems and preventive measures

It is expected that there will be greater appreciation of the definition of corrupt activities and the methods, mechanisms and measures to prevent and address corrupt activities, as well as greater

capacity to establish key anti-corruption institutions.

III. RESULTS AND RESOURCES FRAMEWORK

| <p>Intended Outcome as stated in the Country Programme Results and Resource Framework:</p> <ol style="list-style-type: none"> 1. Legal frameworks are in conformity with international human rights standards in priority areas such as children and women's rights, the environment, work, business, trade and investment 2. People are using adequate legal protection services and have improved access to decent work and social safety nets. 3. Citizens participate more effectively in decentralized planning , decision-making, implementation and monitoring | | | |
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| <p>Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:</p> <ol style="list-style-type: none"> 1. National Human Rights Plan of Action defined 2. Percentage of population with knowledge of civil rights 3. Number of trained staff of the Ministries and NGOs 4. Number of news reports on practices of State institutions 5. Number of civic education programmes planned and implemented <p>Baseline: UNDAF Suriname 2008-2011, April 2007.</p> | | | |
| <p>Applicable Key Result Area (from 2008-11 Strategic Plan): Justice and Human Rights; and Public Administration Reform and Anti-Corruption</p> | | | |
| <p>Partnership Strategy: Ministry of Justice and selected Civil Society Organizations</p> | | | |
| <p>Project title and ID (ATLAS Award ID): Support for Implementing the Policy Plan for Protection of Legal Rights and Safety – Legal Protection and Human Rights, and Anti-Corruption</p> | | | |
| INTENDED OUTPUTS | INDICATIVE ACTIVITIES | RESPONSIBLE PARTIES | INPUTS |
| <p>Output no. 1</p> <p>Increased knowledge, awareness and skills of decision makers dealing with human rights and international conventions of the United Nations system and enhanced public awareness of their human rights.</p> <p>Baseline:</p> <ul style="list-style-type: none"> ▪ Limited institutional and human resources capacity of the newly-established Bureau for Human Rights ▪ Limited knowledge and awareness among the civil service and justice sectors regarding international human rights norms and principles. ▪ Curricula for the training of police officers do not include comprehensive training on international human rights instruments ▪ Suriname has no human rights plan or strategy <p>Indicators</p> <ul style="list-style-type: none"> ▪ The Bureau for Human Rights functioning at a level where it reasonably fulfils its mandate ▪ National Human Rights Action Plan defined ▪ 2 Workshops held for consultations on the Human Rights Plan ▪ At least 6 education programmes on human rights implemented ▪ At least 4 training seminars conducted for the Justice sector (Police, prosecutors, Attorney General's Office, penitentiary organs) | <p>1. Activity Result:</p> <p>Institutional Capacity Strengthening of the Bureau for Human Rights</p> <ul style="list-style-type: none"> ▪ Capacity needs assessment of the Bureau for Human Rights undertaken ▪ Capacity strengthening plan developed and implemented implemented ▪ Support for developing the Annual Work Plan 2009 for the Bureau for Human Rights ▪ Procurement of equipment for the newly established Bureau for Human Rights <p>2. Activity Result:</p> <p>Development of a National Human Rights Action Plan</p> <ul style="list-style-type: none"> ▪ Review existing national legislation ▪ Provide support with making inventory of International Human Rights Treaties Suriname is party to and obligations flowing there from ▪ Provide support in preparation of Universal Periodic Review ▪ Provide technical support for the design & | <p>Bureau for Human Rights; Attorney General's Office;</p> | <ul style="list-style-type: none"> ▪ DSA, ▪ logistic costs ▪ SSA contracts ▪ human rights advisor ▪ human rights facilitator ▪ trainers ▪ materials ▪ workshop costs ▪ travel ▪ facilities <p>USD 625.000</p> |

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| <ul style="list-style-type: none"> ▪ Strategy and recommendations for revision of the Police College Curricula, code of ethics and handbooks ▪ Published handbooks for the police, penitentiary system, prosecutors, lawyers and judges ▪ At least 40 representatives of CSOs are capable of communicating basic human rights concepts and commence independent advocacy efforts. ▪ At least ten articles in major newspapers discussing issues from a human rights perspective in one year ▪ Media practitioners trained to report on human rights issues | <p style="text-align: center;">implementation of the Human Rights Action Plan</p> <p>3. <u>Activity Result:</u> Ministry of Justice and Police and selected line ministries and departments and lawyers have greater level of awareness of human rights through targeted human rights education</p> <ul style="list-style-type: none"> ▪ Conduct capacity building needs assessment for target groups ▪ develop targeted training materials (manuals and guidelines) for selected public sector organs and the court systems ▪ conduct training events ▪ Produce a human rights handbook for judges, Police, Prosecutors, penitentiary system and lawyers respectively ▪ Provide technical support through UNDP and other UN agencies global knowledge and expertise <p>4. <u>Activity Result</u> Police and Prison officers College curricula and training materials, code of ethics and handbooks are revised to include international human rights</p> <ul style="list-style-type: none"> ▪ Review Police and Prison officers College curricula, code of ethics and handbook and make recommendations for revision thereof ▪ Develop training plan and materials ▪ Conduct pilot training for the police and prison officers using the revised curricula <p>5. <u>Activity Result</u> Members of the Association for Lawyers trained in the use of and advocacy for international human rights</p> <ul style="list-style-type: none"> ▪ Conduct of training needs assessment for members of the Association of Lawyers ▪ Develop training plan, programme, training materials and modules ▪ Conduct training ▪ Produce sector specific handbooks on human rights | <p>Department of Police; Police College; Department of Prisons; Attorney General's Office; Faculty of Law Anton de Kom Universiteit; School of Governance</p> | |
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| | <p>6. Activity Result Capacity of civil society organizations, community based organizations and media bodies strengthened in human rights and access to justice principles and norms</p> <ul style="list-style-type: none"> ▪ Conduct training needs assessment for CSOs and the Media ▪ Develop training plan, programme and materials for CSOs and the Media ▪ Conduct of training <p>7. Activity Result Public education and awareness campaign on human rights developed and implemented</p> <ul style="list-style-type: none"> • Public education and awareness strategy developed • Media strategy developed and implemented • IEC materials developed • Training workshops conducted • Media campaigns conducted • Four workshops on human rights and advocacy delivered to representatives of CSOs. • At least four workshops on human rights delivered in the Interior Districts | | |
| <p>Output No.2 Increased knowledge of the general public and vulnerable groups of their rights under the law and their capacity enhanced to access the justice system and claim those rights.</p> <p>Baseline</p> <ul style="list-style-type: none"> ▪ Public awareness is low concerning the system of access to justice and legal aid. It is yet unclear whether or not certain factors (cultural, geographic and physical) impede this access. ▪ Society has little understanding of various critical pieces of national legislation and their rights ▪ The Bureau for Legal Aid has capacity constraints in provision of legal aid to the poor and disadvantaged <p>Indicators</p> <ul style="list-style-type: none"> ▪ Report with recommendations on the system of access to justice and legal aid completed | <p>1 Activity Result: Review of system of access to justice and legal aid</p> <ul style="list-style-type: none"> ▪ Provide technical assistance for review of system of access to justice and legal aid <p>2 Activity Result: Public knowledge of legal provisions and rights increased</p> <ul style="list-style-type: none"> ▪ Conduct baseline study of public perception and awareness of modalities for accessing justice and the law ▪ Design a sensitization and awareness strategy, action plan and training materials ▪ Training, sensitisation and awareness materials produced ▪ Design and implement a media campaign strategy and campaign | <p>Ministry of Justice and Police, Bureau for Legal Aid, media houses and practitioners, selected Civil Society Organisations and the Attorney General's Office</p> | <ul style="list-style-type: none"> ▪ DSA, ▪ logistic costs ▪ SSA contracts ▪ human rights advisor ▪ human rights facilitator ▪ trainers ▪ materials ▪ workshop costs ▪ travel ▪ facilities ▪ exchange visits ▪ study tours ▪ legal aid expert ▪ workshops ▪ institutional development |

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| <ul style="list-style-type: none"> ▪ Public sensitization and awareness strategy designed and implemented ▪ Public sensitization materials developed and disseminated ▪ Media strategy developed ▪ Needs assessment study for the Bureau for Legal Aid completed ▪ Capacity strengthening and reform plan for the Bureau for Legal Aid completed | <p>3 Activity Result Capacity Strengthening of the Bureau for Legal Aid</p> <ul style="list-style-type: none"> ▪ Conduct capacity needs assessment for the Bureau for Legal Aid ▪ Design and implement a capacity strengthening and reform plan for the Bureau for Legal Aid | | <p>expert</p> <p>USD 200.000</p> |
| <p>Output No. 3 Effective public institutions for the prevention and management of corruption, and the public sensitized to the negative development impacts and mechanisms for preventing and managing corruption.</p> <p>Baseline</p> <ul style="list-style-type: none"> ▪ No anti-corruption commission or strategy in place ▪ Anti-Corruption Bill is still in draft form for a lengthy period of time at Council of Ministers level ▪ While Suriname has signed and ratified the Inter-American Convention against Corruption; the UN Anti-Corruption Convention is not signed nor ratified ▪ Capacity of the Inter-Ministerial Anti-Corruption Steering Group is low ▪ No training programmes on anti-corruption currently in place ▪ No public perception study on corruption and anti-corruption issues in Suriname ▪ Public discussion and awareness of corruption and anti-corruption measures are generally low <p>Indicators</p> <ul style="list-style-type: none"> ▪ Inter-Ministerial Steering Group established and meeting regularly ▪ Anti-Corruption Bill reviewed and final draft prepared ▪ Anti-corruption public perception study undertaken ▪ Suriname's Anti-Corruption framework in line with Inter-American and UN Anti-Corruption Conventions ▪ Anti-Corruption education and awareness activities undertaken ▪ Anti-Corruption Strategy completed ▪ Reporting obligations under the various international anti-corruption instruments undertaken on time ▪ Needs assessment and capacity strengthening plan implemented ▪ At least two awareness raising activities undertaken with members of parliament | <p>1. Activity Result Capacity strengthening of the Inter-Ministerial Anti-Corruption Steering Group to undertake its functions</p> <ul style="list-style-type: none"> ▪ Provide training and technical support through UNDP global knowledge network and expertise ▪ Provide technical support for the design & implementation of Anti-Corruption strategy ▪ Facilitate study tours for members of the Steering Group <p>2. Activity Result Suriname's Anti-corruption framework aligned with regional and international instruments</p> <ul style="list-style-type: none"> ▪ Design and undertake an Anti-Corruption public perception study ▪ Promote experience sharing and adoption of best practices from regional and international anti-corruption legislation and models ▪ Provide support in ratifying and operationalizing the UN Convention against Corruption ▪ Support fulfilment of reporting and other obligations under the Inter-American and UN Anti-Corruption conventions ▪ Provide technical support through UNDP global knowledge networks and expertise ▪ Provide assistance for review and final draft of the Anti-Corruption Bill ▪ Provide assistance for operationalizing Anti-Corruption Bill <p>3. Activity Result Capacity of key Anti-Corruption officials enhanced,</p> | <p>Anti-Corruption Working Group; Inter-Ministerial Steering Committee; Attorney General's Office; Organization of American States (OAS); Department of Fraud and Economic Crime; Department of Police; Department of Customs; School of Governance; Bureau for Police Conduct</p> | <ul style="list-style-type: none"> ▪ DSA, ▪ logistic costs ▪ SSA contracts ▪ Legal expert ▪ trainers ▪ materials ▪ workshop costs ▪ travel ▪ facilities ▪ exchange visits ▪ study tours ▪ anti-corruption expert ▪ workshops ▪ facilitators ▪ institutional development expert ▪ public researchers <p>USD200, 000</p> |

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| <ul style="list-style-type: none"> ▪ Mass media campaign and awareness raising on issues relating to corruption and anti-corruption practices and activities undertaken | <p>institutional networks established, and Members of Parliament and Council of Ministers aware of anti-corruption measures</p> <ul style="list-style-type: none"> ▪ Identify organizations dealing with corruption issues, undertake needs assessment and design capacity strengthening plan ▪ Provide technical support for training of key anti-corruption officials in relevant fields through participation in workshops/seminars/study tours and knowledge networks ▪ Develop awareness strategy for members of Parliament and Council of Ministers ▪ Undertake awareness activities as per strategy <p>4. Activity Result</p> <p>Greater public understanding and awareness of anti-corruption issues created</p> <ul style="list-style-type: none"> ▪ Develop and implement a public sensitization and awareness campaign on corruption and anti-corruption issues ▪ Provide technical support for the development of materials for information dissemination and for training for the media, in country workshops and seminars | | |
| <p>Output 4 Satisfactory achievement of the project outputs</p> <p>Indicators</p> <ul style="list-style-type: none"> ▪ Programme Manager hired and performing according to the Terms of Reference ▪ Annual Work Plans prepared and implemented ▪ Project Board and other meetings held timely ▪ Project progress and financial reports prepared | <p>Activity Result Adequate human resource capacity and coordination mechanisms for efficient management and timely implementation of project activities</p> <p>Activity Action</p> <ul style="list-style-type: none"> ▪ Advertise and recruit project manager based on the approved Terms of Reference ▪ Prepare and implement Annual Work Plans ▪ Establish Project Board and other coordination and oversight mechanisms ▪ Organize and service periodic Project Board and other meetings and reviews ▪ Prepare annual progress and financial reports | <p>Ministry of Justice and Police, UNDP</p> | <p>Project management (3 yr period)</p> <p>USD 150,000</p> |

IV. ANNUAL WORK PLAN

Year: 2009

| Expected Outputs And baseline, indicators including targets | Planned activities List activity and associated actions | Timeframe | | | | RESPONSIBLE PARTY | PLANNED BUDGET | | |
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| | | Q1 | Q2 | Q3 | Q4 | | Funding source | Budget Description | Amount (USD) |
| <p>Output 1</p> <p>Increased knowledge, awareness and skills of decision makers dealing with human rights and international conventions of the United Nations system and enhanced public awareness of their human rights.</p> <p>Baseline</p> <ul style="list-style-type: none"> ▪ The capacity of the newly established Bureau for Human Rights is not adequate to meet its mandate ▪ Suriname does not have a Human Rights Plan ▪ No adequate reporting in the media on issues related to international human rights ▪ Police College Curriculum is not based on international human rights norms and standards ▪ Low level of international rights principles and the understanding of roles and responsibilities in some of the public sector organs ▪ Civil Society Organisations not trained and adequately conversant with international human rights law, principles and standards | <p>1. Activity Result</p> <p>Institutional Capacity Strengthening of the Bureau for Human Rights</p> <p>Activity Action</p> <ul style="list-style-type: none"> ▪ Undertake capacity needs assessment of the Bureau¹ ▪ Capacity strengthening plan developed ▪ Capacity strengthening plan implemented ▪ Prepare the Annual Work Plan 2009 between the Ministry of Justice and Police (Human Rights Bureau) and the UNDP ▪ Procurement of equipment for the newly established Human Rights Bureau | X | | | | Bureau for Human Rights | Government of Suriname | Institutional development specialist Human Rights legal expert Short term consultants Training Travel Benchmarking and exchange visits Facilities workshop | 40,000 |
| | <p>2. Activity Result</p> <p>Human Rights Action Plan developed</p> <p>Activity Action</p> <ul style="list-style-type: none"> ▪ Existing national legislation reviewed ▪ Inventory made of International Human Rights treaties which Suriname is party to and obligations which flow there from | X | X | X | X | Bureau for Human Rights | Government of Suriname | International Expertise Human rights legal experts Training institutions Curriculum development | 10,000 40,000 |

¹ Also see Preparatory Assistance Agreement signed between the Government of Suriname and the UNDP in 2008

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| Indicators <ul style="list-style-type: none"> ▪ Human Rights Bureau established and functioning according to its mandate ▪ Ministry of Justice sector plans, strategies and action plans, incorporating rights based approaches to development ▪ Establishment of a National Human Rights Plan ▪ Police curriculum inclusive of international human rights concepts and officers apply human rights in their work ▪ Legal community aware and using human rights principles frequently ▪ Mention of human rights in the media frequently ▪ Human Rights manual used by CSOs in human rights awareness work ▪ Monthly Human Rights updates in Justice and Police newsletter ▪ Quarterly updates in Human Rights Bulletin ▪ Four annual consultations | <ul style="list-style-type: none"> ▪ Conduct consultative stakeholder workshop on National Human Rights Action Plan ▪ Human Rights Action Plan established <p>3. Activity Result</p> <p>Ministry of Justice and Police and selected line Ministries and departments and lawyers have a greater level of awareness of human rights through targeted human rights education.</p> <p>Activity Action</p> <ul style="list-style-type: none"> ▪ Conduct capacity building needs assessment for target groups ▪ Develop targeted training materials (manuals and guidelines) for selected public sector organs and the court system ▪ Produce a Human Rights handbook for the Police, Prosecutors, penitentiary system and lawyers respectively ▪ Provide technical support through UNDP and other UN agencies global knowledge and network | | | X | | | | | specialist Short term consultants Facilities/Printing and production Miscellaneous | 20,000 | |
| | <p>4. Activity Result</p> <p>Police and Prison officers College curricula and training materials, code of ethics and handbook are revised to include international human rights</p> <ul style="list-style-type: none"> ▪ Review of Police and Prison officers college curricula, code of ethics and handbook and make recommendations for revision thereof ▪ Develop training plan and materials ▪ Conduct pilot training for the police and prison officers using | X | X | X | X | | | | International Expertise Human rights legal experts Training institutions Short term consultants Facilities Facilitators Printing and production Miscellaneous | | |
| | | X | | | | | | | Attorney General's Office; Department of Police; Office of the Public Prosecutor; Faculty Law; Department of Prisons; School of Governance; Association of Lawyers | Government of Suriname | |
| | | X | | | | | | | Attorney General's Office; Faculty of Law; School of Governance, Faculty of Law; Bureau for Human Rights; Department for Prison Affairs | Government of Suriname | |
| | | X | X | | | | | | | | Short term consultants Trainers Training institutions Printing and production Facilities Miscellaneous |

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| | <ul style="list-style-type: none"> Four workshops on human rights and advocacy delivered to representatives of CSOs At least four workshops on human rights delivered in the interior | | X | X | X | | | | |
| <p>Output No.2</p> <p>Increased knowledge of the general public and vulnerable groups of their rights under the law and their capacity enhanced to access the justice system and claim those rights.</p> <p>Baseline</p> <ul style="list-style-type: none"> Public awareness is low concerning the system of access to justice and legal aid. It is yet unclear whether or not certain factors (cultural, geographic and physical) impede this access. Society has little understanding of various critical pieces of national legislation and their rights The Bureau for Legal Aid has capacity constraints in provision of legal aid to the poor and disadvantaged <p>Indicators</p> <ul style="list-style-type: none"> Report with recommendations on the system of access to justice and legal aid completed Public sensitization and awareness strategy designed and implemented Public sensitization materials developed and disseminated Media strategy developed Needs assessment study for | <p>1. Activity Result 1</p> <p>System of access to justice and legal aid reviewed</p> <p>Activity Action</p> <ul style="list-style-type: none"> Conduct consultative stakeholder workshop on access to justice and legal aid Provide technical assistance for review of system of access to justice and legal aid <p>2. Activity Result</p> <p>Public knowledge of legal provisions and rights increased</p> <p>Activity Action</p> <ul style="list-style-type: none"> Provide technical assistance for public perception and knowledge study Design a sensitization and awareness strategy and action plan Training, sensitization and awareness materials produced Design and implement media campaign <p>3. Activity Result</p> <p>Capacity strengthening of the Bureau for Legal Aid</p> <p>Activity Action</p> <ul style="list-style-type: none"> Conduct capacity needs assessment for the Bureau Design a capacity strengthening and reform plan for the Bureau | X | X | X | X | Attorney General's Office; Bureau for Legal Aid, Association of Lawyers | UNDP | <p>Short term consultant</p> <p>Training institutions</p> <p>Curriculum development specialist</p> <p>Short term consultants</p> <p>Facilities</p> <p>Facilitators</p> <p>Printing and production</p> <p>Miscellaneous</p> <p>Media consultant</p> <p>Publishing and printing</p> <p>Legal experts</p> <p>Training material/ curriculum</p> <p>Human Rights Legal experts</p> <p>Legal aid experts</p> <p>Institutional development</p> | 25,000. |

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| <ul style="list-style-type: none"> ▪ Suriname's anti-corruption framework in line with regional and international instruments ▪ Anti-corruption education and awareness activities undertaken ▪ Anti-corruption strategy in place ▪ Modalities for operationalizing the anti-corruption legislation defined and institutional roles, responsibilities and networks defined ▪ Mass media campaign to increase awareness regarding corruption and anti-corruption actions | <ul style="list-style-type: none"> ▪ Provide technical support through UNDP global knowledge networks and expertise ▪ Provide assistance for review and final draft of the Anti-Corruption Bill ▪ Provide assistance for operationalizing the Anti-Corruption Bill <p>3. Activity Result Capacity of key officials enhanced and important institutional networks established, and members of Parliament and Council of Ministers aware of anti-corruption measures</p> <p>Activity Action</p> <ul style="list-style-type: none"> ▪ Identify organizations dealing with corruption issues, undertake needs assessment and design capacity strengthening plan ▪ Provide technical support for training of key anti-corruption officials in relevant fields including participation in workshops/seminars/study tours and knowledge networks ▪ Develop awareness strategy for members of Parliament and Council of Ministers ▪ Undertake awareness activities as per strategy <p>4. Activity Result Greater public understanding and awareness of anti-corruption issues created</p> <p>Activity Action</p> <ul style="list-style-type: none"> ▪ Develop and implement a media awareness strategy on corruption and anti-corruption issues ▪ Provide technical support in sensitizing through mass media, in country workshops/seminars and the development of materials | <p>X</p> <p>X</p> | <p>X</p> <p>X</p> <p>X</p> | <p>X</p> <p>X</p> <p>X</p> | <p>X</p> <p>X</p> <p>X</p> | <p>Anti-Corruption Steering Group; Attorney General's Office; Department of Fraud and Economic Crime; Department of Police; Office of the Public Prosecutor</p> <p>Anti-Corruption Steering Group; Attorney General's Office; Department of Fraud and Economic Crime; Department of Police; Office of the Public Prosecutor; Organization of American States (OAS)</p> | <p>Government of Suriname</p> <p>Government of Suriname</p> | <p>Anti-Corruption Expert</p> <p>Media expert</p> <p>Travel</p> <p>Facilities</p> <p>Consultative workshops</p> | |
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| | for information dissemination and public awareness. | | | X | X | | | | |
| Output 4 Satisfactory achievement of the project outputs | <p>Activity Result Adequate human resource capacity and coordination mechanisms for efficient management and timely implementation of project activities</p> <p>Activity Action</p> <ul style="list-style-type: none"> ▪ Advertise and recruit project manager based on the approved Terms of Reference ▪ Prepare and implement Annual Work Plans ▪ Establish Project Board and other coordination and oversight mechanisms ▪ Organize and service periodic Project Board and other meetings and reviews ▪ Prepare quarterly and annual progress and financial reports | X | | | | | Government of Suriname | 50,000 | |
| TOTAL IN USD | | | | | | | | | 276,000 |

V. MANAGEMENT ARRANGEMENTS

The project will be executed by the Ministry of Justice and Police using the National Execution (NEX) modality. The NEX modality is subject to the rules and regulations as laid out in the UNDP's Results Management User Guide. Thus, overall responsibility for project implementation and reporting lies with the Ministry of Justice and Police exercised through a duly-appointed Project Manager.

Project Assurance

Project assurance is the responsibility of each Project Board Member. However the role can be delegated externally. The Project Assurance role supports the Project Board by carrying out objective and independent project oversight and monitoring functions, ensuring that appropriate project management milestones are managed and completed.

Project Team

Project components and activities will be implemented by various partners including the Attorney General's office, the Human Rights Bureau, the Legal aid office, academic institutions, NGO, Foundations and CSOs. The project will be managed by the Project Manager who will be responsible to the Ministry of Justice and Police and UNDP for the efficient implementation of the project. The Project Manager will be supported by the UNDP Governance Programme Manager as well as short term local and international consultants. The Project manager will be provided additional support as necessary such as an Administrative/Finance Assistant and Communications Officer.

In addition the UNDP will assign its Governance Programme Manager to provide support on all areas of technical expertise and procurement thereof and other areas as may be agreed between the parties.

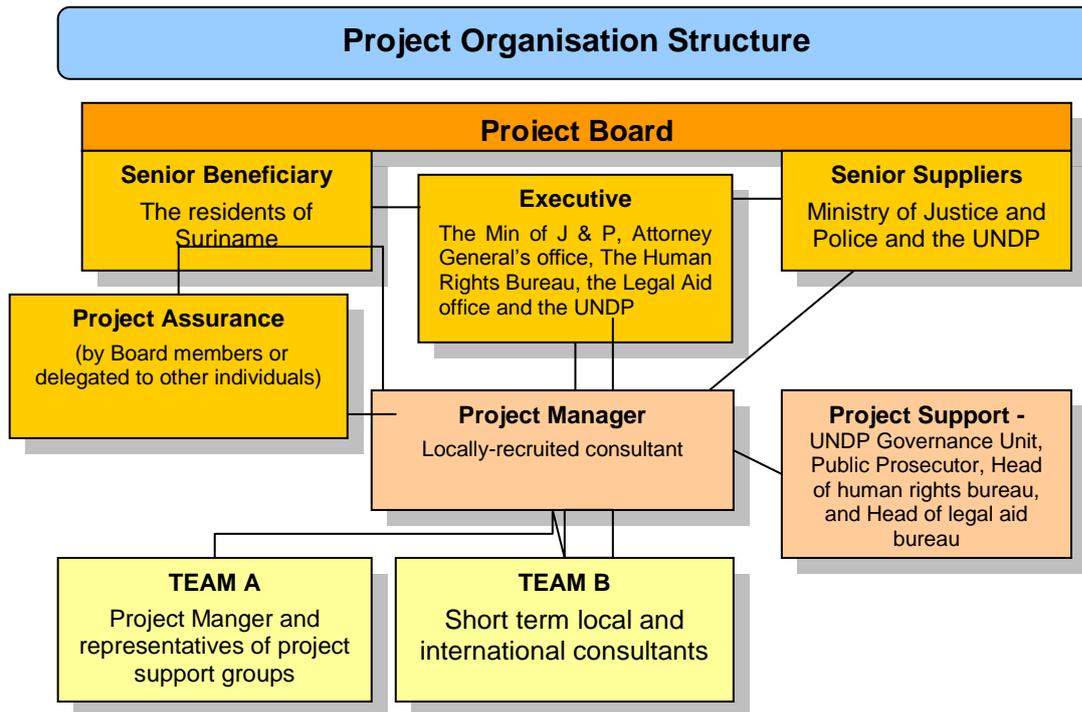
Project Manager

The Ministry of Justice and Police and UNDP will appoint a project manager who has the authority to manage and monitor the project on a day-to-day basis. The Project Manager is accountable to the Ministry of Justice and Police and UNDP for efficient management of the project. The Project Manger's prime responsibility is to ensure that the project produces the results as specified in the project document, to the required standard of quality and within the specified constraints of time, human and financial resources.

Project Board

The Project Board is responsible for making consensus management decisions for the project when guidance is required by the Project Manager, including recommending approval of project revisions. The Project Board will be consulted by the Project Manager regarding decisions related to governance of the project for example regarding time lines, budgetary issues and reviews. The Project Board consists of Project Executive, the Representatives of beneficiaries, and Senior Suppliers. The Project Board oversees the overall project implementation. Membership and scope of the Project Board are specified in the respective Terms of Reference (Annex 1).

The Project Board Executive is ultimately responsible for the Project supported by the Senior Beneficiary and the Senior Supplier. The Senior Beneficiary represents the interests of those who will ultimately use the projects' products. The Senior Supplier represents the interests of those designing and developing the project deliverables and providing project resources



VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP Programme and Operations Policies and Procedures (POPP), the project will be monitored through the following:

- On a quarterly basis, a quality assessment shall record progress towards the completion of key results, based on quality criteria and methods captured in the Quality Management table below.
- An Issue Log shall be activated in Atlas and updated by UNDP Governance Manager to facilitate tracking and resolution of potential problems or requests for change.
- Based on the initial risk analysis submitted (see annex 1), a risk log shall be activated in Atlas and regularly updated by reviewing the external environment that may affect the project implementation.
- Based on the above information recorded in Atlas, a Project Progress Reports (PPR) shall be submitted by the Project Manager to the Project Board through Project Assurance, using the standard report format available in the Executive Snapshot.
- a project Lesson-learned log shall be activated and regularly updated to ensure on-going learning and adaptation within the organization, and to facilitate the preparation of the Lessons-learned Report at the end of the project
- a Monitoring Schedule Plan shall be activated in Atlas and updated to track key management actions/events

Evaluation

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Project Team. As minimum requirement, the Annual Review Report shall consist of the Atlas standard format for the QPR covering the whole year with updated information for each above element of the QPR as well as a summary of results achieved against pre-defined annual targets at the output level.

- **Annual Project Review.** Based on the above report, an annual project review shall be conducted during the fourth quarter of the year or soon after, to assess the performance of the project and appraise the Annual Work Plan (AWP) for the following year. In the last year, this review will be a final assessment. This review is driven by the Project Board and may involve other stakeholders as required. It shall focus on the extent to which progress is being made towards outputs, and that these remain aligned to appropriate outcomes.

Financial Reporting

The project shall be subject to the internal and external auditing procedures of UNDP Suriname.

Quality Management for Project Activity Results

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| OUTPUT 1: Increased knowledge, awareness and skills of decision makers dealing with human rights and international conventions of the United Nations system and enhanced public awareness of their human rights. | | |
| Activity Result 1 (Atlas Activity ID) | Strengthened Bureau for Human Rights | Start Date: January 2009 End Date: December 2009 |
| Purpose | The purpose of the activity is to support the Government of Suriname to strengthen the newly created Bureau for Human Rights to reasonably meet its mandate | |
| Description | The activity will conduct a study on strengthening the Human Rights Bureau and based on the study it will develop a strategy for Strengthening the Bureau for Human Rights and implement aspects of the strategy related to recruitment, job profiles and descriptions and assist in the process of developing and drafting a national human rights plan for Suriname. Included in this activity is the procurement of office equipment by the UNDP so as to assist the Government in furnishing the recently established bureau. | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> ▪ The ability to fulfil preliminary functions of a human rights bureau as per its mandate ▪ The acceptance of the national human rights plan across the public sector | <ul style="list-style-type: none"> ▪ The extent to which the preliminary basic functions of a Human Rights Bureau will be assessed to determine if they have been accomplished as an indicator of quality impact. ▪ The practicality of implementing the National Human Rights Plan at sectoral level will determine the quality | May 2010 |

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| OUTPUT 1: Increased knowledge, awareness and skills of decision makers dealing with human rights and international conventions of the United Nations system and enhanced public awareness of their human rights. | | |
| Activity Result 2 (Atlas Activity ID) | National Human Rights Action Plan developed | Start Date: April 2009 End Date: June 2010 |
| Purpose | The purpose of the activity is to support the Government of Suriname in designing a National Human Rights Plan, according to regional and international standards | |
| Description | The activity will include a review of local human rights legislation; an inventory will be made of the human rights instruments Suriname has signed on to and the obligations the country has to fulfil based on those instruments. A stakeholder's workshop will be held to gather society's views. | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> ▪ The acceptance of the national human rights plan across the public sector | <ul style="list-style-type: none"> ▪ The practicality of implementing the National Human Rights Plan at sectoral level will determine the quality | December 2010 |

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| OUTPUT 1: Increased knowledge, awareness and skills of decision makers dealing with human rights and international conventions of the United Nations system and enhanced public awareness of their human rights. | | |
| Activity Result 3 (Atlas Activity ID) | Ministry of Justice and Police and selected line Ministries and departments and lawyers have greater level of awareness of human rights through targeted human rights training | Start Date: March 2009 End Date: December 2009 |
| Purpose | The purpose of the activity is to ensure that international human rights principles and standards are understood by duty bearers within the Ministry of Justice and Police, selected line Ministries and departments and by lawyers, through the provision of targeted training. | |
| Description | The activity will assess training needs and develop a training programme, materials and modules for the identified duty bearers in order to articulate their respective roles and responsibilities in utilizing international human rights in their daily work. | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> ▪ The clarity and relevance of training needs identified for the Ministry of Justice and Police Sector; the other line Ministries and departments and lawyers will be a key indicator ▪ Legibility and practicality of the training plan will be key indicators for the activity results ▪ The extent to which the training plans, materials and modules respond to the capacity and training needs assessment will used to measure the quality of the activity result ▪ The extent to which the training materials and modules are reflective of international standards at national level | <ul style="list-style-type: none"> ▪ Feedback from final consultative meetings where representatives from Government, Civil Society Organizations and other partners participate ▪ The Project Board will examine the quality of the training plan and training materials against the other training materials in similar jurisdictions and also against the national standards | February 2010 |

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| OUTPUT 1: Increased knowledge, awareness and skills of decision makers dealing with human rights and international conventions of the United Nations system and enhanced public awareness of their human rights. | | |
| Activity Result 4 (Atlas Activity ID) | Police and Prison officers College curricula and training materials, code of ethics and handbooks are revised to include international human rights | Start Date: March 2009 End Date: December 2009 |
| Purpose | The purpose of the activity is to ensure that international human rights principles and standards, with particular emphasis on rights related to arrest, custodial arrest, pre-trial detention, administrative detention, fair trial, judgement and imprisonment are fully incorporated into the curriculum of the Police College, Police and Prison handbooks and codes of ethics. The activity also aims to provide training to the police and penitentiary officers on international human rights specific to their mandate and nature of work. | |
| Description | The curriculum is to be reviewed and recommendations for amending the curriculum provided. The curriculum and related educational and workplace materials will then be accordingly amended. Furthermore, the activity will assess training needs and develop a training programme, materials and modules for the police and penitentiary systems in order to articulate their respective roles and responsibilities in utilizing international human rights in their daily work. | |
| Quality Criteria | Quality Method | Date of Assessment |
| The quality of the review and amendment of the curriculum will be measured against (i) existing legal frameworks in similar jurisdiction, (ii) national policy guidance on legal ethics, (iii) stakeholders' satisfaction and local public opinion. | <ul style="list-style-type: none"> ▪ Feedback from final consultative meetings where representatives from Government, Civil Society Organizations and other partners participating ▪ The Project Board will examine the quality against the other legal frameworks and curriculum in similar jurisdictions and also against the national standards | February 2010 |

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| OUTPUT 1: Increased knowledge, awareness and skills of decision makers dealing with human rights and international conventions of the United Nations system and enhanced public awareness of their human rights. | | |
| Activity Result 5 (Atlas Activity ID) | Members of the Association for Lawyers trained in the use of and advocacy for international human rights | Start Date: January 2010 End Date: May 2010 |
| Purpose | The purpose of the activity is to ensure that international human rights principles and standards are understood by the defence attorney within the private sector through the provision of targeted training. | |
| Description | The activity will assess training needs and develop a training programme, materials and modules and conduct training for the members of the Association for Lawyers in order to articulate their respective roles and responsibilities in utilizing international human rights in their daily work. | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> ▪ The clarity and relevance of training needs identified for the Association of Lawyers will be a key indicator ▪ Legibility and practicality of the training plan will be key indicators for the activity results ▪ The extent to which the training | <ul style="list-style-type: none"> ▪ Feedback from final consultative meetings where representatives from Government, Civil Society Organizations and other partners participate ▪ Feedback from the Association of Lawyers ▪ The Project Board will examine | August 2010 |

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| <p>plans, materials and modules respond to the capacity and training needs assessment will used to measure the quality of the activity result</p> <ul style="list-style-type: none"> ▪ The extent to which the training materials and modules are reflective of international standards at national level | <p>the quality of the training plan and training materials against the other training materials in similar jurisdictions and also against the national standards</p> <ul style="list-style-type: none"> ▪ Feedback from the courts systems ▪ Feedback from sample opinion poll from the Association of Lawyers clients | |
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| <p>OUTPUT 1: Increased knowledge, awareness and skills of decision makers dealing with human rights and international conventions of the United Nations system and enhanced public awareness of their human rights.</p> | | |
| <p>Activity Result 6 (Atlas Activity ID)</p> | <p>Capacity of civil society organizations, community based organizations and media bodies strengthened in human rights and access to justice principles and norms</p> | <p>Start Date: January 2010 End Date: May 2010</p> |
| <p>Purpose</p> | <p>The purpose of the activity is to ensure that international human rights and access to justice principles and standards are understood by the civil society organizations and they are empowered to be able to advocate for human rights on behalf of their communities and citizens.</p> | |
| <p>Description</p> | <p>The activity will assess awareness needs and develop an awareness programme, materials and manuals for civil society organizations working in human rights and principles of access to justice as well as the media in order to articulate their respective roles and responsibilities in utilizing international human rights in their daily work. Furthermore, the activity will conduct training and awareness of the civil society organizations including the media. The activity will also train civil society on how to undertake a human rights media campaign.</p> | |
| <p>Quality Criteria</p> | <p>Quality Method</p> | <p>Date of Assessment</p> |
| <ul style="list-style-type: none"> ▪ The clarity and relevance of training needs identified for the civil society organizations and the media will be a key indicator ▪ Legibility and practicality of the education and awareness plan will be key indicators for the activity results ▪ The extent to which the awareness plans, materials and modules respond to the capacity and awareness needs assessment will used to measure the quality of the activity result ▪ The extent to which the training materials and modules are reflective of international standards at national level | <ul style="list-style-type: none"> ▪ Feedback from final consultative meetings where representatives from Government, Civil Society Organizations and other partners participate ▪ Feedback from the civil society organisations and their clientele ▪ The Project Board will examine the quality of the awareness plan and training materials against the other awareness materials in similar jurisdictions and also against the national standards ▪ Feedback from the courts systems ▪ Feedback from sample opinion poll from community based organizations ▪ The quality of journalism and reporting on human rights will be used to verify the quality and impact | <p>August 2010</p> |

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| OUTPUT 1: Increased knowledge, awareness and skills of decision makers dealing with human rights and international conventions of the United Nations system and enhanced public awareness of their human rights. | | |
| Activity Result 7 (Atlas Activity ID) | Public education and awareness campaign on human rights developed and implemented | Start Date: March 2009 End Date: December 2009 |
| Purpose | The purpose of the activity is to ensure that basic international human rights and access to justice principles and standards are understood and are accessible to the public | |
| Description | The activity will design a media campaign strategy on human rights; develop information, educational, sensitisation and communication materials for conducting public awareness of human rights in Suriname. Electronic media such as the television, radio and internet, conferences, seminars, workshops, public debates, information kiosks will be used to conduct the human rights campaign. It will implement the strategy through engaging civil society, tribal authorities and community based organizations. | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> ▪ The clarity and relevance of the media campaign will be a key indicator, clarity includes clearly identified target groups, issues and roll out plan ▪ Legibility and practicality of the media campaign strategy will be key indicators for the activity results ▪ The modalities used and the tools for delivery of the media campaign will be indicators the quality of the activity result will be measured ▪ There frequency of reporting and discussion on human rights will be a key indicator of quality | <ul style="list-style-type: none"> ▪ Feedback from final consultative meetings where representatives from Government, Civil Society Organizations and other partners participate ▪ Feedback from the civil society organisations and their clientele ▪ The Project Board will examine the quality of the media campaign strategy, the modalities, the tools and language used against the other media campaigns in the region and in similar jurisdictions and also against the national standards of previous campaigns ▪ Feedback from sample opinion poll from communities, citizens and the general public | March 2010 |

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| OUTPUT 2: Increased knowledge of the general public and vulnerable groups of their rights under the law and their capacity enhanced to access the justice system and claim those rights. | | |
| Activity Result 1 (Atlas Activity ID) | System of access to justice and legal aid reviewed | Start Date: June 2009 End Date: December 2009 |
| Purpose | The purpose of the activity is to review the current system of legal access. Despite the existence of the Bureau for Legal Aid, public awareness regarding the system of access to justice, local legislation and citizen's rights is generally low. Review of the system should reveal which factors impede access. | |
| Description | The activity will include a consultative workshop with stakeholders and experts to determine Suriname's system of legal access. International and regional model will also be shared. | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> ▪ The extent to which people know their rights and have access to the judicial system | <ul style="list-style-type: none"> ▪ Feedback from consultative meetings with stakeholders and experts ▪ Feedback from the civil society organisations and society | March 2010 |

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| OUTPUT 2: Increased knowledge of the general public and vulnerable groups of their rights under the law and their capacity enhanced to access the justice system and claim those rights. | | |
| Activity Result 2 (Atlas Activity ID) | Public knowledge of legal provisions and rights increased | Start Date: March 2009 End Date: June 2010 |
| Purpose | The purpose of the activity is to increase the public's knowledge regarding critical pieces of national legislation and their rights | |
| Description | A needs assessment study will be conducted first, after which the activity will design a media campaign strategy on access to justice and rights, develop information, educational, sensitisation and communication materials for conducting public awareness on Suriname's system of access to justice and legal aid. Electronic media such as the television, radio and internet, publications and information kiosks will be used to conduct the campaign. It will implement the strategy through engaging civil society, tribal authorities and community based organizations. | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> ▪ The extent to which people know their rights and have access to the judicial system | <ul style="list-style-type: none"> ▪ Feedback from consultative meetings with stakeholders and experts ▪ Feedback from the civil society organisations and society | September 2010 |

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| OUTPUT 2: Increased knowledge of the general public and vulnerable groups of their rights under the law and their capacity enhanced to access the justice system and claim those rights. | | |
| Activity Result 1 (Atlas Activity ID) | Strengthened Bureau for Legal Aid | Start Date: June 2009 End Date: December 2009 |
| Purpose | The purpose of the activity is to strengthen the capacity of the Bureau for Legal Aid to effectively fulfil its mandate and perform in accordance to international human standards on access to justice and protection of human rights through the ability of the poor and disadvantaged people to access legal assistance | |
| Description | The activity will conduct a needs assessment exercise for the Bureau for Legal Aid by conducting a study on capacity needs including benchmarking, study tours and networking with other legal aid facilities in the region. Based on the study and capacity developing plan, assistance will be provided to the Bureau for Legal Aid to implement the plan. | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> ▪ The number of legal staff employed or supporting the staff ▪ The decrease of backlog of cases ▪ The extent to which the functions of the Bureau have been streamlined | <ul style="list-style-type: none"> ▪ Feedback from final consultative meetings where representatives from Government, Civil Society Organizations and other partners participate ▪ Feedback from the civil society organisations and the Bureau's clientele ▪ The Project Board will examine the quality of the capacity strengthening plan based on the made and functions of the Bureau and in comparison with other entities in the region and/or elsewhere that perform the same of similar functions | April 2010 |

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| OUTPUT 3: Effective public institutions for the prevention and management of corruption, and the public sensitized to the negative development impacts and mechanisms for preventing and managing corruption. | | |
| Activity Result 1 (Atlas Activity ID) | Provide support for capacity strengthening of the Inter-Ministerial anti-corruption Steering Group to undertake its functions | Start Date: March 2009 End Date: December 2009 |
| Purpose | The purpose is to assist the government in producing rules and procedures for the Inter-Ministerial Steering Group and to assist the Steering Group in developing and operationalizing the Anti-Corruption strategy (including the Bill once it is adopted as law). Existing constraints and gaps will be identified and a plan will be developed to strengthen existing institutions through technical empowerment. The purpose of this activity is to assist the Steering Group in becoming capable enough to undertake its functions | |
| Description | Activities will include training and technical support through the UNDP global knowledge network; study tours for the members of the Steering Group to liaise with their regional/international counterparts and technical support for the design and implementation of the anti-corruption strategy | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> ▪ Compliance with international standards of establishing anti-corruption commissions and recognition of the local culture | <ul style="list-style-type: none"> ▪ Feedback from final consultative meetings where representatives from Government, Civil Society Organizations and other partners | February 2010 |

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| <p>in Suriname will be key indicators to the quality of the strategy and the action plan</p> | <p>participate</p> <ul style="list-style-type: none"> ▪ Feedback from the civil society organisations and their clientele ▪ The Project Board will examine the quality of the rules and procedures from an international and regional law and institutional development perspectives and the extent to which the rules and procedures are not in conflict with Suriname practice and culture in establishing institutions. ▪ Feedback form the primary duty bearers | |
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| <p>OUTPUT 3: Effective public institutions for the prevention and management of corruption, and the public sensitized to the negative development impacts and mechanisms for preventing and managing corruption.</p> | | |
| <p>Activity Result 2 (Atlas Activity ID)</p> | <p>Suriname's anti-corruption framework aligned with regional and international instruments</p> | <p>Start Date: March 2009 End Date: December 2009</p> |
| <p>Purpose</p> | <p>The purpose of the activity to assist the Steering Committee to design an Anti-Corruption Bill (and strategy) which fully meets regional and international standards for anti-corruption measures and issues</p> | |
| <p>Description</p> | <p>The activity will include technical assistance from the UNDP to conduct an anti-corruption public perception study; the UNDP will also assist the Government in ratifying and operationalizing the UN Convention against Corruption and support fulfilment of reporting and other obligations under the Inter-American and UN Anti-Corruption conventions. Regional and International anti-corruption strategies will be shared so as to assist the Government in drafting and approving a national Anti-Corruption Bill which fully meets regional and international standards.</p> | |
| <p>Quality Criteria</p> | <p>Quality Method</p> | <p>Date of Assessment</p> |
| <ul style="list-style-type: none"> ▪ Compliance with international standards and anti-corruption legal principles and institutional frameworks to implement anti-corruption law will be key indicators to the quality of the recommendations | <ul style="list-style-type: none"> ▪ Feedback from final consultative meetings where representatives from Government, Civil Society Organizations and other partners participate ▪ Feedback from the civil society organisations and their clientele ▪ The Project Board will examine the quality of the recommendations benchmarked against international principles and norms. | <p>March 2010</p> |

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| OUTPUT 3: Effective public institutions for the prevention and management of corruption, and the public sensitized to the negative development impacts and mechanisms for preventing and managing corruption. | | |
| Activity Result 3 (Atlas Activity ID) | Capacity of key officials enhanced and important institutional networks established, and members of Parliament and Council of Ministers aware of anti-corruption measures | Start Date: June 2009 End Date: March 2010 |
| Purpose | The activity aims to enhance the capacity of primary and some secondary duty bearers dealing with corruption, as well as enhance their knowledge on anti-corruption measures | |
| Description | The activity will identify organizations dealing with corruption issues, conduct of capacity needs and develop of capacity enhancement plans. It will also provide support for training of key anti-corruption officials in relevant fields through participation in workshops/seminars/study tours and support institutional networking. The activity will develop an awareness strategy for members of Parliament and Council of Ministers and undertake awareness activities. | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> ▪ The level of the quality of Parliamentary discussions will determine the quality of the activity. | <ul style="list-style-type: none"> ▪ Feedback from final consultative meetings where representatives from Government, Civil Society Organizations and other partners participate ▪ Feedback from the civil society organisations and their clientele ▪ The Project Board will examine the capacity and awareness plans, as well as the materials to be used in capacity enhancement. ▪ Feedback from Parliamentary discussions | September 2010 |

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| OUTPUT 3: Effective public institutions for the prevention and management of corruption, and the public sensitized to the negative development impacts and mechanisms for preventing and managing corruption. | | |
| Activity Result 4 (Atlas Activity ID) | Greater public understanding and awareness of anti-corruption issues created | Start Date: June 2009 End Date: December 2009 |
| Purpose | The purpose of the activity is to ensure that the public understands the basics regarding corruption and the measures they can take to eliminate it | |
| Description | The activity will design a media campaign strategy on corruption; develop information, educational, sensitisation and communication materials for increasing public awareness regarding the issue. Mass media, in country workshops and seminars and public debates will be used to conduct the human rights campaign. | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> ▪ The clarity and relevance of the media campaign will be a key indicator, clarity includes clearly identified target groups, issues and roll out plan ▪ Legibility and practicality of the media campaign strategy will be key indicators for the activity results ▪ The modalities used and the tools | <ul style="list-style-type: none"> ▪ Feedback from final consultative meetings where representatives from Government, Civil Society Organizations and other partners participate ▪ Feedback from the civil society organisations and their clientele ▪ The Project Board will examine the quality of the media campaign strategy, the | March 2010 |

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| <p>for delivery of the media campaign will be indicators the quality of the activity result will be measured</p> <ul style="list-style-type: none"> ▪ There frequency of reporting and discussion on corruption will be a key indicator of quality | <p>modalities, the tools and language used against the other media campaigns in the region and in similar jurisdictions</p> <ul style="list-style-type: none"> ▪ Feedback from the general public | |
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| OUTPUT 4: Satisfactory achievement of the project outputs | | |
| Activity Result 8 (Atlas Activity ID) | Adequate human resource capacity and coordination mechanisms for efficient management and timely implementation of project activities | Start Date: March 2009 End Date: February 2011 |
| Purpose | The purpose of this activity is to ensure that activities within this project are carried out in a satisfactory manner. | |
| Description | The Project Manager will liaise with the UNDP Country Office on substantive programme implementation matters; administrative management and financial management of the project. In terms of strategic planning and implementation of the project, the Project Manager will receive guidance and direction from the Project Board and report to the Project Board. The UNDP Results Management Users Guide shall be used as the guide for UNDP programming procedures. | |
| Quality Criteria | Quality Method | Date of Assessment |
| <ul style="list-style-type: none"> ▪ Quality of the Project Manager will be linked to fulfilment of the elements contained in the ToR | <ul style="list-style-type: none"> ▪ Feedback from actors involved within the project ▪ The Project Board will examine the quality against the Terms of Reference | February 2010 |

VII. LEGAL CONTEXT

This Project Document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Suriname and the United Nations Development Programme, signed by the parties on 29th of April 1978.

Consistent with the Article III of the Standard Basic Assistance Agreement, the responsibility for the safety and security of the executing agency and its personnel and property, and of UNDP's property in the executing agency's custody, rests with the executing agency.

The executing agency shall:

- a) put in place an appropriate security plan and maintain the security plan, taking into account the security situation in the country where the project is being carried;
- b) assume all risks and liabilities related to the executing agency's security, and the full implementation of the security plan.

UNDP reserves the right to verify whether such a plan is in place, and to suggest modifications to the plan when necessary. Failure to maintain and implement an appropriate security plan as required hereunder shall be deemed a breach of this agreement.

The executing agency agrees to undertake all reasonable efforts to ensure that none of the UNDP and other funds received pursuant to the Project Document are used to provide support to individuals or entities associated with terrorism and that the recipients of any amounts provided by UNDP and other sources hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999).

VIII. ANNEXES

Annex 1: Terms of Reference for the Project Board

1. Institutional Background

The Project Board (PB) is being established to oversee and direct project implementation and in conformity with the project execution modality. The project is Nationally Executed (NEX) according to UNDP guidelines with the Ministry of Justice as executing agent.

1. Membership of the Project Board

The management of the project shall be administered by the Project Board, which shall consist of:

- (a) The Minister of Justice and Police or his/her alternate (Chairperson);
- (b) The Attorney General or his/her alternate;
- (c) The Chairperson of the Inter-Ministerial Anti-Corruption Steering Group or his/her alternate
- (d) The UNDP Country Director;
- (e) The Project Manager.

3. Meetings of the Project Board

- 1) The Project Board shall meet on a 6-monthly basis or as required by the Chairman as the need arises.
- 2) Every Project Board meeting may be called to take place at such date, venue and time as may be determined by
 - (a) The Chairperson; or
 - (b) Any four (4) members of the PB.
- 3) Written notice of a meeting of the Project Board shall be given by project manager to each member of the Committee at least seven (7) days (or such other period as may be unanimously agreed upon by the members of the Board members) before the time appointed for the holding of the meeting.
- 4) Notice of a meeting given under sub-paragraph (1) shall be accompanied by an agenda.
- 5) Three (3) members of the Project Board shall constitute a quorum for the transaction of the business of a meeting of the Committee if at least one (1) Government and one (1) UNDP representative is present.
- 6) In the event of a lack of quorum the meeting stands adjourned for such period as the members present may agree to and shall set another time convenient.
- 7) At a meeting of the Project Board the Chairperson shall preside; or
 - (a) If the Chairperson is absent one of the remaining members of the Project Board may be chosen by the members present at the meeting to preside.
 - (b) The Project Manager should be present as observer and to report on the progress of the project, and is responsible as well for providing the written progress report to Project Board members at least 3 days before the meeting takes place.
- 8) All decisions shall be recorded in the minutes of the respective Project Board meeting;
- 9) All minutes shall be approved at the beginning of subsequent Project Board meeting.
- 10) The Project Board shall oversee the implementation of the project including:
 - (a) Setting strategic directions and guidelines in the implementation of the project, approving strategies and plans in the implementation of the project.

- (b) Shall comment on and endorse work plans submitted by the project manager;
- (c) Provide instructions and guidance to the project manager on the coordination of project implementation;

Annex 2: Terms of Reference for the Project Manager

1. The Project Manager (PM) will be responsible for the satisfactory achievement of the project outputs. The PM will liaise with UNDP Country Office Management through the designated Programme Officer on substantive programme implementation matters. In terms of strategic planning and implementation of the project, the PM will receive guidance and direction from the Project Board and report to the project board.
2. He/she will take responsibility for supervision of the project personnel, administration and financial status reports of the project.
3. He/She will provide project progress and financial reports to the Board on a 6-monthly basis.
4. The UNDP Results Management User Guide shall be used as the guide for UNDP programming procedures on matters relating to project implementation, reviews, monitoring and evaluation. For matters relating to administrative and financial management of the project the PM shall be guided and supported by the programme officer handling this project in UNDP.
5. **Key Tasks and Responsibilities:**
 - (a) Manage and coordinate the recruitment of all project personnel or consultants including editing the drafted of terms of reference by the UNDP;
 - (b) Prepare and manage the implementation of a 6-monthly work plan for the project in accordance with the project document;
 - (c) Manage the orientation and briefings for new project personnel or consultants;
 - (d) Provide overall management of logistics and administrative management of project activities;
 - (e) Provide overall management of financial aspects of the project;
 - (f) Exercise the overall project coordination and implementation responsibilities for the achievement of project objectives, including the proper planning of workflow and financial oversight for optimal utilization of resources;
 - (g) Monitor the implementation of designated project components, analyze problems that hamper their implementation and take appropriate measures so as to ensure timely delivery of required inputs and achievement of results;
 - (h) Regularly report to and provide other inputs for the meetings of the Project Board, as well as other meetings concerning design, implementation, monitoring and evaluation of designated project components, and advises relevant counterparts accordingly.
 - (i) Provide input for the assessment of development impact by individual project interventions using a variety of monitoring and evaluation techniques.
 - (j) Oversee development of exit strategies (as applicable) for individual project components and streamline those in national structures and programmes in a sustainable manner.
 - (k) Liaise with the UNDP Country Office as well as other UNDP -funded programmes and projects to ensure synergies in substantive and operational issues pertaining to project implementation and results-based management.
 - (l) Maintain close cooperation with relevant Government bodies, UN Agencies and other development partners to ensure effective communication and follow -up on matters related to project activities.

- (m) Monitor and oversee the advocacy and mass media outreach activities, and ensure wide dissemination of project results.
- (n) Supervise and advise project staff of specific project interventions.
- (o) Follow up on any recommendations/decisions or advice provided by the Project Board.

| ID | Risk Description | Category | Impact Probability | Counter Measures/Mitigation Response | Owner | Author | Date Identified | Last Update | Status |
|----|-------------------------------------------------------------|----------------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------|--------|-----------------|-------------------------------------|--------|
| 1 | Change in resource persons within the project support group | Organisational | The project output will not be delivered as planned | The project support group needs to be encouraged to continue till the end of at least year two of the project | Ministry of Justice Project Assurance | UNDP | September 2009 | N/A the project has not yet started | |
| 2 | Change in leadership at the Ministerial Level | Strategic | The project will become less of a priority and thereby resulting in slow progress implementation of the Implementing agency | Frequent project board meetings between all senior project management to emphasize the relevance of the project activities to the development of Suriname | The Project Board | UNDP | September 2009 | N/A the project has not yet started | |