



Government of Suriname

United Nations Development Programme

Country: SURINAME

Project Document

Project Title Strengthening of the Election Administration, Democracy and Governance in Suriname

UNDAF Outcome(s): Governance systems are enhanced through participatory planning and monitoring, public sector reform, legal reform and protection

Expected CP Outcome(s): More effective participation of citizens in decentralized planning, decision-making, implementation and monitoring

Expected Output(s):
(Those that will result from the project)

1. Training of Electoral authorities
2. Voters' education
3. Assessment report on electronic voting in Suriname
4. Reports on discussions on post-electoral strengthening

Executing Entity: UNDP

Implementing Agencies: Ministry of Home Affairs; OKB

Brief Description

In view of the forthcoming free and fair elections of 25 May 2010, the Government of Suriname is undertaking steps for institutional improvements to the electoral administration and strengthening of the Electoral Management Teams at national and local level responsible for the preparation and organization of the forthcoming elections. In addition, there are already efforts undertaken for intensifying electoral education to ensure that the population at large is well-informed of the importance to participate in the elections and to provide all relevant information on the elections and its processes. This project will assist in the funding of the costs of the necessary external experts/trainers and related expenses, executed by the Electoral Secretariat under policy oversight of the Electoral Commission within the Ministry of Home Affairs which coordinates the electoral process and operates as a centre for the implementation of the Electoral Master Plan for the General Elections in 2010. The project will also foresee in supporting OKB in its role of independent verification of various electoral processes.

Programme Period:	2009 - 2011	Total resources required	417,786
Key Result Area (Strategic Plan)	Democratic Governance	Total allocated resources:	394,066
Atlas Award ID:		• Regular (UNDP TRAC)	100,000
Start date:	05 March 2010	• Other:	
End Date	31 December 2011	○ Donor (IDB)	275,113
PAC Meeting Date	9 March 2010	○ Government	18,953
Management Arrangements	Direct Execution	Unfunded budget:	23,702
		In-kind Contributions	

Agreed by (Government):

Minister of Planning and Development Cooperation Date

Agreed by (Implementing Agent):

Minister of Home Affairs Date

Agreed by (UNDP):

Resident Representative Date

I. SITUATION ANALYSIS

The Republic of Suriname has made steadfast progress towards consolidating the regained democracy, after years of political and economic instability, including two military coup d'états in 1980 and 1990. Since 1991, democratic elections have been held regularly, organized and conducted in an overall satisfactory manner. However, although Suriname has been successful in avoiding violent political conflicts, ethnic and political fragmentations remain as challenges in the consolidation of democratic governance processes¹. A Needs Assessment Mission deployed to Suriname from 8 to 13 June 2009, undertaken by the UN Electoral Assistance Division, Department of Political Affairs likewise emphasized, that there are a number of issues, both systemic and specific to current trends that have the potential to undermine democratic processes². The mission recognizes at the same time, that there seems to exist a comparatively widespread access and opportunity for inclusion and participation in political processes. Perhaps the most striking observation made by the mission was the universal commitment to doing whatever it takes to strengthen democracy.

The Multi-Annual Development Programme of Suriname for the period 2006 – 2011 also stresses upon the need to institutionally strengthen democratic governance institutions with monitoring, management and control functions in order to be able to guarantee good governance³. The UN Common Country Programme Action Plan (CCPAP) similarly underscores the need for enhancing the capacities of Government and non-state actors to formulate and implement policies, legislation and standards that ensure the provision of effective public services⁴, which will include services to guarantee free, fair and secret elections.

Suriname has a parliamentary democracy with elements of a presidential system, based on the revised Constitution of 1992. The legislative branch of government consists of a 51-member unicameral National Assembly, elected for a five-year term. The president, who is elected for a five-year term, heads the executive branch. Elections for local representative bodies (resort and district councils) are held simultaneously with the national parliamentary elections.

In conformity with relevant provisions in the Constitution of the Republic of Suriname, the Government of Suriname, being the highest institution in the executive power, is committed to guaranteeing the political democracy. Guaranteeing political democracy, which is characterized by the participation of the entire population in establishing and maintaining a democratic political system, as well as participation in legislation and administration aimed at the maintenance and expansion of the political system, constitutes a major pillar of the governing order. Accordingly, the Government will provide for the conditions within which the participation of the people in general and free elections by secret ballot for the composition of the various representative organs and of the Government will be possible.

In accordance with the Constitution, Article 86 of Decree 80 of 29 September 1987, and the Electoral Law - providing for the election of members of the people's representative institutions in Suriname for a period of five years - the President has announced that the next general and free elections by secret ballot in Suriname will take place on 25 May 2010.

The Government has committed itself to ensuring that the administrative, technical and organizational preparations for these general and free elections by secret ballot will commence in a very earlier stage. Currently, the preparations for the 2010 elections are on schedule,

¹ UNDP Country Programme Document 2008 – 2011

² Final Needs Assessment Mission Report UN EAD, July 2009

³ Meerjaren Ontwikkelingsplan 2006 – 2011; Strategie voor Duurzame Ontwikkeling

⁴ Common Country Programme Action Plan (C-CPAP) for the period 2008 – 2011 between the Government of Suriname and participating UN Agencies

coordinated by the various institutes responsible for the organization of the elections. For a fuller representation of the electoral working structure, please refer to Annex 1.

One of the major actors in organizing the electoral processes is the Ministry of Home Affairs (MHA) which coordinates various bodies that are implementing the extensive electoral work, among others:

- The Main Suriname Elections Commission which has a permanent staff of 45 people
- The Central Main Polling Station (CHS)
- 10 District Management Teams and Staff persons covering about 30 persons per districts (300 persons in total), and
- 10 Main Polling Stations cover in total 100 persons and the 579 polling stations covering 5.790 persons.

The staff of the General Secretariat for the Elections is working towards implementation of all the planned activities leading up to the elections but has so far faced constraints in a range of areas such as legislation; the coordination of the work, limited experience with electoral processes; inadequate managerial, logistical and data processing skills; and the lack of adequate and sufficient equipment.

Strengthening the electoral apparatus will require intensive capacity building activities, particularly for new staff in abovementioned bodies but also updating of workers with past experience, and furthermore the use of more adequate equipment and processes that are better in line with actual circumstances and that can take advantage of the modern technologies.

The Independent Electoral Council (Onafhankelijk Kiesbureau, OKB) is another important actor in the electoral process in Suriname. Its role is to observe the organization and conduct of electoral processes, and based on these observation, declare the results of the elections binding (or not). This domestic observation role is implemented through the deployment of electoral observers ('toezichthouders') who are physically present to observe at all voting locations. Moreover, the OKB also monitors various processes and procedures before, during and after elections day. Continuous training and upgrading of OKB members and observers is therefore another key element in the electoral process.

Another crucial area for strengthening is that of civic education and awareness about electoral processes, inclusion and participation. This project will therefore focus on four major components:

1. **Institutional capacity strengthening** of the Ministry of Home Affairs and of the national and regional Electoral Management Teams in the field of electoral organization and electoral management, through training in electoral organization management, technical assistance for the electoral organization and increased use of electoral management tools;
2. **Civic and voters education** to ensure the highest possible voter turnout and correct voting, by a continuous and adequate flow of electoral information and education to the general public, with particular attention for new voters
3. **Exploring the pros and cons of electronic voting** and assess the possibilities of introducing electronic voting in Suriname
4. A **post-electoral component** which will provide continued support to the strengthening of electoral systems in Suriname and consolidation of the positive experiences.

Component 1: Institutional capacity strengthening of the Ministry of Home Affairs and of the Central and District Electoral Management Teams in the field of electoral organization and electoral management.

The General Secretariat for the Elections of the Ministry of Home Affairs is currently implementing the overall pre-electoral programme leading up to the national and regional elections, with clear predetermined results to be delivered according to a strict schedule prescribed by the election legislation. However, there still is a definite need for the upgrading of management, administrative, logistics and technical skills and technically appropriate material inputs. The

expertise to make sure that these inputs are put to work effectively needs strengthening, among others because there are new staff members involved in the electoral processes.

Training of staff and the reorganization of structures in order to ensure the effectiveness of a new sustainable structure and function is a must. It is also necessary to ensure the retention of the existing trained personnel by the provision of appropriate and improved emoluments and working conditions. In total 7745 persons will be involved in this Electoral Training Project.

At the same time, longer-term changes such as the legal framework, the management and administrative structures, the equipment needs etc. for a permanent Registration/Elections institution, i.e. the sustainability of the registration and electoral structures and processes need to be considered.

Component 2: Civic and voters education

A fundamental element of successful elections is the awareness and understanding among the general population of the crucial significance of electoral processes and voting in particular, to ensure democracy in Suriname and to strengthen the democratic institutions and their legitimacy. In addition, voters need to be educated to better understand 'how to' vote, thus keeping the number of invalid votes to a minimum. Suriname has a very diverse population and many languages are spoken on a daily basis. In addition, rural and Interior areas are difficult to reach, and written information or newspapers do not always address the information needs of the rural and Interior population. These factors must be taken into account when providing electoral information. Support is therefore needed to address these complicated matters around effective information and education about the elections.

A Commission for Electoral Education has meanwhile been established which is in urgent need of support for its activities.

Component 3: Electronic voting

The traditional voting method of manually coloring the box of the preferred candidate on a paper ballot is currently used in Suriname, both for the elections of the National Assembly (parliament) and for the regional representative bodies (municipality councils). Counting of votes is done manually and publicly in front of observers from the Independent Electoral Council (OKB) and the public, including representatives of political parties. However, due to the great geographical spreading of voting stations, particularly in the difficultly accessible Interior areas of the country, the traditional manual voting and counting also brings along high costs of transporting voting station personnel and observers. In addition, the results of remote voting stations can come in late, thus delaying the official electoral results and leaving room for speculations.

Electronic voting may bring improvements in certain aspects of the electoral organization in Suriname, and such opportunities need to be explored before informed decisions can be made in favor or against electronic voting in Suriname. Such decisions need to benefit from theoretic research, exchange of experiences with countries that do have the various methods of electronic voting in use, and practical experience in other countries as well on the technical feasibility but also on subjective perceptions and skills of voters.

The Ministry of Home Affairs will therefore implement a small subprogram on e-voting consisting of:

- A. Conduct a technical workshop to be informed and discuss various forms of electronic voting, their advantages and disadvantages, and an initial assessment of their feasibility;
- B. Conduct of a simulation experiment with electronic voting. The participation of the voters will be on voluntary basis;
- C. Experts' exchanges on voting systems between Suriname and befriended countries that have experience with electronic voting, in particular Brazil, India, Netherlands and USA. In this regard, a study tour to Brazil has already been conducted in the period 3 – 7 August 2009 to learn from Brazil's experiences with implementing a country-wide system of electronic voting, especially in remote interior areas, and automated counting of the votes.

Component 4: Post-electoral support to strengthen electoral systems

Strengthening electoral systems requires much additional efforts, in addition to improving knowledge and skills. The situation in the country changes, there are population shifts, new insights in efficiency and effectiveness of electoral organizations, new technologies, etc. The existing systems, legislation, administration, etc. therefore need to be continuously reviewed and improved, thus contributing to even higher quality of elections and democracy, ensuring continuity and consolidating the gains from the positive experiences from these and past elections, while learning from challenges and obstacles. This project therefore foresees in post-electoral activities that will focus on multi-stakeholder dialogue around lessons-learned.

II. STRATEGY

The Needs Assessment Mission undertaken in July 2009 has made a number of recommendations related to abovementioned components of strengthening electoral processes in Suriname. In response to these recommendations, technical assistance was already provided by two international electoral experts in the period August – September 2009. The recommendations of the Needs Assessment Mission were:

Related to the Civil Registry Bureau and the Voters' List:

- Technical assistance should be provided for the evaluation and procurement of new and appropriate technologies that can result in a secure, more stable voters' database. Technical assistance should also include capacity building to determine corresponding suitable routines for data collection and entry aimed at improving the overall conditions and quality of the Civil Register and consequently, the Voters' List.
- Assistance provided prior to elections should focus primarily on evaluation of the current processes and review of options of context-appropriate technology currently available. It should also include a review of the regulatory framework to ensure that potentially selected technology and new procedures are fully in compliance with such framework, or that the framework be modified accordingly before any procurement is done.
- An advisor should conduct an immediate assessment to determine which steps to improve the database are possible before the elections and which need to wait until after. For the longer term, an overhaul of the systems for Civil Registration and the production of the Voters' List is recommended to be completed in an acceptable timeframe so that these are tested, approved and in place at least a year before 2015 elections.

Related to the production of ID Cards:

- The mission recommends assistance and technical support to evaluate the existing equipment and technology used to produce ID cards aimed at identifying context-appropriate new options that can result in improved, cost-effective and safer cards after the 2010 elections.
- Depending on levels of funding, procurement of such technology could be explored, always prioritizing national ownership.

Related to the production, exhibition and corrections to the voters' list:

- Technical support in this area needs to be invested in assisting the timely and widespread distribution of the preliminary voters' lists.
- Given that registration drives will be concurrent with the publication of the list, should it be necessary, dissemination of information on routes and schedules of registration crews should also be supported.
- In addition, outreach efforts should be intensified to clarify requirements for verification of status and what documentary support is needed to report changes.

Related to the Central Office of the Deacon of Commissioner, all other District Commissioners and the Distribution of the Voters' Cards:

- The mission strongly recommends supporting technical and administrative improvements aimed at increasing security and accuracy of the Civil Registry and the Voters' List, thus reducing the number of voters' cards issued to non-active or non-existent voters.
- The mission recommends that the channels of distribution of voters' cards are used to disseminate voter education materials such as leaflets, pamphlets, etc.

- The mission also recommends supporting efforts connected with improving knowledge and motivation of staff and voters on how to report relevant changes, especially by informing the public “how, where and when” they can use the distribution of cards to put forward information for the CBB Offices.

Related to training:

- The provision of technical assistance related to training is strongly advised. It should contribute to the development of new training methodologies including training of trainers when numbers of trainees require cascade training.
- It should also cover the introduction of adequate tools aimed at improving prevalent practices related to the administration of the electoral processes such as assistance for the incorporation of participatory training activities and the development of user-friendly manuals, checklists and other materials.

Related to standardization of procedures and institutional coordination:

- Although there is a formal definition of roles and responsibilities of each institutional actor, clarification of how this is practically implemented is needed and clearer, better definition of institutional roles and tasks needs to be instituted and adhered to so that standard practices duly comply with procedures established by law

Related to an administrative review of procedures:

- An administrative review of the legal and regulatory framework concerning elections in Suriname needs to be generally undertaken, and a Committee has already being appointed by the Minister of Home Affairs. External support could be maintained on improving those administrative procedures that can be set in place without legislative reform. Additional items for this administrative review may include:
 - Review recruitment criteria for mobile registration, card distribution and polling staff
 - Allow for preliminary/supplementary changes in the civil registry data based on information gathered during distribution of voter cards
 - Ballot paper design, early distribution of ballot paper specimens to political parties and the public
 - Inclusion of party monitors at all levels of polling and distribution of copies of Official Result Acts
 - Paper trail and proper documentation of security of sensitive material
 - Improve conditions, simplify procedures and provide tools for counting and compilation of results, etc.
- The mission also recommended that should a direct request be submitted to the UN for advice on matters related to electoral reform, this should be considered for after the 2010 elections, when a conducive environment for long-term political discussions is more likely, rather than when partisan campaigns are on-going.

Related to voters education and information:

- Based on the calendar of activities planned for the second half of 2009, technical assistance should begin as soon as possible. Information items that need to be addressed include:
- “Check the list”, “report the changes of address”, “get an ID card”, etc. All of these connected with the CBB registration drive planned for deployment from July 2009. Target audiences need to include first time voters, women, and products need to be devised taking into account the various languages used in Suriname.

- Closer to elections date, using the channels of voter cards distribution may become useful to also distribute voter education materials and messages. This would entail thorough training of distribution staff
- Messages and products on the system of representation, how representatives to the national assembly are elected and the mechanics of the seat assignments are also necessary, e.g. through manuals and workshops and other means to explain them
- Resort Councils elections: the use of the ballot paper and its current layout, add to the level of complexity voters face on Election Day. Taking into consideration that the indirect election of the President has gone to the District Council level vote (“General Assembly” vs. National Assembly), only highlights the importance of improving voters’ understanding of this process
- Specific products and messages for explaining the ballot paper and the requirements for a valid vote should be a priority.

OBJECTIVES AND RESULTS

Taking these recommendations into account, this project will have as its overall objective, to strengthen the managerial capacity of the Ministry of Home Affairs in general, and that of the Electoral Management Teams at central and district level in particular, for increased effectiveness and efficiency in the preparation, organization and management of the forthcoming election, and to guarantee the best quality of the process and results of the elections.

Specific objectives (and components) are:

1. **Training:** To strengthen the capacity of the Ministry of Home Affairs and of the national and regional Electoral Management Teams in the field of electoral organization and electoral management, through training in electoral organization management, technical assistance for the electoral organization and increased use of electoral management tools;
2. **Voters education:** To ensure the highest possible voter turnout, by a continuous and adequate flow of electoral information and education to the general public, with particular attention for new voters, and to contribute to effective education of the population in general and voters in particular, of the importance of participation in democratic electoral processes and to achieve a maximum of valid votes;
3. **Electronic voting:** To facilitate informed decision-taking on the opportunities and feasibility of electronic voting in Suriname
4. **Post-electoral component.** To strengthen learning and potential application of lessons-learned in future elections, through analysis and discussions on issues related to the electoral system in Suriname.

The main expected results of the project are:

1. Improved quality, effectiveness and efficiency of the organization of the elections by the electoral authorities, with specific focus on sustainable improvement of the electoral register
2. Increased awareness and involvement of the electorate in the elections
3. Increased awareness on the pros and cons of implementing an electronic voting system in Suriname
4. Analysis and lessons learned from these and past elections and electoral systems, with a view of further improvement of the system in Suriname.

ACTIVITIES

Component 1 – Training of electoral management authorities

- a. To hire an electoral expert (i) to assist the Ministry of Home Affairs in selection and hiring of training experts based on terms of reference, contracts and supporting documents to provide trainings to all bodies involved in the management of the elections, particularly the Electoral Management Team of the Ministry, the District-Commissioners and their staff persons, the members of the Main Polling Stations, the members of the field Polling Stations, and (ii) to supervise the contracts and control the quality of the training deliverables.
- b. To produce training modules and to train the Electoral Management Team in electoral legislation.
- c. To produce training modules and to train the Electoral Management Team in electoral systems.
- d. To produce training modules and to train the Electoral Management Team in electoral administration and organization.
- e. To produce management tools, to provide training in project management, and to coach the Electoral Management Team in the monitoring of the electoral activities in accordance with the Electoral Toolkit and the Electoral Calendar.
- f. To produce training modules and to train the District-Commissioners and their staff persons, the members of the Main Polling Stations and the members of the polling stations.
- g. Related to the work of OKB:
 - Updating of the Handbook for Electoral Observation
 - Training of OKB members and electoral observers (toezichthouders)
 - Support for the deployment of electoral observers to all voting stations in the country.

Training will mainly take place as on the job training and will be offered in areas such as legal matters, activity planning for an electoral event, management, data management, accountability procedures, reporting mechanisms, computer hardware management and programming. Where appropriate, training materials and manuals will be developed for use in the training course.

The recruited experts, consultants and advisors will be working closely with the local staff to train them in project administration and computer management. Training by professional consultants will help ensure professionalism, and provide additional authority and credibility of the General Secretariat for the Elections for its present and future functions.

Trainees would be expected to perform their job independently and in turn, be able to train other staff members. The transfer of technology would be a continuous process so that if personnel resign or leave their positions, others would be available as replacements and could be trained in a simple and efficient manner. The training materials that are produced would also help train future staff members.

Part of the financial assistance within this component on strengthening of the electoral authorities will be dedicated to the procurement of ballot paper.

The project outputs for Component 1 will be:

1. A well trained Electoral Management Team within the Ministry with the necessary knowledge and skills to ensure the smooth organization and management of free and fair elections
2. 11 well trained District Commissioners and staff in their role as District Electoral Management Team and the District Commissioner as the Chairperson of the Main Polling Station
3. 5790 well trained polling station staff spread over the whole country

4. Deployment of 700 well-trained domestic electoral observers (*toezichthouders*) to all voting stations in Suriname on elections day.

Component 2 – Voters education

Activities to be undertaken are, among others:

- Design and implementation of a Communications Strategy (in various languages)
- Design and development of educational and informational materials, including printed, audio and video materials
- Public edutainment activities
- Design and publishing of an electoral website.

The Ministry of Home Affairs has established a Commission for Electoral Education 2010 which has meanwhile developed a Work Plan, including a communications' strategy and budget.

Component 3 – Electronic voting

Activities to be undertaken within this component are:

- A. Organizing a Technical Workshop to render the necessary information on advantages, disadvantages, and technical, financial and other requirements of electronic voting, and to make an initial assessment of the feasibility of electronic voting in Suriname.
- B. Conducting a simulation experiment to gain practical experience on electronic voting in Suriname, including on technical and other requirements and on voters' skills and attitude vis-à-vis this voting method and to have an initial design of the necessary software for electronic voting that is tailored to the electoral processes and legislation in Suriname
- C. Organize experts' exchanges to gain first-hand understanding of the opportunities and challenges of electronic voting in practice and to make direct contacts and assess products of electronic voting equipment manufacturers.

The output will be reports that will clearly indicate the advantages, disadvantages and feasibility factors to take into account when deciding on the potential introduction of electronic voting.

Component 4 – Post-electoral analysis and discussion

Activities to be undertaken are, among others:

- Analysis and documentation of lessons-learned from experiences (desk studies)
- Discussion of such results and potentially formulation of recommendations for further improvement and strengthening of electoral management and electoral systems in Suriname (workshops)

An audit of project expenditures will be carried out towards the end of the project.

This project is in accordance with the objectives and thematic areas mentioned in the UNDAF and the UNDP Country Programme Document (CPD) which both include in their outcomes (outcome 2.3.) the more effective participation of citizens in decentralized planning, decision-making, implementation and monitoring.

III. RESULTS AND RESOURCES FRAMEWORK

Intended Outcome as stated in the Country Programme Results and Resource Framework:				
UNDAF Outcome 2: Governance systems are enhanced through participatory planning and monitoring, public sector reform, legal reform and protection CPD Outcome 2.3.) More effective participation of citizens in decentralized planning, decision-making, implementation and monitoring				
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets:				
Target: Participatory mechanisms are integrated into national and local plan formulation and implementation processes leading to improved opportunities for citizen participation; policy documents reflect input from rights-holders and stakeholders; capacities of actors at local level to undertake participatory planning and monitoring programmes are enhanced; greater stakeholder participation in the design and implementation of local development programmes.				
Indicator: % of key documents (MOP, regional and district development plans) in which there has been demonstrable citizens participation				
Baselines: limited opportunities for effective citizen participation in national and local planning processes; limited capacities of local level actors to undertake participatory planning and programme monitoring.				
Applicable Key Result Area (from 2008-11 Strategic Plan): Democratic Governance; Inclusiveness				
Partnership Strategy				
Existing partnerships will be strengthened between the various actors in electoral organization and management, as well as between those actors and other institutions and organizations, such as research institutions, media, NGOs and civil society organizations, organizations of indigenous and tribal peoples. UNDP will fulfil a facilitating role.				
Project title and ID (ATLAS Award ID): Strengthening of the Election Administration, Democracy and Governance in Suriname (Short title: Elections Suriname 2010)				
INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Output 1 – Training of electoral authorities Baseline: To guarantee the highest possible quality of electoral management, the Ministry of Home Affairs is in need of a dedicated, experienced electoral expert. Furthermore, new Electoral Management Teams at central and regional level have been installed by the government of which various members are new. The teams need additional training in electoral management to ensure high-quality and up-to-date knowledge and skills for electoral management Indicators: 1.1.1. Electoral expert has been hired 1.1.2. Central level Electoral Management Team has been trained	Targets (year 1) 1.1.1. A well trained Electoral Management Team within the Ministry with the necessary knowledge and skills to ensure the smooth organization and management of free and fair elections 1.1.2. 11 well trained District Commissioners and staff in their role as District Electoral Management Team and the District Commissioner as the Chairperson of the Main Polling Station	<ul style="list-style-type: none"> ▪ Action 1.1. Hire electoral experts including electoral training manager Results: - Improved electoral management support - Training for Electoral Management Team designed and delivered - Training for District Electoral Management Teams and District Polling Stations designed and delivered - Training for local polling station staff designed and delivered	Ministry of Home Affairs	71300 Local Consultants 71400 Contractual Services – Individual 72300 Materials & Goods 72500 Supplies 75100 Facilities & Administration

<p>1.1.3. District level Electoral Management Teams have been trained</p> <p>1.1.4. 5790 polling station staff have been trained</p> <p>1.2. Report from training of OKB observers</p>	<p>1.1.3. 5790 well trained polling station staff spread over the whole country</p> <p>2.1. 700 well-trained OKB members and observers fulfilling their observation role before, during and after elections day</p>	<ul style="list-style-type: none"> ▪ Action 1.2. Training of OKB members and 700 domestic electoral observers (<i>toezichhouders</i>) incl. the updating of the Handbook for Electoral Observation <p>Result 1.2. Effective domestic observation of elections by OKB</p>	<p>OKB</p>	
<p>Output 2 – Voters’ education</p> <p>Baseline: The general public, and especially new voters as well as voters in the Interior who are not as easily accessible through radio and television, need information and education on electoral processes and on correct voting. Also, voters’ participation in the elections should be as high as possible to increase the legitimacy of the elections and ensure public participation and involvedness in democratic processes.</p> <p>Indicators:</p> <p>2.2.1. Electoral education communications’ strategy has been designed</p> <p>2.2.2. Voters’ education and information materials have been produced</p> <p>2.2.3. Information and education activities have been implemented in all 10 districts of Suriname</p>	<p>Targets (year 1)</p> <p>2.1. Electoral education Communications Strategy designed and implemented</p> <p>2.2. Voters have been adequately informed and educated about elections</p>	<ul style="list-style-type: none"> ▪ Action 2.1. Design and implementation of a Electoral Education Communications Strategy (in various languages) <p>Result 2.1. Electoral Education Communications Strategy designed and implemented</p> <ul style="list-style-type: none"> ▪ Action 2.2. Design and dissemination of educational and informational materials, including printed, audio and video materials; public edutainment activities; electoral website <p>Result 2.2. Voters have been educated and informed on elections</p>	<p>Ministry of Home Affairs</p>	<p>71300 Local Consultants</p> <p>71400 Contractual Services – Individual</p> <p>72100 Contractual Services-Companies</p> <p>72300 Materials & Goods</p> <p>72500 Supplies</p> <p>75100 Facilities & Administration</p>
<p>Output 3 – Assessment reports on pros and cons of electronic voting</p> <p>Baseline: There is currently insufficient information available to be able to take informed decisions in favor or against electronic voting in Suriname</p> <p>Indicators:</p> <p>3.1.1. Reports of technical workshop, e-</p>	<p>Targets (year 1):</p> <p>3.1. Technical seminar, e-voting experiment and experts’ exchange undertaken</p>	<ul style="list-style-type: none"> ▪ Action 3.1.1. Undertake Technical seminar on e-voting ▪ Action 3.1.2. Conduct simulation experiment ▪ Action 3.1.3. Undertake experts’ exchanges between Suriname and befriended countries with experience in e-voting 	<p>Ministry of Home Affairs</p>	<p>71200 Intl Consultants</p> <p>71300 Local Consultants</p> <p>71400 Contractual Services – Individual</p> <p>72300 Materials & Goods</p> <p>72500 Supplies</p> <p>71605 Travel Tickets-</p>

voting simulation experiment and experts' exchanges		Result 3.1. Assessment of pros and cons of electronic voting		International 71615 Daily Subsistence Allow-Intl 73107 Meeting rooms 75100 Facilities & Administration
<p>Output 4 – Post electoral strengthening</p> <p>Baseline: The need for continuous strengthening of the electoral system has been widely acknowledged, and continued discussions and/or actions on further improvements will need to be undertaken in the post-electoral period to learn from the experiences of previous elections</p> <p>Indicators: Reports from multi-stakeholder dialogues</p>	Targets (year 2): Dialogue workshops held	<ul style="list-style-type: none"> ▪ Action 4.1. Undertake studies and hold dialogue workshops <p>Result 4.1. Lessons learned and documented on further improvement and strengthening of electoral system in Suriname</p>	Ministry of Home Affairs	71200 Intl Consultants 71300 Local Consultants 71400 Contractual Services – Individual 72300 Materials & Goods 72500 Supplies 71605 Travel Tickets-International 71615 Daily Subsistence Allow-Intl 73107 Meeting rooms 75100 Facilities & Administration

IV. ANNUAL WORK PLAN

Year: 2010

EXPECTED OUTPUTS	PLANNED ACTIVITIES					RESP PARTY	PLANNED BUDGET		
<i>And baseline, indicators including annual targets</i>	<i>List activity results and associated actions</i>	Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
Output 1 Training of electoral authorities									
<p><i>Baseline:</i> To guarantee the highest possible quality of electoral management, the Ministry of Home Affairs is in need of a dedicated, experienced electoral expert. Furthermore, new Electoral Management Teams at central and regional level have been installed by the government of which various members are new. The teams need additional training in electoral management to ensure high-quality and up-to-date knowledge and skills for electoral management</p> <p><i>Indicators:</i></p> <p>1.1.1. Electoral expert has been hired 1.1.2. Central level Electoral Management Team has been trained 1.1.3. District level Electoral Management Teams have been trained 1.1.4. 5790 polling station staff have been trained</p> <p>1.2. Report from training of OKB observers</p> <p><i>Targets:</i></p> <p>1.1.1. A well trained Electoral Management Team within the Ministry with the necessary knowledge and skills to ensure the smooth organization and</p>	<p>▪ Action 1.1. Hire electoral experts including electoral training manager</p> <p>Results 1.1.</p> <p>- Improved electoral management support</p> <p>- Training to Electoral Management Team designed and delivered</p> <p>- Training to District Electoral Management Teams and District Polling Stations designed and delivered</p> <p>- Training to local polling station staff designed and delivered</p>	X	X			Min of Home Affairs	IDB	71300 Local Consultants 72300 Materials & Goods 75100 Facilities & Administration 7%	156,147.49

<p>management of free and fair elections 1.1.2. Well-trained Central Electoral Management Team for coordinating electoral processes 1.1.3. 11 well trained District Commissioners and staff in their role as District Electoral Management Team and the District Commissioner as the Chairperson of the Main Polling Station 1.1.4. 5790 well trained polling station staff spread over the whole country</p> <p>1.2. TARGET OKB: 700 domestic observers adequately trained</p> <p><i>Related CP outcome:</i> CPD Outcome 2.3.) More effective participation of citizens in decentralized planning, decision-making, implementation and monitoring</p>	<ul style="list-style-type: none"> ▪ Action 1.2. Training of OKB members and 700 domestic electoral observers (<i>toezichhouders</i>) incl. the updating of the Handbook for Electoral Observation <p>Result 1.2. Adequate training for domestic observation of elections by OKB</p>	X	X			OKB	UNDP	72100 Contractual Services-Companies	22,500
		X	X				UNDP	72300 Materials & Goods	7,500
Output 2 Voters' education									
<p><i>Baseline:</i> The general public, and especially new voters as well as voters in the Interior who are not as easily accessible through radio and television, need information and education on electoral processes and on correct voting. Also, voters' participation in the elections should be as high as possible to increase the legitimacy of the elections and ensure public participation and involvement in democratic processes.</p> <p><i>Indicators:</i></p> <p>2.1. Electoral education Communications Strategy designed and implemented 2.2. Existence of electoral educational and informational materials; public edutainment events held; website established</p> <p><i>Targets:</i></p> <p>2.1. Electoral education Communications Strategy designed and implemented 2.2. Voters have been adequately informed and</p>	<p>Result 2. Voters have been educated and informed on elections</p> <ul style="list-style-type: none"> ▪ Activity 2.1. Design and implementation of a Electoral Education Communications Strategy (in various languages) ▪ Activity 2.2. Design and dissemination of educational and informational materials, including printed, audio and video materials; public edutainment activities; electoral website 	X	X			Ministry of Home Affairs	IDB	72100 Contractual Services-Companies 72300 Materials & Goods 72500 Supplies	118,965.51
		X	X			UNDP	IDB	75100 Facilities & Administration 7%	

educated about elections									
<i>Related CP outcome:</i> CPD Outcome 2.3.) More effective participation of citizens in decentralized planning, decision-making, implementation and monitoring									
Output 3 Assessment reports on pros and cons of electronic voting									
<p><i>Baseline:</i> There is currently insufficient information available to be able to take informed decisions in favor or against electronic voting in Suriname</p> <p><i>Indicators:</i> 3.1.1. Reports of technical workshop, e-voting simulation experiment and experts' exchanges</p> <p><i>Targets:</i> Technical seminar, e-voting experiment and experts' exchange undertaken</p> <p><i>Related CP outcome:</i> CPD Outcome 2.3.) More effective participation of citizens in decentralized planning, decision-making, implementation and monitoring</p>	Result 3.1. Assessment of pros and cons of electronic voting	X				Min of Home Affairs	GoS	73107 Meeting rooms	3,100
	Activity 3.1.1. Undertake Technical seminar on e-voting	X					GoS	71300 Local Consultants	250
		X					GoS	71400 Contr Services Individ	1,600
		X				UNDP	GoS	75100 Facilities & Administration 3%	149
	Activity 3.2. Conduct simulation experiment		X			Min of Home Affairs	GOS	71300 Local Consultants	2,450
			X				UNDP	71200 Intl Consultants	7,000
			X				UNDP	71605 Travel Tickets-International	7,000
			X				UNDP	71615 Daily Subsistence Allow-Intl	3,282
			X				GoS	72300 Materials & Goods	10,000
			X				GoS	71600 Local Travel	1,000
			X			UNDP	GoS	75100 Facilities & Administration 3%	404
	Activity 3.3. Undertake experts' exchanges between Suriname and befriended countries with experience in e-voting		X			Min of Home Affairs	UNDP	71605 Travel Tickets-International	17,500
			X				UNDP	71615 Daily Subsistence Allow-Intl	6,420

Year: 2011

Output 4 Post electoral strengthening									
<p><i>Baseline:</i> The need for continuous strengthening of the electoral system has been widely acknowledged, and continued discussions and/or actions on further improvements will need to be undertaken in the post-electoral period to learn from the experiences of previous elections</p> <p><i>Indicators:</i> Reports from multi-stakeholder dialogues</p> <p><i>Targets:</i> Dialogue workshops held</p> <p><i>Related CP outcome:</i> CPD Outcome 2.3.) More effective participation of citizens in decentralized planning, decision-making, implementation and monitoring</p>	<p>Result 4.1. Lessons learned and documented on further improvement and strengthening of electoral system in Suriname</p> <p>Activity 4.1. Undertake studies and hold dialogue workshops</p>	X	X	X	X	Ministry of Home Affairs	UNDP	71200 Intl Consultants 71300 Local Consultants 71400 Contractual Services – Individual 72300 Materials & Goods 72500 Supplies 71605 Travel Tickets- International 71615 Daily Subsistence Allow-Intl 73107 Meeting rooms 75100 Facilities & Administration	50,000
Project audit					X	UNDP	UNDP	74110 Audit fees	2,500

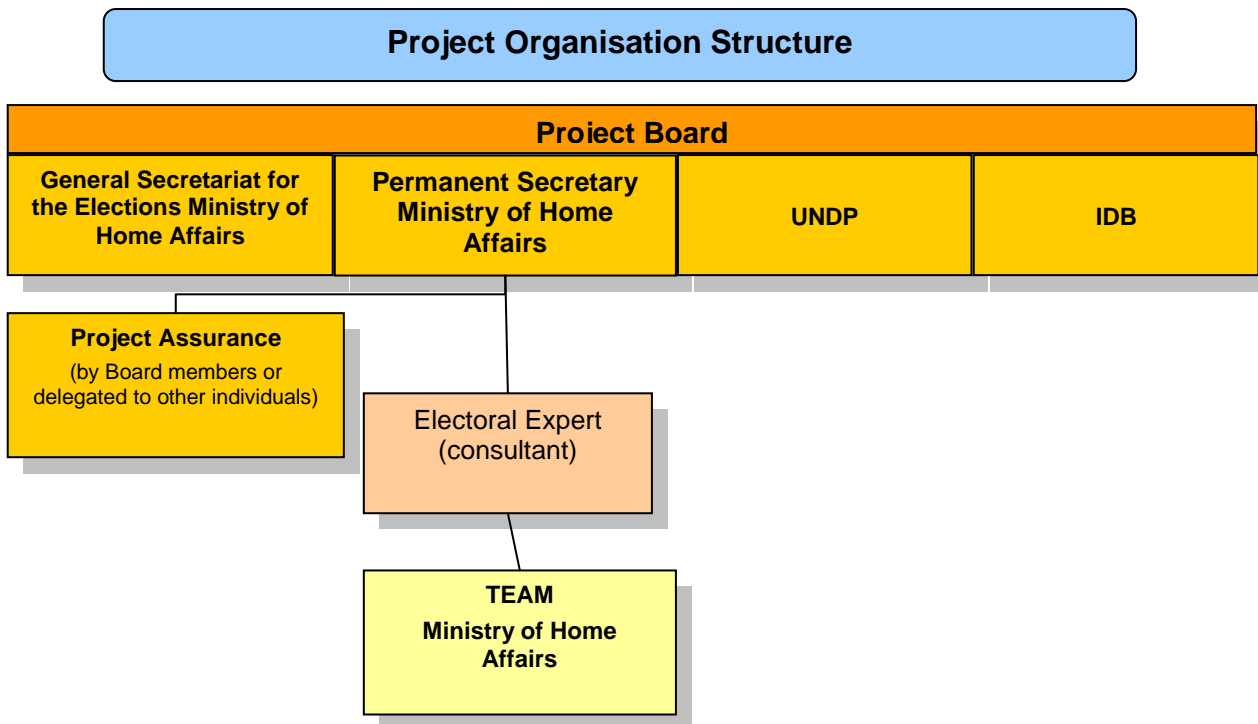
V. MANAGEMENT ARRANGEMENTS

This project is funded jointly by the Government of Suriname, the Inter-American Development Bank (IDB) and the United Nations Development Programme. Additional funding may be made available to UNDP through Government or third-party cost-sharing agreements with UNDP and be administered separately, in accordance with respective cost-sharing agreements.

The project will be directly executed by UNDP according to the Direct Execution modality (DEX), in accordance with the request of the Government of Suriname for UNDP to coordinate and administer the international partners' support to the elections and in accordance with the recommendations by the UN EAD mission.

Implementation of IDB-supported activities will follow the conditions in the applicable implementation agreement between IDB and UNDP, in accordance with the corporate 'Agreement for the Cooperation and Coordination of Activities between the United Nations Development Programme and the Inter-American Development Bank' (June 2003).

The project will be overseen by a Project Board, consisting of the various implementing partners:



The Ministry of Home Affairs will be responsible for recruiting local and when necessary international experts, consultants and advisors who will facilitate and strengthen the administration and organization of the upcoming elections. The locally recruited experts, consultants and advisors will provide training in a range of areas such as legal framework, management tools, management, monitoring, and logistics. Administrative support will provide the necessary services for the locally recruited personnel.

A national electoral management expert with experience in electoral management systems will work with the PS of the Ministry and the Electoral Commission to assist the Ministry in the recruitment, selection and hiring of the external experts/trainers, in supervising of the activities, and in commenting of deliverables.

The experts, consultants and advisors will execute the training program as prepared by the Electoral Secretariat of the Ministry, assisted by the external electoral expert and approved by the Electoral Commission.

Project activities related to the Ministry of Home Affairs and OKB will be implemented by the Ministry of Home Affairs and OKB, respectively, who will also report to UNDP on those activities.

VI. MONITORING FRAMEWORK AND EVALUATION

In accordance with the programming policies and procedures outlined in the UNDP User Guide, the project will be monitored through the following:

Within the annual cycle

- 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 the Project 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

Annually

- **Annual Review Report.** An Annual Review Report shall be prepared by the Project Manager and shared with the Project Board and the Outcome Board. 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.

Quality Management for Project Activity Results

Replicate the table for each activity result of the AWP to provide information on monitoring actions based on quality criteria. To be completed during the process "Defining a Project" if the information is available. This table shall be further refined during the process "Initiating a Project".

OUTPUT 1: Training of electoral authorities		
Activity Result 1 (Atlas Activity ID)	Short title to be used for Atlas Activity ID Training of electoral authorities	Start Date: Dec 2009 End Date: June 2010
Purpose	What is the purpose of the activity? Ensuring high quality free and fair elections by designing and conducting training for electoral authorities and polling station staff	

Description	<i>Planned actions to produce the activity result.</i> 1.1. Designing and conducting training courses on electoral management, electoral processes and procedures, polling station management 1.2. Undertake study tour and/or technical seminar and simulation experiment on electronic voting 1.3. Training of OKB electoral observers	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Hiring of electoral experts	Selection procedure reports	31 January 2010
Design of training modules	Training curriculums	28 February 2010
Delivery of Training	Training event reports	31 May 2010
OKB observers' reports	Reports of OKB observers	30 June 2010

OUTPUT 2: Voters Education		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> Voters' education	Start Date: Jan 2010 End Date: June 2010
Purpose	<i>What is the purpose of the activity?</i> Educate the general public on electoral processes and correct voting	
Description	<i>Planned actions to produce the activity result.</i> Design and implementation of electoral communications' strategy, incl. dissemination of educational and informational materials and activities	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Electoral communications' strategy	Report on implementation of strategy	June 2010
Existence of educational/info material	Report on public outreach, website	June 2010
Edutainment activities	Newspaper articles, video productions of activities undertaken	June 2010

OUTPUT 3: Pros and Cons of Electronic Voting		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> Electronic Voting	Start Date: March 2010 End Date: June 2010
Purpose	<i>What is the purpose of the activity?</i> Make an assessment of the pros and cons of electronic voting in Suriname	
Description	<i>Planned actions to produce the activity result.</i> Conduct technical seminar, simulation experiment and experts' exchange on electronic voting	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Written assessment of pros and cons of electronic voting in Suriname	Reports of technical workshop, e-voting experiment and experts' exchange	June 2010

OUTPUT 4: Post-electoral strengthening		
Activity Result 1 (Atlas Activity ID)	<i>Short title to be used for Atlas Activity ID</i> Post-electoral strengthening	Start Date: June 2010 End Date: June 2011
Purpose	<i>What is the purpose of the activity?</i> Discuss lessons learned and determine steps to be taken for further strengthening of the electoral system in Suriname	
Description	<i>Planned actions to produce the activity result.</i> Undertake desk studies and organize discussion workshops	
Quality Criteria <i>How/with what indicators the quality of the activity result will be measured?</i>	Quality Method <i>Means of verification. What method will be used to determine if quality criteria has been met?</i>	Date of Assessment <i>When will the assessment of quality be performed?</i>
Research and in-depth discussions on lessons learned and recommendations for improvement	Reports from discussion workshops and desk studies	December 2011

VII. LEGAL CONTEXT

This project document shall be the instrument referred to as such in Article 1 of the SBAA between the Government of (country) and UNDP, signed on (date).

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 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 hereunder do not appear on the list maintained by the Security Council Committee established pursuant to resolution 1267 (1999). The list can be accessed via <http://www.un.org/Docs/sc/committees/1267/1267ListEng.htm>. This provision must be included in all sub-contracts or sub-agreements entered into under this Project Document.

VIII. ANNEXES

Annex 1: Organizational structure of electoral management in Suriname

Annex 2 – Risk Analysis

Annex 3 – Terms of Reference:

TOR for key project personnel

Special Clause on Government cost-sharing:

1. Schedule of payments (all payments to be made in Suriname dollars; SRD):
1st payment (USD 5,099 in SRD): three weeks in advance of E-voting technical seminar
2nd payment (USD 13,854 in SRD): three weeks in advance of E-voting simulation experiment

UNDP bank account details.

Account name: **UNDP Resident Representative in Trinidad and Tobago
Suriname Sub-Office Account**

Account Nr: **19703727**

Account currency: **SRD (Suriname Dollars)**

Bank: **RBTT Bank (SURINAME) N.V.**

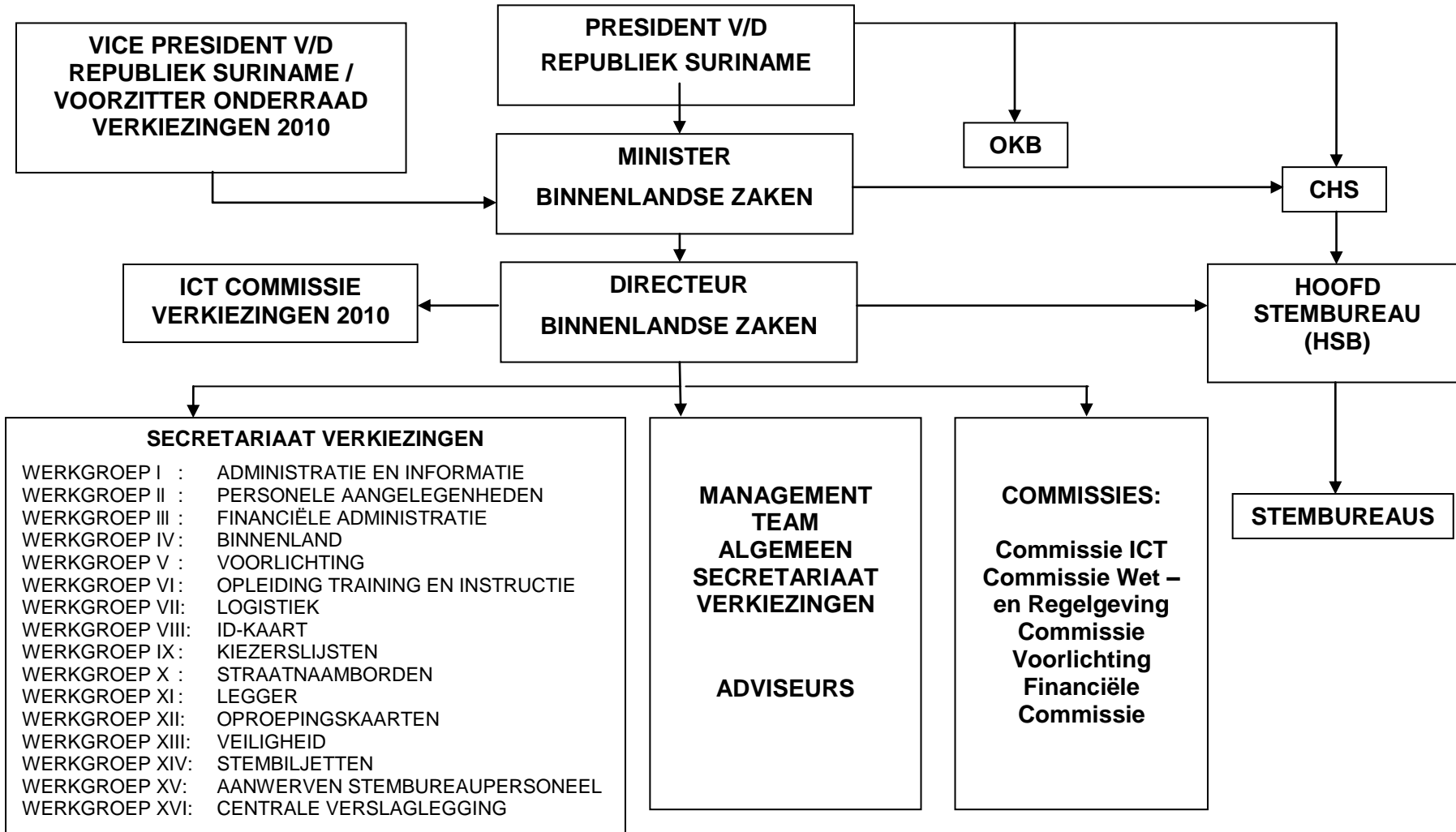
Bank Address: **Kerkplein 1, Paramaribo, Suriname**

2. The value of the payment, if made in a currency other than United States dollars, shall be determined by applying the United Nations operational rate of exchange in effect on the date of payment. Should there be a change in the United Nations operational rate of exchange prior to the full utilization by the UNDP of the payment, the value of the balance of funds still held at that time will be adjusted accordingly. If, in such a case, a loss in the value of the balance of funds is recorded, UNDP shall inform the Government with a view to determining whether any further financing could be provided by the Government. Should such further financing not be available, the assistance to be provided to the project may be reduced, suspended or terminated by UNDP.
3. The above schedule of payments takes into account the requirement that the payments shall be made in advance of the implementation of planned activities. It may be amended to be consistent with the progress of project delivery.
4. UNDP shall receive and administer the payment in accordance with the regulations, rules and directives of UNDP.
5. All financial accounts and statements shall be expressed in United States dollars.
6. If unforeseen increases in expenditures or commitments are expected or realized (whether owing to inflationary factors, fluctuation in exchange rates or unforeseen contingencies), UNDP shall submit to the government on a timely basis a supplementary estimate showing the further financing that will be necessary. The Government shall use its best endeavors to obtain the additional funds required.
7. If the payments referred above are not received in accordance with the payment schedule, or if the additional financing required in accordance with paragraph []above is not forthcoming from the Government or other sources, the assistance to be provided to the project under this Agreement may be reduced, suspended or terminated by UNDP.
8. Any interest income attributable to the contribution shall be credited to UNDP Account and shall be utilized in accordance with established UNDP procedures.
9. In accordance with the decisions and directives of UNDP's Executive Board:
The contribution shall be charged:

- (a) 3% cost recovery for the provision of general management support (GMS) by UNDP headquarters and country offices
 - (b) Direct cost for implementation support services (ISS) provided by UNDP and/or an executing entity/implementing partner.
10. Ownership of equipment, supplies and other properties financed from the contribution shall vest in UNDP. Matters relating to the transfer of ownership by UNDP shall be determined in accordance with the relevant policies and procedures of UNDP.
11. The contribution shall be subject exclusively to the internal and external auditing procedures provided for in the financial regulations, rules and directives of UNDP.

Annex 1

WERKSTRUCTUUR VERKIEZINGEN 2010



Annex 2 – Risk analysis

OFFLINE RISK LOG

(see [Deliverable Description](#) for the Risk Log regarding its purpose and use)



Project Title: Strengthening of the Election Administration, Democracy and Governance in Suriname	Award ID:	Date: 11 March 2010
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#	Description	Date Identified	Type	Impact & Probability	Countermeasures / Mngt response	Owner	Submitted, updated by	Last Update	Status
1	Limited execution capacity	11 March 2010	Organizational	I = 2; P = 2	Dedication of human resources to the project implementation	Meriam Hubard	Meriam Hubard	11 March 2010	
2	Delays in project implementation	11 March 2010	Operational	I = 2; P = 2	Dedication of human resources to the project implementation	Meriam Hubard	Meriam Hubard	11 March 2010	

Annex 3a

TERMS OF REFERENCE Ministry of Home Affairs General Elections May 2010

To manage the contracts falling under the Elections project

I. BACKGROUND

The Ministry of Home Affairs is preparing for the general elections in Suriname which are scheduled to be held in May 2010. Special attention should be paid to capacity strengthening activities for various actors, including the Management Team, which on the basis of the Ministry of Home Affairs Elections Toolkit, is tasked with overall coordination of the administration and organization of the elections.

Other stakeholders are also in need of capacity strengthening; and in this regard reference can be made to the District Commissioners and their staff members, de members of the Main Polling Stations and the personnel of the polling stations. The Ministry of Home Affairs is of the intention to contract experts with substantial expertise to design guidelines, develop training modules and conduct training for the abovementioned groups.

The stakeholders should be familiarized with the legislation, the application and the proper interpretation of the legal and technical concepts, the norms, and the criteria. The stakeholders should also have a good understanding of the norms, criteria and conditions when reviewing the various models, forms and lists containing personal information related to the elections documentation and material, and also the administration, organization and management of the multitude of election activities.

Very important is also that the actors gain insight into completing the official election reports, the forms and in drawing up the correct documents and reports which would lead to more efficient and qualitatively better elections organization.

II. The objective of this consultancy is to manage all contracts falling under the Elections project and so improve efficiency regarding preparation and organization of the general elections and the quality of the elections organization. The consulting firm's tasks include furthermore:

- (i) Selecting and supervising qualified experts. These experts will be tasked with conducting training for the abovementioned stakeholders on the various aspects related to elections in Suriname and the Suriname elections system. The training sessions foreseen in this regard include: training in Elections legislation for the staff of the Ministry; establishing an Elections Toolkit; MS Project and MS Management Training; Coaching the Elections Management Team, training for polling station personnel; training for district commissioners and their staff; training for Main Polling Station personnel;
- (ii) Provide legal and technical assistance to the District Commissioners and Main Polling Station personnel.
- (iii) Submit a final report of the activities undertaken and the results achieved

VI. Minimum qualifications for the Consulting Team/Firm to be considered for the position:

- The Consulting Firm should be well known with organizing elections; the Suriname electoral framework
- The Consulting Firm should have a good reputation in managing large projects dealing with the Government or International Organizations;
- The Consulting Firm should have at least ten years experience in training (electoral)

Language: Dutch/ Sranang Tongo

Computer skills: Word, Excel, PowerPoint

VII. Period:

The Consulting Firm will be contracted for a period of one (1) year; **with 55 working days.**

The Consulting Firm will be required to manage and coordinate the experts while they conduct the following training modules:

- i. Trainings modules Elections legislation
- ii. Training in Elections legislation
- iii. Trainings modules for MPS/PS
- iv. Training District Commissioners and staff in each district
- v.

Training members of the MPS

- i. Training members of the PS
- ii. Assistance to the MPS
- iii. Management Tools
- iv. Management Training
- v. Management Coaching

VIII. Supervision

The consultants will report to the consulting firm, while the consulting firm reports to the Permanent Secretary (PS) of the Ministry of Home Affairs and supervises the consultants based on guidelines provided for by the PS. The consultants will work in close collaboration with the PS and the designated teams of the Ministry of Home Affairs and the various District Commissioners Offices.

IX. Deliverables and Payment Schedule

Deliverable	Number	Unit price SRD	total SRD	Total in USD
Consultancy Fee Via-Activa International July 2009 – July 2010	1 expert/55 days	840	46,200	17,047.97

X Conditions for Payment

1. The costs associated with rent of training facilities; transport; snacks and drinks; logistics; purchase of software programmes; installations for management training, laptops for the trainers will be covered by the Ministry of Home Affairs, taking into account the budget, as agreed to between the consulting firm and the PS of the Ministry of Home Affairs
2. Invoices will be paid for as contractually agreed to with the consulting firm in the signed contract. The referred contract between the Ministry and the consulting firm will be an integral part of this Terms of Reference.

Annex 3b

TERMS OF REFERENCE

For

Training sessions for the Management Team of the Ministry of Home Affairs (Suriname's Electoral System; Public Law and the broader concepts of Law and Democracy)

I. BACKGROUND

The Ministry of Home Affairs is preparing for upcoming elections on 25 May 2010. Certain actors and agencies which are closely involved with the preparation and execution of these elections need to be trained, so they will be able to execute their tasks effectively and efficiently. In this regard, reference can be made to the Management Team of the Ministry of Home Affairs; the District Commissioners and their staff, and the members of the Main Polling Stations and those of the polling stations.

The Ministry would like to contract experts with substantial experience to design training modules and conduct training for the abovementioned groups.

The aforementioned groups have to be knowledgeable with regard to the elections legislation, its application and the proper interpretation of the legal and technical concepts. And also have a good understanding of the norms, criteria and conditions when reviewing the various models, forms and lists containing personal information related to the elections documentation and material, and also the administration, organization and management of the multitude of election activities.

Very important is also that the actors gain insight into completing the official election reports, the forms and in drawing up the correct documents and reports which would lead to more efficient and qualitatively better elections organization.

II. Objective of the consultancy

The Ministry would like to contract a consultant to conduct training for the Management team of the Ministry of Home Affairs. The team should be trained in the application of Suriname's Electoral legislation; public Law; and the broader concepts of Law and Democracy, all with a specific emphasis on the upcoming elections. The sessions should enhance the capacity of the team to effectively and efficiently prepare and execute the upcoming general elections.

III. Minimum requirements for the consultant to be short-listed

Education: The consultant should possess a Law degree

Experience: The consultant should have at least 10 years experience in conducting training and should have done wide research in the areas of Democracy, social sciences research and should have substantial knowledge of theory and practice of the Surinamese legislation, with a specific emphasis on Public Law.

Language: Dutch

Computer skills: Word, Excel, PowerPoint, etc.

IV. Duration/Period:

Training the target group:	October 2009
Number of days:	two
Number of hours:	four hours per day

The training should be conducted twice per week.

V. Supervision

The consultant will be supervised by the Legal Consulting Office “Via Activa International” in the person of M. Mohamedajob. The Ministry of Home Affairs has signed a contract with above mentioned Office for this activity. Via-Activa as well the recruited consultants will work closely with the appropriate support teams from the Ministry of Home Affairs. The consultants will report to Via-Activa.

VI. Deliverables and payment

	Deliverable	Number of days	Total SRD	Total in USD
	To conduct training (trainings facilities, material and snacks are included)	two	5.680	2,095.94

VII Logistics/Invoices

1. Renting the location for training, transport, consumption, logistic aspects will be paid for by the Ministry of Home affairs
2. Invoices in triplicate, with performance statement by Via-Activa, will be, - after acceptance by the Ministry of Home Affairs – paid within 30 days by the aforementioned Ministry by deposit in the bank account of the expert / consultants.

Annex 3c

TERMS OF REFERENCE For Conducting Training for the Elections management Team (Suriname Electoral Law and System)

I. BACKGROUND

The Ministry of Home Affairs is preparing for free and fair elections which will be held on 25th May 2010. There is an urgent need to strengthen the electoral actors and agencies, in particular the management team of the Ministry of Home Affairs, the District Board, and their officers, members of the Main Polling stations and polling booths. The Ministry intends to achieve this through the recruitment of experts with extensive experience in applying the election law and in developing guidelines which will be the basis for the training modules for the aforementioned groups. It is necessary that the abovementioned groups become familiar with the electoral legislation, its application and interpretation of the legal and technical concepts, standards, criteria and conditions when assessing the various documents being produced during and after the elections, and with the administration, organization and management of the numerous electoral activities. It is important for the groups to understand how to produce the correct documents and forms so the election organization can be conducted smoothly and efficiently.

II. The purpose of this consultancy

Providing training in the context of preparing and organizing for free and fair elections on 25 May 2010 to the management team of the Ministry of Home Affairs. After the training, this group should be able to understand and apply the legislation making up the electoral framework.

III. Specific tasks:

The Consultant selected will be required to:

1. Prepare training modules and presentations for the management team of the Ministry of Home Affairs which consists of 25-45 staff members. As indicated above, the modules should deal with the legislation included in the electoral framework;
2. Conduct the training course for the management team based on the modules developed and/or previously developed documents to enrich knowledge and understanding in all, mainly for practical, relevant aspects.

IV. Minimum qualifications, for the expert to be selected for this consultancy

Education: LAW degree; specialization in law, social and scientific research

Experience: At least 10 years experience working as an expert in scientific research, knowledge of science, theory and practice of the Surinamese legislation in general and in particular the public law and election law. Experience working in one or more functions during free and fair elections in Suriname; Proven experience in training/teaching related to electoral issues and legislation

Language: **Dutch**

Computer skills: MS Windows

V. Duration / period / steps:

Delivery of training modules: March 2010

Training targeting: March 2010
 Number of days: two
 Number of block hours: 2 to 1 ½ hours

VI. Supervision

The consultant will be supervised by the Legal Consulting Office “Via Activa International” in the person of M. Mohamedajoeb. The Ministry of Home Affairs has signed a contract with above mentioned Office for this activity. Via-Activa as well the recruited consultants will work closely with the appropriate support teams from the Ministry of Home Affairs. The consultants will report to Via-Activa.

VII. Performance, delivery date and payment terms

	Performance	unit		Sub-totaal SRD
1	The preparation of training modules (including possible PowerPoint presentations)	2 days		2.840
2	Conduct training as mentioned above, excluding costs of trainings location, materials and snacks	2 days		2.840
	TOTAL			5.680

Logistics/Invoices

1. Renting the location for training, transport, consumption, logistic aspects will be paid for by the Ministry of Home affairs
2. Invoices in triplicate, with performance statement by Via-Activa, will be, - after acceptance by the Ministry of Home Affairs – paid within 30 days by the aforementioned Ministry by deposit in the bank account of the expert / consultants.

Annex 3d

TERMS OF REFERENCE

Analyzing the Electoral Legislation and Training the Management Team of the Ministry of Home Affairs to properly apply this legislation

I. BACKGROUND

The Ministry of Home Affairs is preparing for upcoming election on 25 may 2010. Certain actors and agencies which are closely involved with the preparation and execution of these elections need to be trained, so they will be able to execute their tasks effectively and efficiently. In this regard, reference can be made to the Management Team of the Ministry of Home Affairs; the District Commissioners and their staff, and the members of the Main Polling Stations and those of the polling stations.

To conduct training for the above mentioned groups, the Ministry would like to contract experts with substantial experience to design training modules and conduct training for the abovementioned groups.

The aforementioned groups have to be knowledgeable with regard to the elections legislation, its application and the proper interpretation of the legal and technical concepts. And also have a good understanding of the norms, criteria and conditions when reviewing the various models, forms, lists containing personal information related to the elections documentation and material, and also the administration, organization and management of the multitude of election activities.

Very important is also that the actors gain insight into completing the official election reports, the forms and in drawing up the correct documents and reports which would lead to an increase in the efficiency and quality of the election results.

II. Objective of the consultancy

To conduct capacity building training for the management team of the Ministry of Home Affairs. After the training, the team should be able to properly apply the Electoral legislation and its capacity to execute its tasks and responsibilities related to preparation and organization of the general elections in 2010 should be enhanced.

III. Specific Tasks:

The consultant will carry out the following specific tasks:

1. Analyze the legislation regarding Elections, including the Constitution, the Decree Political Organizations, related legislation and relevant material necessary to conduct the training for the Management team of the Ministry of Home Affairs, which consists of 25 – 45 persons;
2. Conduct the training to enhance the knowledge and insight of the Management team in the administration and organization of the general elections. The consultant should make use of the legislation regarding elections, and focus on the responsibilities which the Ministry of Home Affairs has regarding the preparation and execution of the general elections.

IV. Minimum requirements for consultants to be short-listed

Education: The expert should possess a Law degree, with a specialization in Public

Experience: At least 10 years experience working as a Jurist or Lawyer for the Government. The consultant should have substantial knowledge of the theory and practice of Surinamese legislation; Public Law in general and more specifically Elections legislation, gained through involvement in the organization of Elections. The consultant should have substantial experience in conducting training.

Facilities: The venue for training and all the facilities will be provided for by the Ministry of Home Affairs.

Language: The training should be conducted in Dutch.

Computer skills: Word, Excel, PowerPoint, etc.

V. Duration/Period:

Analyzing the legislation and related material
Training the target group

September/October 2009
September/October 2009

The training should be conducted twice per week for a time period of three hours per day

VI. Supervision

The consultant will be supervised by the Legal Consulting Office “Via Activa International” in the person of M. Mohamedajoeb. The Ministry of Home Affairs has signed a contract with above mentioned Office for this activity. Via-Activa as well the recruited consultants will work closely with the appropriate support teams from the Ministry of Home Affairs. The consultants will report to Via-Activa.

VII. Deliverables and Payment

	Deliverable	Number	total SRD	Total USD
1	Analyzing the legislation and related material and design the training for the Management team		2840	
2	Conduct the training	2 days	2840	
	TOTAL		5.680	2,095.94

Logistics/Invoices

1. Renting the location for training, transport, consumption, logistic aspects will be paid for by the Ministry of Home affairs
2. Invoices in triplicate, with performance statement by Via-Activa, will be, - after acceptance by the Ministry of Home Affairs – paid within 30 days by the aforementioned Ministry by deposit in the bank account of the expert / consultants.

Annex 3e

TERMS OF REFERENCE

For

Conducting Training and providing Technical assistance for members of the Polling Stations, members of the Main Polling Stations, District Commissioners and their Staff

I. BACKGROUND

The Ministry of Home Affairs is preparing for free and fair elections which will be held on 25th May 2010. There is an urgent need to strengthen the electoral actors and agencies, in particular the management team of the Ministry of Home Affairs, the District Board, and their officers, members of the Main Polling stations and polling booths. The Ministry intends to achieve this through the recruitment of experts with extensive experience in applying the election law and develop guidelines which will be the basis for the training modules for the aforementioned groups. It is necessary that the various actors and agencies are familiar with the legislation, application and interpretation of the legal and technical concepts, standards, criteria and conditions when assessing the various models, forms, lists, that include personal details, belonging to election documents and materials, and with the administration, organization and project management and monitoring of the plurality of the electoral operations, according to the legal electoral calendar. Therefore, it is important to provide insight in how to complete procès-verbal, forms and the how to produce the correct documents and reports to promote efficiency and improve the quality of the election results.

II. The purpose of this consultancy:

To recruit **two (2)** qualified consultants to conduct training for members of the Main Polling Stations, the Polling Stations and the district Commissioners and their staff. The Consultants should also provide technical assistance to the Polling Stations.

The Consultants should develop the training modules and guidelines in accordance with the Suriname electoral legislation. After this training, the capacity of the target group should be strengthened, so they are able to play their part in having an efficient and qualitatively good election process.

III. Specific tasks:

1. To develop training modules for all the members (and deputy members) of the Main Polling Stations on two level's:
 - For all the members of the Main Polling Stations focussing on legislation, jurisprudence on the basis of appeals and judgements of the elections of 2000 and 2005, legal tasks surrounding the compulsory meetings, division of tasks and the special roles to be played by the members on the day of the elections and the specific tasks on the days that follow (an average of 100 persons should be trained);
 - For the Chairman, the Deputy Chairman and 2 juridical/administrative members focussing on jurisprudence, the ability to read and process the minutes of the proceedings at the polling stations correctly, process the results of the elections, make up the report to register the results of the RR, DR, DNA elections of their respective districts and primarily deal with the preliminary results of the elections (an average of 30 persons should be trained);
2. Design the training modules of the course for the members and substitute members of the Polling Stations at 2 levels, revise the guidelines for Polling Station members' c.q. adjust and supplement with a guideline for the day of the elections:
 - The Polling Stations in each district, especially focused on the electoral legislation, the designs, legal tasks, dividing tasks and the particular roles of the sessions, their roles and tasks on the day of elections (nationwide approx. 6000 persons should be trained);

- The Chairman, the Deputy Chairman and 1 juridical/administrative member, focussing on the physical organization of the Polling Station, material needed for the election, voting box, the order, the arrangements and security, situations sensitive for fraud, correctly and properly reading the votes, counting the votes, correctly calculating the results, making up the minutes to register the results of the RR, DR, DNA elections of their respective districts and primarily deal with the preliminary results of the elections (approx. 1800 persons should be trained)
3. Design training modules for the District Commissioners and their staff (approx. 33 persons should be trained)
 4. Assist the 10 Main Polling Stations from when the day of elections is announced (October 2009) till the minutes regarding the election proceedings are sent to the Central Head Polling Station. In this regard Coronie, Brokopondo, Saramacca and Paramaribo could be taken as example (during 9 months).

IV. Duration/Times

Training, in total 76 days:

The training for the Main Polling Stations (MPS) will be clustered and in Paramaribo

- for the members of the 10 MPS (100 persons) - 3 sessions each 2 block hours of 1,5 hours per session (3 days)
- for the members of 3 MPS (30 persons) - 3 sessions of 2 block hours of each 1 .5 hour per session (3 days)
- training for the members of the Polling Station will be conducted in the districts. In each district a maximum of three plenary sessions depending on the number of polling stations in the districts. Nationwide approx. 6000 persons should be trained). Minimum 30 sessions(200 persons each session) 2 block hours of each 1.5 hour each session (30 days)
- For 3 members of each Polling Station (nationwide=1800 persons). 60 sessions of 2 block hours of 1.5 hour each session (30 days), spread out over the 10 districts (general and practical training)
- The training for the District Commissioners and their Staff in each districts (33 persons) , 2 sessions per day (10 days)

V. Minimum qualifications for the consultants to be considered for this consultancy

Education: Degree in LAW

Experience: at least 10 years experience working as a District Commissioner in Suriname, and also experience functioning as the Chairperson of a MPS during elections. Extended experience in conducting training.

Language: Dutch

Computer skills: Microsoft Words, Excel and PowerPoint

VI. Duration/period/steps:

- | | |
|--|----------------------|
| • Deliver training modules | : sept/okt 2009 |
| • Training of the Districts commissioners and staff per district | : dec 2009 |
| • Training of the head polling station members | : jan- march 2010 |
| • Training of members of the polling station | : jan- mrch 2010 |
| • Assistance to the main polling stations | : oct-2009-june 2010 |

VI. Supervision

The consultants will be supervised by the Legal Consulting Office “Via Activa International” in the person of M. Mohamedajoeb. The Ministry of Home Affairs has signed a contract with above mentioned Office for this activity. Via-Activa as well the recruited consultants will work closely with the appropriate support teams from the Ministry of Home Affairs. The consultants will report to Via-Activa.

VII. Performance and payment terms for 2 consultants

	prestatie	number	Unit sum in SRD	Total (for 2) SRD	In USD
1.	Formulate modules for the training and guidelines for the pollingstation Deliver date: 31 Augustus 2009	20 days	840	33.600	12,398.52
2.	Train the DC's and staff Period: December 2009	10 days	840	16800	6,199.26
3.	train the main polling stations period: Jan – March 2010	6 days	840	10.080	3,719.56
4.	Train the polling stations Period: January-March 2010	60 days	840	100.800	37,195.57
5.	Assistance of juridical and technical character to the Dc's/MPS, inclusive the end rapport together with the last term.	9 months	2800	50.400	18,597.79
	TOTAL			SRD 105.840	USD 78,110.70

VIII. Logistics/Invoices

1. Renting the location for training, transport, consumption, logistic aspects will be paid for by the Ministry of Home affairs
2. Invoices in triplicate, with performance statement by Via-Activa, will be, - after acceptance by the Ministry of Home Affairs – paid within 30 days by the aforementioned Ministry by deposit in the bank account of the expert / consultants.

Annex 3f

TERMS OF REFERENCE

for

Training and technical assistance for the Elections Management Team (designing Elections Management Toolkit, training in Project Management and in MS Project)

I. BACKGROUND

The Ministry of Interior is preparing for the holding of general elections in May 2010. There is an urgent need to strengthen the Elections Management Team of the Ministry of Home Affairs to be able to prepare and conduct an effective and efficient organization of the upcoming elections

II. Specific tasks:

To provide training in Project Management and MS Project to the Management Team of the Ministry of Home Affairs and others as approved by the Director of Home Affairs; such training to be in accordance with approved / certified methods.

1. The establishment of the Election Mgt Tool-Kit of the Ministry in MS-Project
This represents 20 man-hours of work activities and the conversion of the V-2010 documents into MS-Project. Resource allocation and further details will be addressed during the training.
2. Conduct training in Project Management and MS Project.
This will be an integrated training of a total of 7 sessions of 4 hours each. About 45 people will participate in two groups of 20-25 people. In total 14 training sessions will be held.
3. The consultants will provide hands-on coaching of the Election Management Team in 2010 after the training to support practical application of the activities taught during the training.

III. Minimum qualifications for the consulting firm to be contracted:

Area of Expertise: Consulting firm should be specialized in designing and training in business methodologies, particularly in project management.

Experience: Minimum 5 years experience in the field of project management acquired through working with reputable companies and organizations in Suriname and abroad.

Language: Dutch.

Computer skills: Word, Excel, PowerPoint, etc.

Program requirement: MS-Project, Excel

IV. Duration / period / steps:

Delivering Management Tools : September 2009

Management Training : September-October 2009 (14 sessions of 4 hours)

Coaching on request : October-December 2009 (total of 24 hours coaching)

V. Supervision

Supervision of the consultancy is entrusted to M. Mohamedajob of the Legal Consultant Office "Via-Activa International ", with which office, the Ministry of Home Affairs has signed a contract for this activity. Via-Activa as well the assigned experts will work closely with the appropriate support teams from the Ministry of Home Affairs.

VI. Performance and payment terms.

Deliverable	Number	Total SRD
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1	The establishment of the Election Mgt Tool-Kit	Team 20 man-hours	6,000
2	Providing Project Management and MS Project training, incl material	45 people (2 groups of 20-25 people). In total 2 * 7 = 14 sessions of 4 hours @ SRD 4678 per sessions	65,490
3	Coaching on request of the Election Management Team	24 hours	9,000
	TOTAL		80,490
	Total in USD		29,701.11

Logistics/Invoices

1. Renting the location for training, transport, consumption, logistic aspects will be paid for by the Ministry of Home affairs
2. Invoices in triplicate, with performance statement by Via-Activa, will be, - after acceptance by the Ministry of Home Affairs – paid within 30 days by the aforementioned Ministry by deposit in the bank account of the expert / consultants.