Project Document United Nations Development Programme	

Project Title	**Strengthening the National Assembly of Suriname**
UNDAF Outcome(s):	Outcome 2: "governance systems are enhanced through participatory planning and monitoring, public sector reform, legal reform and protection." (UNDAF 2.2.1)
Expected Country ProgrammeOutcome(s): *(Those linked to the project and extracted from the CP)*	
Expected Output(s): *(Those that will result from the project)*	Enhanced legislative, oversight and representative function of parliament; stronger administration in parliament, institutional strengthening framework and gender policy in place.
Executing Partner:	National Assembly of Suriname
Responsible Parties:	National Assembly of Suriname, UNDP

Brief Description

This project aims to strengthen the National Assembly of Suriname in carrying out its core functions and responsibilities, based upon a comprehensive approach to parliamentary development. The project will focus on 8 areas: legislative function, oversight function, representative function of parliament, Secretariat and staff services, parliamentary strengthening instruments, international relations, gender equality and ICT strengthening of Parliament.

The project will provide policy guidance, initiate capacity building initiatives and facilitate best practices in parliamentary development `and good governance. The project is based on four strategy foundations: promoting national ownership in parliamentary development; incorporating of 'lessons learned' from other parliamentary development projects; knowledge building and knowledge transfer to enhance sustainability; working cooperatively with other partners. The project aims for a time period of 4 years.

Country Programme Period:	2008-2011
Key Result Area (Strategic Plan)	
Atlas Award ID:	TBD
Start date:	August 1, 2011
End Date:	July 31, 2015

Total resources required USD 2,357,515.50

Agreed By:

Executing Agency: _____

UNDP _____

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I. SITUATION ANALYSIS AND POLITICAL CONTEXT

1.1 POLITICAL SYSTEM

Suriname's modern political stability is often attributed to several factors unique to its political system and to its national vision. First, Suriname's political roots are in "consociational democracy".[1] "Consociationalism" is a power-sharing system where each of the political groups or parties is too small to hold a majority position. Thus, there is maximum autonomy of groups, political power sharing, and proportional representation.[2]

The Constitution establishes the system of government as a mixed presidential-parliamentary system. From the presidential model, the Constitution adopts an executive President and Vice-President. From the parliamentary model, the Constitution retains a cabinet (Council of Ministers) and a parliament (the National Assembly).

Governing power is divided between the executive and the legislature. Several articles in the Constitution indicate that the executive is accountable to the National Assembly. Article 90 states that the President is answerable to the National Assembly and, in a similar spirit, Article 116.2 states that "the Government is answerable to the National Assembly". Furthermore, Article 83 gives the National Assembly the power to amend the Constitution and convene a People's Assembly (formed of the National Assembly, district councils, and local councils).

However, the Constitution also denotes the President as the head of state and head of government and gives the President considerable powers in most areas. The President is both the head of government and head of state. The Vice-President acts as the President's deputy and chairs the Council of Ministers (cabinet). Unlike most fully presidential systems, the President and Vice-President are not elected directly. The National Assembly — which is elected by direct ballot nationwide — convenes to elect a President and Vice-President by a two-thirds majority vote.

The President, in consultation with the political parties that win seats in the National Assembly and form a governing coalition, chooses the Council of Ministers. Many members of the Cabinet are chosen from members of the parliament. Within three months a nominated minister must give up his or her seat in the Assembly and is replaced by the elected substitute. The National Assembly does not rule on the President's nominations to the Cabinet as many of the selections are done in consultation and coordination with the coalition parties.

The President, in consultation with the political parties that win seats in the National Assembly and form a governing coalition, chooses the State Council. The Council's members are representatives from trade unions, employer organizations, and political parties from the legislature (which varies according to number of parties represented in the National Assembly). The role of the Council is to advise the President on matters of legislation proposed by the National Assembly and see that the President's decisions on such legislation are executed by the Assembly in an orderly manner.

[1] Shannon Taylor with Jessica Berns, Country Studies Series: Suriname, Coexistence International - Brandeis University, March 2010

[2] Governance in Suriname, Inter-American Development Bank, 2001, http://www.iadb.org/regions/re3/pdf/chapter1SU.pdf

1.2 ELECTORAL FRAMEWORK AND OUTCOME OF LAST ELECTIONS

Elections in Suriname are organized based upon the Electoral Law of 23 October 1987. Suriname elects its single chamber Parliament of 51 seats for a period of 5 years. The electoral system is a party-list proportional representation system. Candidates are elected by proportional representation on a largest-average formula basis with preferential votes.

Each constituency has a certain number of seats. The first seat is awarded to the political party having obtained the highest number of votes. The remaining seats are awarded to the party with the highest average number of votes. In each party list, the candidate(s) having obtained the most preferential votes are declared elected. There are 10 multi-member constituencies or districts: Paramaribo (17) , Wanica (7), Nickerie (5), Coronie (2), Saramacca (3), Commewijne (4), Marowijne (3), Para (3), Brokopondo (3) and Sipaliwini (4).

Vacancies arising between general elections are filled by substitutes, according to the order of names on each party list. Voting is not compulsory.

The most recent elections were held in Suriname on 25 May 2010, and conducted in a peaceful manner. The Mega Combination (MC) became the largest party and won 23 out of the 51 seats. The results of the elections and the distribution of seats in the newly elected parliament is as follows:

25 May 2010 Surinamese legislative election results			
Parties and alliance	**Votes**	**%**	**Seats**
Mega Combinatie **(MC)**	95,543	40.22	23
New Front for Democracy and Development **(NF +)**	75,190	31.65	14
People's Alliance **(VA)**	30,844	12.98	6
Party for Democracy and Development through Unity **(DOE)**	12,085	5.09	1
BVD/PVF	12,043	5.07	—
A Combinatie **(AC)**	11,176	4.70	7
Democratic Union Suriname **(DUS)**	284	0.12	—
Permanent Prosperity Republic of Suriname **(PPRS)**	261	0.11	—
National Union **(NU)**	149	0.06	—
Total (turnout 73.21%)	**237,575**	**100.00**	**51**

The 51 Members of Parliament were sworn in on 30 June 2010. The same day, parliamentarians chose Mrs. Jennifer Geerlings – Simons (MC) as the new President of Parliament. For the first time in Parliament the Vice President who is also chosen, is from the opposition, Mrs. Ruth Wijdenbosch.

Following negotiations led by the MC, a coalition agreement with A-Combination and VA was reached. The three parties nominated Desire Bouterse and Robert Ameerali as respectively President and Vice-President of the country. On 19 July the two candidates were chosen in Parliament with more than the necessary 2/3 majority. Desire Bouterse and Robert

Ameerali were sworn in as President and Vice President of the Republic of Suriname on 12 August 2010.

1.3 MEMBERS AND COMMITTEES OF THE NATIONAL ASSEMBLY OF SURINAME

Suriname's parliament — the National Assembly — is a unicameral body with 51 members. The National Assembly is broadly representative, although small districts have a disproportionate weight.

At the most recent elections on 25 May 2010, 30 members were newly elected and 21 members of the previous parliament were re-elected. So, almost 60 % of the members are new to parliament.

Most parliamentarians do not consider the function of parliamentarian a full-time profession: 48 members have a second job. Analysis of the members' profile suggests that 35 MPs are working in official, government-related positions (in various sectors), 6 MPs have a function in the private sector and 5 MPs are active in NGOs. Three MPs have two other professional occupations.

The National Assembly appoints Standing Committees for each ministry (16 ministries as decreed in 1991). Besides these committees, there is a Committee for Business of Parliament and a committee for public finances. If necessary, *ad hoc* committees may be appointed to look into a particular matter or something that needs an urgent solution. Standing Committees are meant to communicate with their respective ministers as a kind of liaison between the Parliament and the government. Each committee has seven members.[3]

II. STRATEGY

The current project "Strengthening the National Assembly of Suriname" is based upon a solid strategy assessment and a number of strategic choices.

2.1 IN LINE WITH THE UNDAF AND THE COUNTRY PROGRAM DOCUMENT

Firstly, the project is closely connected to the United Nations Development Assistance Framework (UNDAF) outcome 2 to enhance governance systems through participatory planning and monitoring, public sector reform, legal reform and protection. (UNDAF 2.2.1) Participatory planning and public participation are mentioned as important aspects of governance. The multi-annual development plan identifies effective public sector administration as key to sustainable human development processes.

The Country Program Document mentions that it will focus on enhancing the capacity of government and non-state actors to formulate and implement policies that ensure effective public services. In conjunction with other United Nations organizations, the programme will support national efforts to address human security, legal reform and protection issues. The Country Program Document also mentions that strengthened participatory planning and monitoring are national priorities in the area of good governance. UNDP will thus support efforts to develop effective participatory mechanisms in development policy formulation and monitoring. They will focus on enhancing the

[3] The following are the Standing Committees currently active in the National Assembly of Suriname: Justice and Police; Internal Affairs; Regional Development; Defence; Foreign Affairs; Finance; Trade and Industry; Agriculture and Fishery; Natural Resources; Labour, Technological Development and Environment; Social Affairs; Education; Public Works; Transport, Communication and Tourism; Spatial Planning and Forestry; Sports and Youth. In addition there exist the following fixed-term Committees: Business of Parliament; Petitions; Public Finances; Lower Organs.

capacity of local and traditional authorities and non-state actors to participate in policy-making and monitoring. These are key components of the current parliamentary program as well.

Finally, the Country Program Document recognizes that the governance portfolio is a major component of the programme, incorporating assistance to national priorities and positioning UNDP in support of institutional change. Projects have included parliamentary and political parties development, election processes, and the land rights dialogue. Other initiatives have supported more effective government, including capacity assessment as part of the public sector reform process.

2.2. UNDP SUPPORT TO THE NATIONAL ASSEMBLY

In 2003, UNDP started a first project of assistance to the National Assembly of Suriname. The project focused on, amongst others, a baseline assessment of the functioning of the National Assembly, a review of the Rules of Procedure, support to the parliament's role to substantial development topics including international trade agreements, strengthening the information service of parliament and the parliament's interaction with the public, and support for the publication of the parliament's transcripts.

In 2010, the UNDP and the Speaker of the newly-elected Parliament engaged in discussions on the framework for a full, multi-year project for strengthening the capacity of Parliament. In light of the fruitful past collaboration such a project, aiming to strengthen one of the critical governance institutions in Suriname, will be fully in line with the Government's Multi-Annual Plan and is critical for achieving the Millennium Development Goals in Suriname.

While such a multi-year project is being developed, UNDP and the parliament agreed on the immediate start of an "Initiation Plan", in line with the current United Nations Development Assistance Framework (UNDAF 2008 - 2011) signed between the Government of Suriname and the United Nations. The "initiation plan" includes a series of briefing/learning sessions on a wide range of topics which are critical in the development of Suriname; policy briefs on topical issues for use by Parliamentarians on external missions; Training of Officers and the Staff of Parliament and the finalization and signature of the full Project Document.

In addition, the United Nations Country Team in Suriname – UNICEF, UNDP, UNFPA and the Pan American Health Organization – offered support to the parliament on a wide range of technical issues, including ratification of international treaties and UN conventions, finalization and implementation of key national legislation, programs for improved knowledge of English of children towards promoting greater integration and learning within the CARICOM region, support to a Suriname Green Development Strategy and Eco-Tourism, support to the Millennium Development Goals (MDG), inter alia, in the areas of poverty reduction, environmental conservation and protection, health promotion, decent work, occupational safety and health, HIV AIDS in the workplace, human rights promotion and protection. In this way, the United Nations Country Team in Suriname made a commitment to assist in the development of a UN program for strengthening the substantive capacity of parliamentarians on the mentioned areas.[4]

2.3. ASSESSMENT MISSION & QUESTIONNAIRE TO MEMBERS OF PARLIAMENT

In this framework, UNDP Suriname asked the assistance of the Democratic Governance Group of UNDP New York for an assessment mission at the end of 2010. The mission was

[4] UN Country Team Suriname, *United Nations Suriname Support to strengthening of the National Assembly of Suriname,* Letter to Speaker of National Assembly, August 2010

conducted by Franklin De Vrieze, Programme Manager of UNDP's Global Programme for Parliamentary Strengthening (GPPS).

As the mission took place at short notice and over a short period, from 1 to 4 December 2010, only a limited number of interviews could be conducted. The sources of information for the mission were broadened with a series of in-person and phone consultations, literature review and a questionnaire for members of parliament.

The questionnaire was developed based upon IPU's *Self-Assessment Toolkit for Parliaments* (2008), UNDP's *Strategy Note on Parliamentary Development* (2009) and the European Commission's *Reference Document on Strategies & Methodologies for working with Parliaments* (2010), while taking into account the specifics of the Suriname political and parliamentary context and the author's own experience working in other countries.

Out of 51 members of the National Assembly, 33 persons responded to the Questionnaire. This constitutes a response rate of 65 %. The full questionnaire and the consolidated responses of the members of parliament are attached to the "Functional Review and Institutional Capacities Assessment" report.

One of the main meetings took place with the "Commission for Institutional Strengthening" of the National Assembly of Suriname. The Commission was created on 18 November 2010. Members are the President and vice-President of Parliament, heads of parliamentary groups, two new MPs from the ruling coalition, 1 new MP from opposition parties, 3 persons from the Secretariat specialized in ICT issues, the Secretary General and her deputy and the head of the financial department.

2.4. RELEVANT POLICY FRAMEWORKS

In designing the current project document, the following policy framework documents have been taken into account:

- Millennium Development Goals: the MDG aspiration to seek inclusive political processes in which there would be full citizen participation.
- The United Nations Development Assistance Framework (UNDAF) 2008–2011 for Suriname.
- UNDP's Strategy Note on Parliamentary Development (2009).
- Constitution of the Republic of Suriname.
- Rules of Procedure of the National Assembly of Suriname

2.5. STRATEGY FOUNDATIONS

While the overall objective of the project is to strengthen the functioning of the parliament of Suriname, the design of the present project is organized on the following four strategy foundations: A. promoting national ownership in parliamentary development; B. incorporating of 'lessons learned' from other parliamentary development projects; C. knowledge building and knowledge transfer in order to enhance sustainability of the project outcomes; D. working cooperatively with other partners.

A. Promoting national ownership in parliamentary development

National ownership of parliamentary development is an absolute prerequisite. A number of mechanisms have been foreseen to ensure that. Firstly, the draft Project Document will be discussed and reviewed by the Commission for Institutional Strengthening of Parliament. This will ensure that the parliament is fully in the driving seat for the design and planning of the project. Once the project becomes operational, a project Board will be established, under the leadership of a designated representative of the National Assembly. Regular

consultations with the President, vice-president and heads of parliamentary groups and Committee chairpersons will be envisaged by the project team.

B. Lessons learned

A second strategy foundation of the current project relates to making use of lessons learned in parliamentary development. The issues on which the parliament of Suriname seeks advice and expertise have been discussed and explored in other parliaments as well. The current project will bring on board a number of 'lessons learned', through expertise of consultants, knowledge materials, manuals and handbooks as well as the guidance of staff or former staff of the UNDP Democratic Governance Group.

The project design is also built upon 'lessons learned' from other programs implemented under the umbrella of the UNDP "Global Programme for Parliamentary Strengthening"; and will seek to receive further best practices guidance through AGORA, the new portal on parliamentary development.[5]

C. Knowledge building and knowledge transfer

The project is based upon the input of a (limited) number of international advisors on parliamentary or legal issues, in addition to national staff. The international advisors will give guidance to project implementation; provide expertise in specific areas to parliamentarians and staff, draft knowledge products, concept notes, evaluation reports and recommendations. Highly prioritized capacity development through interactions between international advisors and Suriname parliamentarians and senior staff should therefore be central to the operation of the project. The selection and the role of the staff and consultants require careful and precise preparation and follow-up.

However, international support is unlikely, by itself, to provide the range of interventions required to build the capacity required without a strong management which is constantly directing and monitoring capacity transfer on a number of fronts. The project manager will need to be in constant contact with the advisors/ consultants, whether in-country or abroad, to be able to provide them with up-to-date assessments and requests in order to match the capacity gabs and the interventions as delivered by the project. The utilization of international and national democratic parliamentary or governance institutions can also substantially enhance the opportunities for knowledge building and knowledge transfer.

In order to ensure sustainability of capacity building efforts and knowledge transfer, a project timeline of 4 years is envisaged.

D. Working with other partners – creation of the "Assembly Support Initiative" (ASI).

It will be vital that multiplier effects are maximized through clear understanding of how the Parliament project relates to other donor and UN programme work, particularly in the Democratic Governance area in which the UN is already engaged, and to relevant projects in other agencies. The UN Country Team in Suriname is committed to work together in bringing technical expertise on a wide range of policy areas to the service of the National Assembly.

The project also envisages partnerships with a number of Suriname partners, such as the Democracy Unit, Projekta, VrouwenForum and others. In order to maximize this cooperation, it is suggested to create a forum where all partners working in support of parliament can exchange information, the "Assembly Support Initiative" (ASI). The ASI-platform can be chaired by the Project Manager, unless decided otherwise by the Project

[5] http://www.agora-parl.org

Board. Meetings should be held once a month, at least. Coordination between donors and implementing partners is vital for a successful implementation strategy of the project.

2.6. STRATEGIC AREAS FOR INTERVENTION

The project has been developed based upon consultations between October 2010 and February 2011, taking on board the guidance of the President and vice-president of the National Assembly, and a series of additional contacts and phone consultations with stakeholders. As a result, the following 7 areas for intervention have been identified:

- Legislative function of parliament
- Oversight function of parliament
- Representative function of parliament
- Secretariat and staff services of parliament
- Parliament's Institutional Strengthening framework
- International and inter-parliamentary relations
- Gender policy of parliament
- Integrated ICT support of each function through an E parliament strategy

Each of these areas of intervention constitute one project component, which are closely related in implementation methodology and sequencing. The ability of the project to achieve its full potential will depend on utilizing the network of interdependencies between the components in terms of expertise brought to the project and communication of the results of the project. The effectiveness and success of the project will also depend on the continued commitment and time investment of the parliament leadership, ongoing support of the senior staff of parliament and regular interaction with UNDP leadership.

Gender issues cut across all aspects of parliamentary business activity, in particular legislation and oversight.[6] The gender mainstreaming approach will be taken into account when implementing and evaluating the outputs and activities of the project. A gender marker will be used when evaluating the profile of participants and overall beneficiaries of the project activities.

2.7. RATIONALE FOR THE PROJECT COMPONENTS AND NEEDS ASSESSMENT OF PARLIAMENT PER COMPONENT

Each of the 7 areas of intervention have been assessed in-depth prior to drafting this project document. The assessment covered the legal framework (Constitution and Rules of Procedure), international best practices, current practices in Suriname parliament and recommendations for the way ahead.

The assessment and the rationale for the 7 project components can be found in the "Functional Review and Institutional Capacities Assessment Report", **pg. 15 – 49.**

[6] http://www.agora-parl.org/node/1060 and http://www.iKNOWPolitics.org

III. RESULTS AND RESOURCES FRAMEWORK 2011 - 2015

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."**
Outcome indicators as stated in the Country Programme Results and Resources Framework, including baseline and targets: **Baselines:** major public sector capacity constraints in policy development and monitoring, and effective service delivery; limited service delivery to disadvantaged groups. **Indicators**: existence and extent to which capacity strengthening programme has been implemented. **Target**: capacity strengthening programme in place and under implementation aimed at: improving capacities in public administration; improving responsiveness in resource allocation and utilization through a comprehensive planning framework; more effective and efficient delivery of basic services in support of human development
Applicable Key Result Area (from Strategic Plan): UNDAF 2.2.1.
Partnership Strategy
Project title and ID (ATLAS Award ID): Strengthening parliamentary democracy in Suriname

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
OUTPUT 1: LEGISLATIVE FUNCTION OF PARLIAMENT CONSOLIDATED				
Activity 1: **Improve legislative review and drafting** Baseline: - Legislative drafting office not yet in place but new legal staff being recruited - MP capacity to review or initiate legislation is limited	Targets (year 1) - Current legislative process reviewed; amendments tracking mechanism reviewed / established - ToR of Legislative Drafting Office agreed upon; New staff receives in-house training; - Manual on legislative	**1. Capacity building program for MPs on Legislative Drafting & Review** - Development of overview chart of current legislative process; and identification of areas of improvement in terms of legislative quality, timing and consistency - Workshop with MPs on review of legislation - Workshop on MPs	Parliamentary Advisor, project manager & project assistant parliamentary program Technical Advisor for legal drafting	Project manager Workshop Materials and Goods Supplies International and local speakers Review Rules of Procedure (RoP) - local expertise

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
- Key pieces of good governance legislation not yet in place <u>Indicators</u>: - Legislative Drafting Office established and supported by parliament management - Status of amendments traceable any time in legislative process - Regular and verifiable interaction with legal staff of all ministries - Quality review of legislation by MPs and initiation of quality laws by MPs - Parliament debates and approves key pieces of good governance legislation	process and drafting published and distributed - Timeline and targets for good governance legislation agreed - Concept Note on Glossary and cooperation framework agreed with University partner - Round table on anti-corruption legislation and role of parliament in anti-corruption Workshop on International Relations: EPA's (ACP-EU), UNASUR. WTO <u>Targets (year 2 - 4)</u> - Annual external placement of staff: 2 persons per year (for 3 months) - Regular interaction with staff of 3 ministries (each year 3 more ministries added) - 50 % MPs submit amendments to legislation (year 3) - Roundtables generate specific recommendations on identified good	initiation of legislation - Review of RoP of parliament on legislative process - Manual on legislative process and legislative drafting for MPs (in Dutch) - Glossary on parliamentary and legal terms, in Dutch (in cooperation with University) **2.Establish Legislative Drafting Office** - Review of current legislative process and review/establish amendments tracking mechanism in Secretariat - Review of ToR for Legislative Drafting Office, inclusion in Organigram - In-house legislative drafting training for new staff - Rotating external placement of staff in other parliament(s) - Monthly meetings and communication with ministries' legal staff **3. Good governance legislation** [Focus on three laws: ombudsperson, anti-corruption, transparency and freedom of information] - Comparative best practices report on transparency and freedom of information legislation, and recommendations for Suriname - Technical advice on draft laws on	Speakers for the workshops Technical advice on draft laws	Glossary local expertise printing In-house staff training sessions Staff placement: Travel, tickets, DSA Consultant for legal drafting Printing, lay-out and distribution costs of Handbook Round table discussion Technical advice on draft laws Workshop Civil code

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	governance legislation - One law on good governance issues per year initiated by parliament - Parliamentary Handbook on anti-corruption published and discussed - Glossary published and distributed	ombudsperson, anti-corruption and transparency / freedom of information - Roundtable with external experts on specific laws and best parliamentary practices on mentioned issues - Handbook on parliament's role on anti-corruption initiatives. - Preparatory Workshop new civil code (Burgerlijk Wetboek)		
Activity 2: **Parliament's role in economic and social development** Baseline: Limited in-depth knowledge among MPs on key economic and social development issues Indicators: - Roundtables and working visits abroad inform MPs on key development issues - Parliamentary Handbooks on selected topics provide guidance to MPs - Parliamentary action plan, resolution or legislative initiative confirm parliament's enhanced role on the	Targets (year 1) - Adoption of work plan and timing on selected topics and technical assistance from UN agencies on each topic. - Roundtable on 2 selected topics - Working visit abroad related to one of the topics - Publication of one Parliamentary Handbook Targets (year 2) - First annual Review of Work plan with UNCT - Roundtable on 2 selected topics - Working visit abroad related to one of the topics - Publication of one	**1.Parliament capacity building & knowledge creation on economic & social development** *Possible topics:* - Climate Change; Biodiversity; Natural Resource Management; Environment & Energy - Poverty reduction; Millennium Development Goals (MDGs); (World) economy; International Relations; Security - Technology and Industry; Entrepreneurship Policy; Research and Science - HIV/AIDS; Health and Safety; Family; Child Rights and Protection; Gender *Methodologies:* - Roundtable with national and international experts, and societal	Parliamentary Advisor, project manager & project assistant parliamentary program UNCT technical advisors on selected economic and social development issues and legislation Leadership of UNCT agencies	Printing, lay-out and distribution costs of 4 Handbooks, and hosting 8 roundtables Travel, accommodation and other costs for MP working visits related to selected topics on economic and social development Development of Handbook by local expertise Working visits abroad: tickets, DSA Workshops/Roundtables Supplies

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
development topics	Parliamentary Handbook Targets (year 3) - Second review of Work plan with UNCT - Roundtable 2 selected topics - Working visit abroad related to one of the topics - Publication of one Parliamentary Handbook Targets (years 4) - Roundtable on 2 selected topics - Working visit abroad related to one of the topics - Publication of one Parliamentary Handbook - UNCT Evaluation work plan	participation (2 per year; 8 in total) - Summary reports of roundtables with recommendations - Working visits abroad related to one of the topics (one per year ; 4 in total) - Development and publishing four Suriname specific Parliamentary Handbooks on selected topics: 1. Climate Change, Environment & energy, 2. MDGs, 3. HIV/AIDS, 4. Children Rights and Protection. (one Handbook/ year) **2. Parliamentary policy setting on economic and social development:** - UNCT technical advice on thematic policy & strategy and its regular review - UNCT technical advice legislative initiatives - UNCT input to parliamentary action plan, resolution or motion adopted on selected number of economic and social development issues		Printing documents
Activity 3 **Supporting the Committee system** Baseline - Public hearings and consultations not yet integrated in Committees work - Committees have no Annual Work	Targets (Year 1) - Committee baseline report - Seminar on public consultations and hearings - Capacity building procedures and techniques and leadership for committee	**1.Baseline report** on mandate and functioning of Committees in Suriname parliament **2.Committee skills training for MPs** - Research methodologies - Leadership, Communication & presentation in Committee meetings	Parliamentary Advisor, project manager & project assistant parliamentary program Consultants and trainers for skills	Seminar incl int. Experts: tickets, DSA, fees Working visits MPs (5): tickets ,DSA CSO database creation: by ICT Manager Internships

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
plans (AWP) nor research strategy - MPs need improvement in skills on presentation, communication, languages. <u>Indicators:</u> - Committees consult relevant stakeholders during their work - Committees adopt and follow through on Annual Work Plan and research strategy - Internship for all Committees recognized as valuable contribution to parliament's work - MPs have stronger communication and presentation skills	chairmen - Manual on how to conduct a public meeting - 2 pilot public hearings on laws - Guidelines for preparing AWPs - Internship plan prepared, MoU signed with University, selection procedure determined. - Pilot internship for Committees (2 Committees) <u>Targets (Year 2)</u> - Comparative best practices report on public hearings - 2 pilot public hearings on laws - Committees adopt AWPs. - Pilot research agenda and strategy for selected committees - Database of external experts and CSO per Committee - Broadening of internship for Committees - Two 2-day Committee skills training sessions for MPs <u>Targets (Year 3)</u> - Study visit abroad and	- English language skills: basic and advanced - Staff training in Languages, ICT, Minute taking Secretarial etc. **3. Committees institutional strengthening** - Development and adoption of Committee Annual Work plans (AWP) - Development of research agenda and research strategy for number of selected Committees, as pilot - Creation of database of external experts and CSO (Civil society organisations) per Committee - Launch of internship program for Committees: 2 interns/Committee for 5 Committees in 1st year; to be expanded in following years [see Output 4, Activity 4] **4. Strengthening Committee public hearings** - Comparative best practices report on public hearings in parliamentary committees, procedures and techniques - Seminar "Public Consultations and public hearings in the work of Parliaments: challenges for the period 2011-2015" - Study visit abroad on Committee public hearing; lessons learned report - Prepare and disseminate among MPs and	training of MPs	Skills training by local trainers: fees Language skills trainings: Fees

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	report - 2 pilot public hearings on laws - Committees adopt AWPs. - Research agenda and strategy for all committees - Internship for Committees - Two 2-day Committee skills training sessions for MPs <u>Targets (Year 4)</u> - 2 pilot public hearings on laws - Institutionalization of public hearings and consultations - Committees adopt AWPs - Review database of external experts and CSO per Committee - Broadening of internship for Committees + evaluation	staff "How to conduct a public meeting - A Manual for Suriname MPs" (in Dutch). - Pilot public hearings – two per year on selected draft laws. Reports with lessons learned prepared and distributed among MPs and policy makers - Institutionalization of public consultation and public hearing with regard to reviewing draft laws, including revisions to the Rules and Procedures of the Assembly		**Total Output 1 USD 284,400**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
OUTPUT 2: OVERSIGHT FUNCTION OF PARLIAMENT CONSOLIDATED				
<u>Activity 1</u>: **Improve oversight capabilities of parliament**	<u>Targets (year 1)</u> - Research report on oversight	**1. Research report** on parliamentary oversight in Suriname: "The National	project manager & project	Lay-out, printing and distribution costs of Research

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Baseline: - MPs skills and knowledge on oversight is limited - No post-legislative scrutiny practiced Indicators: - Members are aware and familiar with the methodologies for oversight reports, hearings and visits. - Guidelines on oversight are followed by Committees. - Post legislative scrutiny is included in the RoP of parliament	state institutions - Summary guidelines for oversight developed and debated based upon roundtable & trainings Targets (year 2 - 4) - Summary guidelines on oversight approved - Parliamentary Handbook on Oversight - Concept paper on post legislative scrutiny presented - Pilot implementation review hearings and oversight field visits, covering two laws per year. - Institutionalization of post-legislative scrutiny	Assembly and other oversight state institutions: Delineation of responsibilities and cooperation" (by Democracy Unit) 2011 **2.Enhance MP oversight capacity** - Parliamentary and expert roundtable on oversight over the government: challenges, opportunities, rules and best practices - Training workshop for MPs on oversight techniques: preparing parliamentary questions, questioning, interpellation in plenary session; - Parliamentary Handbook on Oversight, including summary guidelines on oversight - Review current system Introduction of regular question time with President, vice-president and ministers; and review of RoP - Put in place a system of .Publication of Q & A, and keeping track record of (un)answered questions. **3.Implementation of Legislation review** - Concept Paper on post legislative scrutiny - Pilot implementation review hearings and oversight field visits: two per year on selected laws. Reports with lessons learned prepared and distributed among MPs and policy makers - Institutionalization of hearings and oversight field visits for reviewing	assistant parliamentary program Technical Advisor for post legislative scrutiny Democracy Unit	report training workshops venue, field visits Roundtable int. and local experts Paper post-legislative scrutiny

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		implementation of laws, including revisions to the Rules and Procedures of the Assembly and drafting of guidelines for post legislative scrutiny.		
Activity 2: **Strengthen financial accountability** Baseline: - Parliaments financial oversight on government spending is limited - No knowledge and skills on gender budget impact assessments Indicators: - MPs raise budget questions and outline budget priorities during parliamentary debates - Handbook on Gender and Budget and the "Roadmap" on gender based budgeting informs debates with government ministers and influences the state budget as adopted by parliament	Targets (year 1) - Master class on budgeting - Roundtable on gender and budget Targets (year 2) - Master class on budgeting Targets (year 3 – 4) - publication of the Parliamentary Handbook on Financial Oversight and Handbook on Gender and Budget - Master class on budgeting	**1.Enhance MP financial oversight capacity** - Translation into Dutch and adaptation for Suriname of Parliamentary Handbook on Financial Oversight - Master class on government budget, budget cycle and budget policies, for MPs and senior staff (three days, once a year) - Working visit to the Offices of "Auditor General' (*Rekenkamer*) and Ministry of Finances - Parliamentary access to government budget data: review of current situation and report with recommendations **2.Gender and budget oversight** - Parliamentary and expert roundtable on gender budget impact assessment and gender based budgeting: challenges, opportunities, rules and best practices. Roundtable with MPs, external experts and gender CSOs - Translation into Dutch and adaptation for Suriname of Parliamentary Handbook on Gender and Budget Oversight - Participation in international expert workshops on Gender and Budget. - Adoption of parliamentary "roadmap" to	Parliamentary Advisor, project manager & project assistant parliamentary program Technical Advisor for budget policies and budget oversight	Lay-out, printing and distribution costs of Handbook, roundtable organization: to be funded by parliament Master class: 1 internat. + 1 local expert Access to gov. budget date: fees local expert Gender budget roundtable: 2 int. + 2 local experts Participation in int. workshops: 3 MPs: ticket, DSA

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		enhance gender based budgeting. [further initiatives on gender – see Output 7]		
Activity 3 **Enhanced coordination between parliament and government** Baseline - Meetings between Secretaries of Parliament and Government are sporadic - No annual legislative program and timeline of government to inform parliament on its legislative agenda Indicators: Annual legislative agenda informs AWPs of Committees and plenary	Targets (Year 1) Invite government officials to round tables and workshops Targets (Year 2 – 4) - Annual conference on executive – legislative relations (Y.2 & Y.4) - Adoption of annual legislative program	- Organize annual conference on executive – legislative relations with expert & international participation - Support adoption of annual legislative program and timeline by government	Parliamentary Advisor, project manager & project assistant parliamentary program	Annual Conference organization 2 internat. Speakers Workshop supplies **Total output 2: USD 136,250**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
OUTPUT 3: REPRESENTATIVE FUNCTION OF PARLIAMENT CONSOLIDATED				
Activity 1: **Strengthen institutional outreach and civic education**	Targets (year 1) - Baseline report and strategy	**1. Baseline-report** and development of strategy for enhancing information sharing and responsiveness to citizen concerns	Parliamentary Advisor, project manager &	Consultant to draft "Who is who" in parliament publication – in Dutch and

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<u>Baseline</u>: - Opportunities for institutional outreach of Assembly is still limited - Relations with media not sufficiently developed - No specific moment (week) in the year for institutional outreach and civic education identified <u>Indicators</u>: - Visitor Information Center operational and generates statistics on its outreach activities - Media coverage of parliament increased in quality and quantity - Institutional outreach concentrated during one moment (week) of the year	agreed by parliament - Visitor Information Center created - Information for "Who is who" compiled <u>Targets (year 2)</u> - Findings of journalists questionnaires analyzed - Concept Note on Week of the Assembly agreed by parliament - interview training for MPs - "Who is who" published. <u>Targets (year 3 - 4)</u> - Annual 'week of the assembly' launched - Parliamentary Handbook on media relations distributed - TV programming on parliament work - Calendar for regular visits & procedures	Development of Outreach strategy including standard formats to be used in all external communication **2.Visitor Information Center** - ToR, strategy & 1st annual work plan adopted - Calendar for regular visits of public to the open Committee meetings, including easy registration and attendance procedures - "Who is who" in parliament, biographical publication by Projekta. **3. Media relations project** - Questionnaire to journalists on current interaction with parliament; summary note on findings & recommendations (Projekta) - Briefings and trainings to journalists on parliamentary and legislative procedures and parliamentary work plan - Interview training for MPs - Parliamentary Handbook on media relations and communications skills - Highlights of parliamentary work through 15 minute monthly program TV, Radio and internet and printed material including monthly TV discussion on parliament's work	project assistant parliamentary program Consultants and trainers for media relations trainings Projekta	English & questionnaire to journalists + analysis Printing costs "Who is who" (Dutch & English) Fees for Trainers Organization "Week of Parliament" Roundtables or workshops organized, hosted TV & Radio Production of parliamentary programs Broadcast and Webcast Printed Material

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		4. Week of the Assembly - Concept Note for discussion with key stakeholders in parliament - Selection of time period, institutional partners, work plan and central message(s) - Media coverage strategy - Launch of one publication or knowledge product during the Week of the Assembly		
Activity 2: **Strengthen constituency relations** Baseline: - interface with constituents carried out on ad hoc basis - no comprehensive review of needs, challenges and resources for constituency relations in Suriname - No systematic interaction between PMs and elected representatives on district level (DR, RR) Indicators: -Constituency relations offices established and strengthened in each district -Days of PMs in office	Targets (year 1) -- Baseline report and round table discussion - Annual visit to 10 districts - adoption of strategy - Annually have at least 2 workshops with PMs and local elected officials (DR, RR) Targets (year 2) - constituency relations offices established and strengthened in each district Targets (year 3 – 4) - Handbook on constituency relations	**1.Baseline report** on constituency relation in Suriname: needs, achievements, challenges, legal framework and resources **2. Round table discussion** on best practices and models for constituency relations **3. Adoption of strategy** on constituency relations and guidelines for implementation **4. Constituency relations – implementation** - Commission 'local institutions' visits to 10 districts & report with findings - Piloting of start of constituency relations offices in 3 districts (first year) - Constituency relation offices in all districts (as of 2th year) - training for staff at constituency relation	Parliamentary Advisor, project manager & project assistant parliamentary program Consultants and trainers	Roundtable: incl 2 internat. Speakers and local researchers Field visits organized, hosted and reported Technical assistance for constituency relations offices Costs for establishment and maintenance of constituency relations offices Printing of Handbook: 1000 2 Workshops with DR (District Council) and RR (Ressort Council)

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		offices - Handbook on constituency relations and representation Review legislation on renumeration (with emphasize on representation renumeration)		
Activity 3 **Improved debates as broadcasted by TV** Baseline - Some of the new members need to strengthen their skills to participate in public debates - ICT and new media knowledge and use is limited with MPs and staff Indicators: - Better quality debates with participation of more MPs - ICT used in outreach	Targets (Year 1) - Skills training for new members - ICT training for MPs (according to needs) Targets (Year 2 – 4) - Skills training for new media - Advanced training new media	**1. Skills trainings for new members of parliament** - Topics of skills training: public speaking, debating, negotiations and conflict resolution; leadership; reporting; protocol & etiquette - Methodologies: short fact sheets available; hand-on and interactive training - Implemented by a company **2. Training for all members of parliament** - Basic training in use of IT tools and internet - Advance training on use of new media for parliamentary work and outreach to citizens	Parliamentary Advisor, project manager & project assistant parliamentary program Consultants and trainers (company) for skills trainings and coaching IT training consultant	Consultant for skills training IT training **Total Output 3: USD 862,500**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
OUTPUT 4: SECRETARIAT AND STAFF SERVICES TO PARLIAMENT STRENGTHENED				
Activity 1 **Develop Human Resources Strategy and Plan for parliamentary secretariat** Baseline: No HR Strategy or Plan in place Indicators: - HR Strategy and Plan developed and accepted by parliamentary secretariat - Percentage staff for whom annual performance reviews were conducted - Number staff promoted due to performance review - New staff hired (higher educated) - Amount of budget allocated for HR plan and strategy	Targets (year 1) - HR Strategy and Plan developed with full participation of secretariat - Have strategy and plan approved by parliament with necessary budget provisions and allocations Targets (year 2) Staff recruited for all new positions Targets (year 3 – 4) - HR strategy and plan fully implemented and continuously applied - 100% staff appraised annually - 100% promotions based on performance review - HR budget 100% funded by parliament	**1.Human Resources Strategy and Plan for parliamentary secretariat** · Develop HR strategy and plan with input from parliamentary secretariat and Commission for Institutional Strengthening · Up-date Secretariat Organisational Chart with all staff functions included · Hire HR Manager · Assist parliament to advertise and recruit to fully staff the secretariat and implement the HR plan · Ensure all staff persons have an up-dated and relevant Job Description with clear deliverables · Help to conduct annual performance reviews, reference HR strategy and plan · Implement HR ICT software · Assist secretariat to include annual HR plans for budget allocations to be presented to parliament for approval · Assist HR Manager to continuously apply and monitor the strategy and plan	project assistant parliamentary program Technical Advisor for HR Parliament Secretariat Interview panels	Local consultant for advisory on HR Possible honorarium for interview panel members: to be funded by parliament Salaries for staff (funded by Parliament)
Activity 2 **Continuous training and professional skills development of secretariat staff**	Target (year 1) 25% staff provided with on the job training; 25% staff provided with in-country training on language, ethics	**2. Professional skills training for secretariat staff** · Develop skills and knowledge management plan for each staff member · Based upon the knowledge management	project assistant parliamentary program HR Technical	Local consultant for HR

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<u>Baseline:</u> - Staff participated in trainings of Suriname based consultancy companies in 2010 <u>Indicators:</u> - Knowledge Management Plan accepted and followed by management and staff - Staff performance improved through working knowledge of English and other languages - Overall staff support to committees increased - Conduct, ethics, and protocol of Secretariat staff at international standards	etc. <u>Target (year 2)</u> 50% staff provided with on the job training; 50% staff provided with in-country training 5% staff provided with overseas training; 5% staff trained under secondments <u>Target (year 3 - 4)</u> 75% staff provided with on the job training; 75% staff provided with in-country training 5% staff provided with overseas training; 5% staff trained under secondments 50% staff trained and following ethics, protocol and code of conduct for secretariat	plan, arrange annual training program for each staff for agreement and performance review · Facilitate training of staff in languages as per the knowledge management plan · Issue certificates of competency upon completion of language training · Conduct in-house training on ethics, protocol, and code of conduct · Help to select candidates on a competitive and transparent basis for post-graduate training and complete training · Support to arrange a program on staff secondments between the Suriname parliament and other parliaments	Advisor Secretariat Staff Long term language trainers Trainers on ethics, protocol and code of conduct Post graduate training institutions; Participating parliaments in staff secondment program	Cost of language training programs Annual courses (including post graduate) Secondments for staff - Possibly partly to be funded by hosting parliaments? (see output 1, activity 1)
<u>Activity 3</u> **Improve management of the Secretariat** <u>Baseline</u> - Incomplete management skills for senior staff - No up to date manual on administrative procedures, procurement and management of	<u>Targets (year 1)</u> - First series of management skills trainings for senior staff - Manual on administrative procedures completed <u>Targets (year 2 – 4)</u> - 100% of staff receive on the job training on administrative procedures	**1.Management skills training for senior staff** *Topics:* - Change management - Time management - Work organization - Work life balance - Quality assurance *Methodologies:*	project assistant parliamentary program HR Technical Advisor Consultancy companies for change	Local consultant for HR Roundtables or workshops organized Working visits abroad: tickets, DSA Manuals on selected topics: local researcher, fees

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
fixed assets - Newly recruited management and technical staff will need strengthening <u>Indicators</u> Manual on administrative procedures followed by all staff		- Series of roundtable with national and international experts, and inter-active and hands-on discussions - Summary reports of roundtables & discussions - Working visit abroad in relation to management of Secretariat (one per year) - Development and publication of four Manuals for staff on selected topics. **2. Improved transparency and accountability of Secretariat operations** - Help update, approve and implement manual on administrative procedures - Guide parliament to establish rules for internal and external communications, reporting, delegation of authority, and handling of staff grievances - Assist to develop and apply procurement rules and guidelines compatible with Government practices - Help establish transparent procedures for management of fixed assets	management	
<u>Activity 4</u> **Launch internship program at parliament for supporting parliamentary operations, Committees and MPs** <u>Baseline</u> at present no interns	<u>Target (year 1)</u> Internship plan prepared MOU signed with university for internship program Launch pilot phase <u>Target (year 2 – 4)</u> - Have interns follow a	**Internship program launched as pilot project** - Concept note on Internship discussed and approved by Commission for Institutional Strengthening - Identify where new interns may be required and placed - Help parliament to develop MOU with university and sign MOU	Parliamentary Advisor, project manager & project assistant parliamentary program University	Internships for 4 months Administrative and logistical cost

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Indicators: - MOU signed with University for interns with TOR and placement schedule - High level of support to each committee and to Secretariat by interns - Number of interns receiving certificates of completion - Percentage interns receive satisfactory performance appraisals from supervisors	specific training program - Appraisals of interns' performance and issue certificates at end of service	- Advertise at University to recruit qualified interns on a competitive and transparent basis - Select which Committee or Secretariat Departments will take part in pilot project - Proceed with pilot phase & evaluation **Institutionalize internship for all Committees and Secretariat [see Output 1, Activity 3]** - Help all committees and Secretariat Departments with work plan for each intern - Help to assign supervisors to ensure that interns make full use of the program - Encourage to absorb interns into the regular service where possible [to be confirmed] - Certificates to interns at end of service		
Activity 5 **Modernize and improve Library and publication recording** Baseline - Web site of basic quality - Electronic archives only partially accessible Indicators	Target (year 1) - List of books and periodicals identified Target year 2 – 4) - Books and periodicals purchased - Archives placed on website	Library and Research - Help establish policy on parliamentary research and library services - Develop lists of needed additional books and periodicals to strengthen library and purchase same - Explore intensified cooperation with university libraries - Ensure librarians are fully trained and efficient	Parliamentary Advisor, project manager & project assistant parliamentary program IT training consultant	Project Manager

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Library and research - Policy on parliamentary research and library established and accepted - New books and periodicals purchased for parliament - Librarians trained - Library publications and archives available on DNA website - Library electronically connected to other libraries		- Engage resources available at AGORA, portal for parliamentary development - Digitalization of archives 1900 – 1975, in particular making the electronic archives accessible. - Assist to archive and document legislation and parliamentary proceedings electronically	Dutch Parliament (archives)	
Activity 6 **Update Registry and revision of parliamentary proceedings** Baseline: Parliamentary proceedings are 6 years behind in revision and publishing Indicators: - Report for improvement - Personnel trained - Equipment upgraded - Parliamentary Proceedings revised updated, published and archived	Target (year 1): Make a report which includes an assessment of current department including work methods and possible improvements Where necessary strengthen department with personnel and equipment Register, revise and publish proceeding 2011 (stay up to date) Target (year 2 - 3): Register, revise and Publish proceedings 2005-2010 (100%)	Assessment Report and Workplan for proceedings developed Contract temporary/ part-time staff (5) for revision Up date equipment Train personnel Make quarterly progress reports	Project manager & project assistant ICT Manager parliamentary program Department Manager	Cost of equipment and software 5 (temporary) staff for revision **Total Output 4: USD 244,700**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
OUTPUT 5: PARLIAMENTARY INSTITUTION STRENGTHENED				
Activity 1 **Assist parliament in strategic planning and evaluation** Baseline: - Institutional PRODOC for Strengthening the National Assembly of Suriname developed - Annual work plan designed but needs follow-up in implementation - Multi-year SDP not available Indicators: - Annual work plans strengthened and published - SDP developed and published	Target (year 1) - Institutional PRODOC discussed and accepted by all MPs and secretariat - Annual work plan discussed and accepted by all MPs and secretariat - SDP finalized and published Target (year 2 – 4) - Evaluation of parliament performance provides basis for review of SDP after 2015 - 75% results in SDP achieved	**1.Annual Work plan 2011** developed and published **2. Research** on Public Perceptions and Trust in the National Assembly of Suriname, by Democracy Unit **3. Strategic Development Plan (SDP) for Parliament** - Commission for Institutional Strengthening of Parliament decides to launch the process for a SDP 2011 – 2015 - Commission and parliamentary consultant develop SDP based upon stakeholders analysis, needs assessment, identified priorities, allocated own resources and contributions from donor governments - SDP approved by parliament by end of 2011 **4. Evaluation of parliament performance** against international "standards for democratic parliaments" in 2014.	Parliamentary Advisor, project manager & project assistant parliamentary program AGORA resources on SDPs *AGORA is the portal on parliamentary development: www.agora-parl.org*	Local Consultancy for Strategic Development Plan (SDP) for Parliament Annual Plans and SDP printing
Activity 2 **Institutional framework for parliament strengthened**	Target (year 1) Expert roster developed Target (year 2 – 4)	**1.Rules of Procedures of parliament** - review of RoP based upon 2004 draft review	Parliamentary Advisor, project manager & project assistant	RoP review RoP publication

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
<u>Baseline:</u> - RoP are general and have insufficient specifications - No Code of Conduct / Code of Ethics in place <u>Indicators:</u> - Revised RoP adopted - Code of Conduct adopted - Expert roster completed	RoP review Integrity initiatives	- awareness raising workshop on the revised RoP - publication of RoP in Dutch and English **2. Parliamentary integrity** - Comparative best practices report – "Parliamentary Codes of Ethics/Conduct" printed and distributed among MPs and policy makers - Seminar "Parliament and integrity" - Drafting of a Code of Conduct for Deputies in Suriname - Guidelines / Law on Declaration of Assets and transparency on public functions. **3. Expert roster of resource persons for the Suriname Parliament** - Roster of in-country experts to Suriname parliament: ex-MPs, ex-ministers, ex-judges, - Roster of external experts for Suriname parliament - Development of resources plan where to engage in-country and external experts from roster.	parliamentary program	Seminar "integrity": 2 international & 2 local experts Workshop supplies
Activity 3 **Parliament and political parties** <u>Baseline:</u>	<u>Target (year 1)</u> - Launch of internship to parliamentary groups *[see output 4, activity 4]* - Training for new staff of	**1.Status of MP in Suriname parliament** - Reflection and political consensus building on question of Full-time / Part-time MP and incompatibility with other public functions, in cooperation with the	Parliamentary Advisor, project manager & project assistant parliamentary program	Roundtable

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
-Most MPs have second job and consider MP as part time assignment <u>Indicators:</u> -Political Consensus on the question of Full-time / Part-time MP and incompatibility with other public functions (Decision making by MP's and Political Parties on the matter) -Reflection of decision in Legislation and/or political party documents -Conference organized	parliamentary groups <u>Target (year 2 – 4)</u> - Launch of discussion on status of MPs (Democracy Unit) - Parliamentary Handbook on role of parliamentary Groups - Conference on role of parliamentary Groups (including opposition parties)	*"Democracy Unit"* - Reflection and political consensus building on MPs (in)dependency from political parties, individual mandate and party discipline, in cooperation with the *"Democracy Unit":* * Historical research paper on status of Suriname MPs, * Baseline report on different models of structuring relationship between parties and parliament (number of selected countries) * Roundtable on best practices & summary report **2.Parliamentary Groups in Parliament** - Parliamentary Handbook on Role of Parliamentary Groups - Skills and knowledge training for (new) staff of parliamentary groups - Conference on role of parliamentary Groups (including opposition parties): best practices, lessons learned, international standards and benchmarks **3. Internship for parliamentary groups** **[see also output 4, activity 4]** - Identification of ToR, selection procedure and supervision by parliamentary groups - Joint training for interns to all parliamentary groups on parliamentary	Democracy Unit	Conference with 2 international and 2 local experts

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
		institution and RoP - Research focus of intern to policy priorities of their parliamentary group - Interns organize one "policy conference " on a priority for their parliamentary group		**Total Output 5: USD 120,000**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
OUTPUT 6: PARLIAMENT'S ROLE IN INTERNATIONAL RELATIONS ENHANCED				
Activity 1 **Establish National Assembly of Suriname as a vibrant member among parliaments and inter-parliamentary organizations** Baseline - MPs attend inter-parliamentary gatherings with little preparation and little follow up - Large number of ratifications of treaties and conventions pending - Insufficient parliamentary oversight on foreign affairs of Suriname Indicators - Department for inter-parliamentary relations created	Target (year 1) - Objectives and Strategy on inter-parliamentary relations discussed, adopted and published - Priority treaties for ratification identified and ratified Target (year 2) - Department Inter-Parliamentary Relations created - Regular interaction with MFA established - Tracking mechanism on international meetings outcomes	**1.Concept Note** on Objectives and Strategy for inter-parliamentary relations 2011 – 2014 **2.Capacity building of MPs and staff** - Department for Inter-parliamentary relations: ToR, training staff, annual research plans - UNCT briefing notes and presentations to MPs prior to international working visits and attendance at inter-parliamentary conferences - Manual on inter-parliamentary relations - Creation of roster of international relations experts available to assist MPs **3. Policy setting & oversight** - Concept Note on International Treaties and Conventions to be ratified, timeline,	Parliamentary Advisor, project manager & project assistant parliamentary program	Design of Concept Note & tracking mechanism inter-parliamentary relations Conference on F.A. objective: 2 int. Guests; local speakers Pilot regional meeting in Suriname: organized, hosted by parliament

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
and supported by parliament leadership - UNCT regularly provides briefings and notes to MPs - Backlog in ratifications addressed - Suriname parliament heard and known in inter-parliamentary meetings	Target (year 3-4) - Suriname to host one regular meeting of one of the inter-parliamentary organizations	required research and legislative actions, available UN and other expertise to assist (by UNCT) - UN technical advice on ratification of treaties and evidence-based national legislation to implement treaties and conventions (by UNCT) - Conference on the Foreign Affairs objectives of Suriname - Annual report on Suriname F.A. by the Commission on F.A., for debate and endorsement in plenary session **4. International Outreach** - Consultations with inter-parliamentary organizations of which Suriname is member; and pilot initiative to host one of its regular meetings in Suriname - Tracking mechanism to follow up on statements, resolutions, recommendations, conclusions of inter-parliamentary meetings		**Total output 6: USD 52,500**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
OUTPUT 7: PARLIAMENT'S ROLE IN GENDER EQUALITY ENHANCED				
Activity 1 **Assist parliament to execute a gender based agenda that ensures**	Targets (year 1) - "Parliamentary Gender Agenda 2011-2015"	**1.Baseline study** on Gender and Parliament in Suriname	Parliamentary Advisor, project manager & project assistant	

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
gender equity in legislation and parliament operations <u>Baseline</u> - Parliamentary Gender Agenda not in place. - Number of women MPs decreased with last election - No study done of gender discriminatory provisions in existing laws <u>Indicators</u>	- First round table on gender question in society - One interaction per year between parliament leadership and civil society on situation of women in Suriname - Report produced on gender discriminatory provisions in existing legislation - Post legislative scrutiny of one gender related law <u>Targets (year 2)</u> - Second round table on gender question in society - Parliamentary Handbook - Post legislative scrutiny of one gender related law <u>Targets (year 3)</u> - Third round table on gender question in society - Laws included in gender discriminatory report amended and passed in parliament - Post legislative scrutiny of one gender related law	**2. Awareness raising and training** - Three round table discussions on key gender questions in society (incl. domestic violence) - Parliamentary Handbook on Gender Mainstreaming - Work closely with Secretariat to ensure that at least 50% of new recruits and interns are women - Support women employees of Secretariat to participate in all training programs - Ensure gender interests, agenda and issues are reflected in the work of all committees and plenary **3.Policy setting & oversight** - Develop the "Parliamentary Gender Agenda 2011-2015" with input from all stakeholders - Help review gender discriminatory provisions in existing legislation and amend accordingly - Follow up to government 2011 report on CEDAW compliance - In-depth review of implementation of at least one gender related law (per year) **4.Outreach** - Regular and institutional dialogue with CSO on gender mainstreaming and policies affecting women in society.	parliamentary program Vrouwen Parlement Forum Projekta Gender and parliament consultant www.iKNOWPolitics.org	Baseline study: local expertise Parl Handbook on gender mainstreaming Research on gender discriminatory provisions in legislation Research on implementation review gender law Study tour: 4 MPs, DSA, tickets Caribbean regional meeting Technical advisors in gender to be available during every budget review.

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
	Targets (year 4) - Post legislative scrutiny of one gender related law - Caribbean regional meeting	- Annual International Women Day event (8 March) in parliament - Participation in international initiatives on gender and parliament (incl. study tour) - Participation in 'iKNOWPolitics' (interview with President / vice-President; national launch of iKNOWPolitics in parliament) - Caribbean regional meeting of women Presidents and vice presidents of parliament, hosted by Suriname parliament.		**Total output 7: USD 69,500**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
OUTPUT 8: ICT STRENGTHENING OF PARLIAMENT				
Activity 1 Implement the integrated use of ICT hardware and software to support the legislative function	- Updated E-parlement strategy and implementation	-Baseline ICT -Comprehensive ICT Plan including support of the legislative function - Tendering process -Implementation through hardware, Software and web-based applications -Hands-on training for MP's and staff in the use		ICT strategy and intranet development – local consultant Re-design website ICT staff training schedule (over 2 years Costs for ICT equipment, software and consultancy
Activity 2 Modernize and improve publication, recording, communication and dissemination of information	Target (year 1) - ICT plan revised and approved - ICT staff at parliament	1. ICT in parliament - Help update ICT strategy and plan to identify equipment and HR needs for an e-parliament	Parliamentary Advisor, project manager & project assistant parliamentary	

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Baseline - Web site of basic quality - Electronic archives only partially accessible Indicators ICT - ICT strategy and plan accepted by parliament - Additional equipment purchased Software purchased and implemented - ICT staff competent and managing ICT plan effectively - Electronic archives available on previous parliamentary proceedings - Parliament website constantly updated and operational	trained - New equipment identified, purchased, installed and commissioned - Plan for updating website finalized and webmaster appointed - List of books and periodicals identified Target year 2 – 4) - ICT plan fully operational - New IT equipment purchased and operational - Books and periodicals purchased - All parliamentary ICT staff trained - Parliamentary website updated regularly - Archives placed on website	- Intranet for members of parliament - Help purchase additional ICT equipment necessary as per plan - Further train parliamentary ICT staff - Hire additional ICT staff - re-design and re-launch website - Make web site bi-lingual (English and Dutch) - Assist to archive and document legislation and parliamentary proceedings electronically - Implement Document Management System	program IT training consultant	**Total output 8: USD 183,000**

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
OUTPUT 9: PROGRAMME MANAGEMENT				
Satisfactory achievement of the project outputs	Adequate human resource capacity and coordination	- Agree with the parliament on how this post should be filled (advertisement or	Parliament	Project Management (4 year period) – USD

INTENDED OUTPUTS	OUTPUT TARGETS FOR (YEARS)	INDICATIVE ACTIVITIES	RESPONSIBLE PARTIES	INPUTS
Indicators: - Project Manager hired and performing according to the Terms of Reference - Annual Work plans prepared and implemented - Project Board meetings organized - Project progress and financial reports prepared	mechanisms for efficient management and timely implementation of project activities	use of parliament staff) - Prepare Annual Work plans - Establish project board and other coordination and oversight mechanisms - Prepare annual progress and financial reports		**Total Output 9 USD 336,000**
Total outputs 1-9 period 2011-2015				USD 2288850
UNDP GMS 3%				USD 68665.50
Total budget for the programme period				USD 2357515.50

Annual Work Plan 2011

EXPECTED OUTPUTS *And baseline, associated indicators and annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
output 1: Legislative function of Parliament consolidated **Baseline:-** Legislative drafting office not yet in place but new legal staffers being recruited - MP capacity to review or initiate legislation is limited - Key pieces of good governance legislation not yet in place	**Activity Result 1:** Current legislative process reviewed; amendments tracking mechanism reviewed / established - ToR of Legislative Drafting Office agreed upon; New staff receives in-house training; - Manual on legislative process and drafting published and distributed - Timeline and targets for good governance legislation agreed - Concept Note on Glossary and cooperation framework agreed with University partner - Round table on anti-corruption legislation and role of parliament in anti-corruption - Prepare Annual external placement of staff: 2 persons per year (for 3 months) - July 2011: Preparatory Workshop new civil code (Burgerlijk Wetboek)	X	X	X	X	parliament		Short Term consultants (International & local)	21,500

Indicators: Legislative Drafting Office established and supported by parliament management - Status of amendments traceable any time in legislative process - Regular and verifiable interaction with legal staff of all ministries - Quality review of legislation by MPs and initiation of quality laws by MPs - Parliament debates and approves key pieces of good governance legislation	**Activity Result 2: Parliament's role in economic and social development** **Activity Actions:** Adoption of work plan and timing on selected topics and technical assistance from UN agencies on each topic. - Roundtable on 2 selected topics 1) Round table: International Relations (ACP-EU, WTO) Aug or Oct 2011 2) Related to: Health and Safety; Family; Child Rights and Protection; Gender - Working visit abroad related to one of the topics - Publication of one Parliamentary Handbook Activity result 3: **Supporting the Committee system** **Activity Actions:** Committee baseline report - Seminar on public consultations and hearings - Capacity building procedures and techniques and leadership for committee chairmen - Manual on how to conduct a public meeting - 2 pilot public hearings on laws - Guidelines for preparing AWPs - Internship plan prepared, MoU signed with University, selection procedure determined. - Pilot internship for Committees (2 Committees)								

EXPECTED OUTPUTS *And baseline, associated indicators and annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
output 2: Oversight function of Parliament consolidated **baseline:** **-** MP skills and knowledge on oversight is limited - No post legislative scrutiny is practiced **Indicators:** **-** Members are aware and familiar with the methodologies for oversight reports, hearings and visits. - Guidelines on oversight are followed by Committees. - Post legislative scrutiny is included in the RoP of parliament **Targets:** **-** Research report on oversight state institutions - Summary guidelines for oversight developed and debated based upon roundtable & trainings	**Activity Result 1: Improve oversight capabilities of parliament** **Activity Actions:** **-** Research report on oversight state institutions - Training workshop for MPs on oversight techniques: preparing parliamentary questions, questioning, interpellation in plenary session; - Summary guidelines for oversight developed and debated based upon roundtable & trainings **Activity Result 2: Strengthen Financial Accountability** **Activity Actions:** **-** Master class on budgeting Roundtable on gender and budget	X	X	X	X	parliament			18,750 51,500

EXPECTED OUTPUTS *And baseline, associated indicators and annual targets*	PLANNED ACTIVITIES *List activity results and associated actions*	TIMEFRAME				RESPONSIBLE PARTY	PLANNED BUDGET		
		Q1	Q2	Q3	Q4		Funding Source	Budget Description	Amount
output 3: Representative function of Parliament consolidated **Baseline:** **-** Opportunities for institutional outreach of Assembly is still limited - Relations with media not sufficiently developed - No specific moment (week) in the year for institutional outreach and civic education identified	**Activity Result 1: Strengthen insitutional outreach and civic activities** **Activity Actions:** **-** Baseline report and strategy agreed by parliament - Visitor Information Center created - Information for "Who is who" compiled - Calendar for regular visits & procedures - TV programming on parliament work Highlights of parliamentary work through 15 minute monthly program TV, Radio and internet and printed material including monthly TV discussion on parliament's work **Activity Result 2: Strengthen constituency relations** **Activity Actions:** **-** Baseline report and round table discussion - Annual visit to 10 districts - adoption of strategy - constituency relations offices established and strengthened in 3 Pilot district	X	X	X	X	parliament			136500 85,000 10,000

Indicators: - Visitor Information Center operational and generates statistics on its outreach activities - Media coverage of parliament increased in quality and quantity - Institutional outreach concentrated during one moment (week) of the year	**Activity Result 3: Improved debating skills** **Activity Actions:** - Skills training for new members - ICT training for MPs (according to needs)								

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME					PLANNED BUDGET		
And baseline, associated indicators and annual targets	*List activity results and associated actions*	Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	Funding Source	Budget Description	Amount
output 4: Secretariat and staff services to Parlaiment strengthened	**Activity Result 1: Develop Human Resources Strategy and Plan for parliamentary secretariat** **Activity actions:** - HR Strategy and Plan developed with full participation of secretariat - Have strategy and plan approved by parliament with necessary budget provisions and allocations -Staff recruited for new positions	X	X	X	X	parliament			12,000 37,000 29,500 5,500 4,000 35,000
Baseline: - No HR Strategy or Plan in place	**Activity Result 2: Continuous training and professional skills development of secretariat staff** **Activity Actions:** Professional skills training for secretariat staff 25% staff provided with on the job training; 25% staff provided with in-								

	country training on language, ethics								
Indicators: **-** HR Strategy and Plan developed and accepted by parliamentary secretariat - Percentage staff for whom annual performance reviews were conducted - Number staff promoted due to performance review - New staff hired (higher educated) - Amount of budget allocated for HR plan and strategy	**Activity Result 3: Improve management of the Secretariat Activity Actions:** **-** First series of management skills training for senior staff - Manual on administrative procedures completed								
	Activity Result 4: Launch internship program at parliament for supporting parliamentary operations, Committees and MPs Activity Actions: **-** Internship plan prepared - MoU signed with University for internship programme. Launch pilot phase								
	Activity Result 5: Activity Actions: Modernize and improve library and publication recording - establish policy on parliamentary research and library services - launch new website with library and documentation option - plan digital library as part of e-parliament strategy								

	Activity Result 6: Update registry and revision of parliamentary proceedings **Activity Actions:** - Register, revise and publish proceedings - Assessment report and workplan for proceedings developed - contract temp staff for revision of proceedings - procure new equipment for recording proceedings								

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME					PLANNED BUDGET		
And baseline, associated indicators and annual targets	*List activity results and associated actions*	Q1	Q2	Q3	Q4	RESPONSIBLE PARTY	Funding Source	Budget Description	Amount
output 5: Parliamentary Institution strengthened **Baseline:** **-** Institutional PRODOC for Strengthening the National Assembly of Suriname developed - Annual work plan designed but needs follow-up in implementation - Multi-year SDP not available **Indicators:** **-** Annual work plans strengthened and published - SDP developed and published	**Activity Result 1: Strategic planning and evaluation for the Parliament** **Activity actions:** **-** Institutional PRODOC discussed and accepted by all MPs and secretariat - Annual Work plan 2011-2012 developed, discussed and accepted by all MPs and secretariat and published - SDP finalized and published **Activity Result 2: Institutional framework for Parliament designed** **Activity Actions:** - Expert roster developed -Seminar "Parliament and integrity" - review of RoP based upon 2004 draft review **Activity Result 3: Parliament and Political Parties** **Activity Actions:** **-** Launch of internship to parliamentary groups - Training for new staff of parliamentary groups - Launch of discussion on status of MPs - Political Consensus on the question of Full-time / Part-time MP and incompatibility with other public functions (Decision making by MP's and Political Parties on the matter)	X	X	X	X	parliament			30,000 10,000 17,500

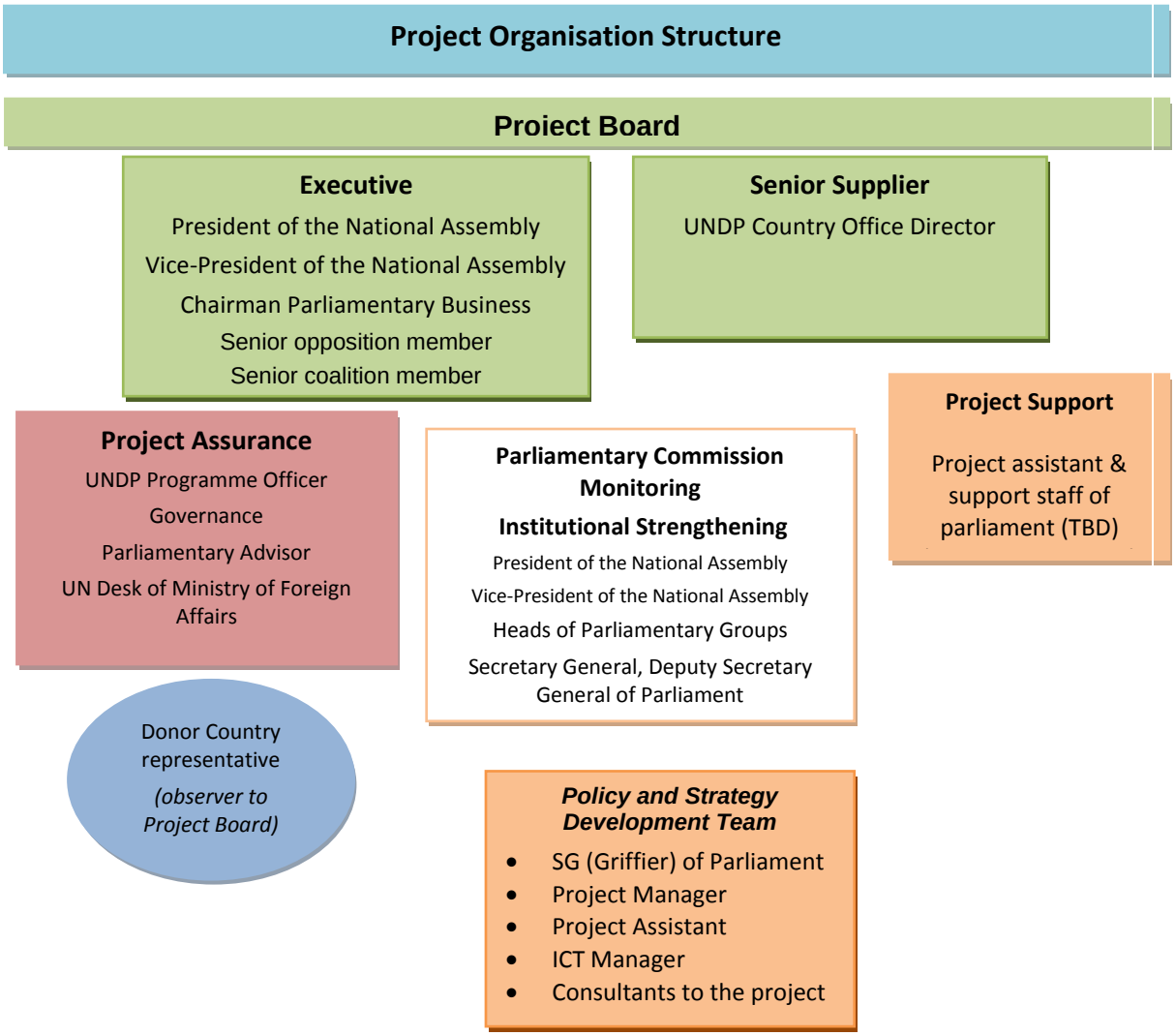
EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME					PLANNED BUDGET		
And baseline, associated indicators and annual targets	*List activity results and associated actions*	Q1	Q2	Q3	Q4	**RESPONSIBLE PARTY**	Funding Source	Budget Description	Amount
output 6: Parliaments role in International Relations enhanced **Baseline:** **-** MPs attend inter-parliamentary gatherings with little preparation and little follow up - Large number of ratifications of treaties and conventions pending - Insufficient parliamentary oversight on foreign affairs of Suriname	**Activity Result 1:** Establish National Assembly of Suriname as a vibrant member among parliaments and inter-parliamentary organizations **Activity Actions:** - Objectives and Strategy on inter-parliamentary relations discussed, adopted and published in Concept Note on Objectives and Strategy for inter-parliamentary relations 2011 – 2014 - Priority treaties for ratification identified and ratified - Also see Output 1, Activity 2 -Improve MP preparation for inter-parliamentary gatherings and follow up	X	X	X	X	parliament			17,500
Indicators: **-** Department for inter-parliamentary relations created and supported by parliament leadership - UNCT regularly provides briefings and notes to MPs - Backlog in ratifications addressed - Suriname parliament heard and known in inter-parliamentary meetings									

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME					PLANNED BUDGET		
And baseline, associated indicators and annual targets	*List activity results and associated actions*	Q1	Q2	Q3	Q4	**RESPONSIBLE PARTY**	Funding Source	Budget Description	Amount
output 7: Parliament's role in gender equality enhanced	**Activity Result 1:** Assist parliament to execute a gender based agenda that ensures gender equity in legislation and parliament operations **Activity Actions:** - "Parliamentary Gender Agenda 2011-2015" - One interaction per year between parliament leadership and civil society on situation of women in Suriname Baseline study on Gender and Parliament in Suriname - Report produced on gender discriminatory provisions in existing legislation - Post legislative scrutiny of one gender related law	X	X	X	X	parliament			27,000
Baseline: **-** Parliamentary Gender Agenda not in place. - Number of women MPs decreased with last election - No study done of gender discriminatory provisions in existing laws									

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME					PLANNED BUDGET		
And baseline, associated indicators and annual targets	*List activity results and associated actions*	Q1	Q2	Q3	Q4	**RESPONSIBLE PARTY**	Funding Source	Budget Description	Amount
output 8: ICT strengthening of Parliament **Baseline:** - Web site of basic quality - Electronic archives only partially accessible	**Activity Result 1:** Implement the integrated use of ICT hardware and software to support the legislative function **Activity Actions:** - Updated E-parlement strategy and implementation	X	X	X	X	parliament			118,000
Indicators: - ICT strategy and plan accepted by parliament - Additional equipment purchased Software purchased and implemented - ICT staff competent and managing ICT plan effectively - Electronic archives available on previous parliamentary proceedings - Parliament website continuously updated and operational	**Activity Result 2:** Modernize and improve publication, recording, communication and dissemination of information **Activity Actions:** - ICT plan revised and approved - ICT staff at parliament trained - New equipment identified, purchased, installed and commissioned - Plan for updating website finalized and webmaster appointed - List of books and periodicals identified - Implement Document Management System								

EXPECTED OUTPUTS	PLANNED ACTIVITIES	TIMEFRAME					PLANNED BUDGET		
And baseline, associated indicators and annual targets	*List activity results and associated actions*	Q1	Q2	Q3	Q4	**RESPONSIBLE PARTY**	Funding Source	Budget Description	Amount
output 9: Satisfactory achievement of the project outputs	**Activity Result 1:** Adequate human resource capacity and coordination mechanisms for efficient management and timely implementation of project activities **Activity Action** **-** Advertise and recruit project manager/ICT manager and Project assistant 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	X	X	X	parliament		Project Manag ICT Manager Project Assist	36000 30,000 18,000

IV. MANAGEMENT ARRANGEMENTS



The project will be managed as a **nationally executed project (NEX) with Country Office support** provided by UNDP Suriname. The National Assembly of Suriname will act as the Executing Agency and will have overall responsibility for the management of project inputs and outputs. The project manager and project assistant will be recruited and work in the Parliament premises (TBC). All administrative UNDP services will be done at the request of the project manager.

The **financing** of this project will be shared between the Parliament, UNDP and future contributions of donor(s).

Project Expenditure **Reports** will be generated and submitted by UNDP to the National Executing Agency on a quarterly basis or upon request. Annual Expenditure Reports, also known as Combined Delivery Reports (CDRs), will be submitted by UNDP to the Parliament for review and signature in the first quarter of the following year.

As mandated by the UNDP Executive Board's Cost-recovery guidelines for the provision of services, UNDP will charge a percent (3 %) general management support fee on

the actual cost of services delivered. This fee will contribute to the costs incurred by UNDP in the provision of technical advice, procurement and financial management services to the project.

In keeping with UNDP's policy for promoting national ownership and leadership the project will be nationally executed with the Parliament as the Executing Agency. Project implementation will be in line with the **PRINCE 2 methodology** and as such a Project Board will be set up to make all management decisions related to the project including all decisions related to directional change and timing for delivery of outputs.

To ensure effective and efficient project management, a **project manager** will be appointed to undertake the day to day implementation of the project. A **project assistant** will provide administrative and logistical support.

The Policy and Strategy Development team implements the Annual Work Plans and brings together all staff and consultants working on the project together with the clerk of parliament.

Tasks and Responsibilities:

Executing Agency – Parliament of Suriname leadership (President / Vice-President of Parliament)

1. Obtain and allocate resources for the project in a timely manner
2. Certification of any deposits
3. Chairing the meetings of the Project Board
4. Certification of annual expenditure reports prepared by UNDP
5. Provides guidance to project manager in execution of monitoring and evaluation activities
6. Participation in monitoring and evaluation of project activities and outcomes
7. Collaborate with the UNDP Parliamentary Advisor or Program Manager in drafting Terms of Reference for any expert or consultant

Senior Supplier – UNDP Country Office leadership (CO director)

To facilitate implementation of the project, UNDP's Suriname Country office leadership will provide the following services in accordance with UNDP procedures:

1. Identification and recruitment of national and international experts with prior agreement of the Executing Agency. Parliament will liaise with UNDP on any matter of concern.
2. Participate in meetings of the Project Board
3. Provide thematic and technical backstopping
4. Payment of experts upon certification by the project manager
5. Regularly review the status of project objectives, activities, outputs, risks and emerging issues and when necessary convey concerns to project manager or other relevant parties
6. Financial management of the project and preparation of financial reports

Project Assurance – UNDP CO Governance

Project Manager

1. Assume operational overall responsibility for the implementation of the Project in accordance with procedures and practices for NEX projects.
2. Prepare and update work plans for submission to the Project Board.
3. Draft and/or organize the drafting of all projects management reports, including quarterly, annual, and final reports; and ensure review and clearance of substantive reports by the UNDP Parliamentary Advisor.
4. Coordinate with interlocutors at the parliament to effectively implement project activities.
5. Support and give guidance to project staff and experts working for the Project; supervise the work of national consultants; and prepare and facilitate scheduled meetings of the UNDP Parliamentary Advisor in support of project activities.
6. Organize project monitoring and evaluation systems and regularly update the Project Board on progress, issues and constraints to Project implementation; plan and prepare the Project Management Boards, project Quarterly technical review and annual project review meetings.
7. Initiate and execute necessary field trips, seminars, workshops, conferences as outlined in the work programme.
8. Manage the realization of own project outputs through activities as outlined in the RRF
9. Participate in and provides advice to the Policy and Strategy Development team.
10. Make recommendations on how to link activities of this project with those of other UNDP projects in the area of governance.

Project ICT Manager

1. Manage all activities under Output 8: ICT strengthening of parliament and all related activities
2. Prepare and update ICT work plans for submission to the Project Board.
3. Draft and/or organize the drafting of all projects ICT reports, including quarterly, annual, and final reports.
4. Coordinate with interlocutors at the parliament to effectively implement ICT project activities.
5. Support and give guidance to project staff and experts working for the Project; supervise the work of national consultants; and prepare and facilitate scheduled meetings of the UNDP Parliamentary Advisor in support of project activities.
6. Manage the realization of own project outputs through activities as outlined in the RRF
7. Participate in and provides advice to the Policy and Strategy Development team.
8. Any other support tasks as required.

Project Assistant

1. Manage all project accounting and financial reporting; and maintain the project budget in ATLAS; and assume direct responsibility for managing the Project budget to ensure that:
    - Project funds are made available as needed and are disbursed properly;
    - Accounting records and supporting documents are kept,

- Financial reports are prepared,
- Financial operations are transparent and comply with NEX rules, and,
- Records are in order for auditing at any time.

2. Manage project physical resources (equipment, etc) financed by UNDP.
3. Ensure that all agreements with designated implementing agencies and/or sub-contractors are prepared, negotiated and agreed. Supervise and coordinates their implementation.
4. Support the organization of field trips, seminars, workshops, conferences as outlined in the work programme; and ensure reporting from the field visits and workshops.
5. Manage the realization of own project outputs through activities as outlined in the RRF
6. Participate in and provides advice to the Policy and Strategy Development team.
7. Any other support tasks as required.

V. 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, 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 Report** (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 Quarterly Progress Report (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.

Upon completion of the project, an **end of project report** shall be prepared by the project manager detailing achievements of the project, lessons learned during the duration of the project and suggestions for new projects and ideas for implementation in the future in collaboration with the parliament of Suriname and for further involvement of other stakeholders in parliamentary development in Suriname.

VI. QUALITY MANAGEMENT FOR PROJECT ACTIVITY RESULTS

OUTPUT 1: Legislative function of parliament strengthened		
Activity Result 1 **(Atlas Activity ID)**	Legislative function	Start Date: 1 June 2011 End Date: 31 May 2015
Purpose	In order to support a qualitative review of legislation by parliament, the project aims to enhance organization & planning skills, more technical resources, involvement of stakeholders and increased knowledge on socio-economic issues. The project aims to strengthen the Committees and facilitate the adoption of good governance legislation.	
Description	*General: research, report writing, advocacy, workshops, drafting, collection best practices, workshop meetings* *Specific:* - Establish Legislative Drafting Office - Capacity building on legislative drafting and review - Good governance legislation	

	- Capacity building on economic and social development - Policy setting on economic and social development - Strengthening Committee public hearings - Committees institutional strengthening mechanisms and instruments	
Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Legislative Drafting Office provides legal advice to MPs	ToR of Office; number of requests received and answered by the office	31 Dec. 2013
MPs have gained new capacity to initiate or review legislation	Number of amendments submitted or draft laws initiated	31 Dec. 2012
Good governance legislation adopted	One law on good governance per year	End 2012, 2013, 2014
Production of a number of substantive reports and Handbook relevant to the parliament of Suriname	Dissemination of reports and other knowledge products; references to reports in parliament and meetings by MPs and senior staff.	31 December, 2013
Parliament has enhanced role in area of development policy	Parliamentary action plan, motion or resolution adopted in parliament	31 December, 2012
Committees are better organized and consult stakeholders	Number of public hearings conducted and annual work plans in place	31 December, 2012
Interns contributing to functioning of parliament	Number of interns decision on institutionalization of internship	31 December, 2012

OUTPUT 2: Oversight function of parliament strengthened		
Activity Result 1 **(Atlas Activity ID)**	Oversight function	Start Date: 1 June 2011 End Date: 31 May 2015
Purpose	Based upon a proper review of the interaction between the Assembly and different oversight institutions, the project aims to strengthen the oversight capacity of parliament, strengthen the financial accountability and enhance coordination between parliament and government.	
Description	General: research, report writing, advocacy, workshops, drafting, collection best practices, workshop meetings. Specific: - Research report - Oversight round tables, trainings, Handbook, etc. - Pilot implementation review hearings - Financial oversight learning opportunities	

	- Gender budget learning opportunities - Coordination mechanism government - parliament	
Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. What method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Oversight methodologies known by MPs	Number of oversight reports and hearings.	30 December, 2012
Post-legislative scrutiny initiatives are established practice	Post-legislative scrutiny initiatives included in the Rules of Procedure	31 December, 2014
Budget issues gain importance in parliamentary debates	Number of budget questions, including gender budget questions	31 December, 2013
Legislative agenda adopted regularly	Annual legislative agenda adopted at the start of the year	January 2012, 2013, 2014, 2015

OUTPUT 3: Representative function of parliament strengthened		
Activity Result 1 **(Atlas Activity ID)**	Representative function	Start Date: 1 June 2011 End Date: 31 May 2015
Purpose	The project aims to strengthen the relationship between parliamentarians and their electorates, including strengthening the accountability of MPs to their electorates. To do so, the project will focus on citizens' access to accurate and timely information on the work of parliament and citizens' interaction with MPs via constituency relations programming.	
Description	*General: research, report writing, advocacy, workshops, drafting, collection best practices, meetings* *Specific:* - Strengthening institutional outreach capacity and effectiveness - Enhance parliament's media relations - Piloting of constituency relations offices model	
Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Assessment of required constituency relations model; existence of constituency relations tracking mechanism	Availability of baseline report	31 December 2012
Production of a number of substantive reports and Handbook relevant to the parliament of Suriname	Dissemination of reports and other knowledge products; references to reports in parliament and in meetings by MPs and senior staff.	31 December, 2013

Journalists have better understanding of parliament's work and do more extensive and quality reporting	Number of journalists which are part of the 'media relations' sub-project	31 December 2013

OUTPUT 4: Secretariat and staff services strengthened		
Activity Result 1 **(Atlas Activity ID)**	Secretariat and staff	Start Date: 1 June 2011 End Date: 31 May 2015
Purpose	As staff are the institutional memory of parliament and play a critical role to the institution's effectiveness, the project aims to upgrade the human resources policy of parliament, encourage continuous training of staff and modernize communication and information flows in parliament.	
Description	General: research, report writing, advocacy, workshops, drafting, collection best practices, meetings Specific: - Develop a comprehensive Human Resources Strategy and Plan - Continuous training and professional skills development of staff - Improve management of the Secretariat - Launch an internship program - Modernize communication and dissemination of information	

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. method used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Human Resources Plan, performance reviews, JDs, etc. in place	Number of staff appraisals, promotions, etc.	30 June 2012
Annual training program for all staff	Number of staff having received training	31 December 2012
Management skills training for senior staff	Number of training sessions attended by number of senior staff	31 December 2013
Interns support the functioning of Committees and Secretariat Units	Number of interns having received a completion of internship certificate	31 December 2012
ICT tools and research facilities modernized	Number of visits at renewed web-site, number of users of intranet and of Library	31 December 2013

OUTPUT 5: Parliamentary institutional framework strengthened		
Activity Result 1 **(Atlas Activity ID)**	Institutional framework	Start Date: 1 June 2011 End Date: 31 May 2015
Purpose	With a view to overcome some of the challenges impeding the parliament from fully exercising its core functions, the project aims to address a series of issues which determine	

	the institutional strengthening framework of parliament. The institutional strengthening framework covers policy, planning, procedural and financial dimensions of parliamentary development.
Description	General: research, report writing, advocacy, workshops, drafting, collection best practices, workshop meetings Specific: - Strategic Planning and evaluation - Review of Rules of Procedures - Parliamentary integrity measures - Status of MP - Functioning of parliamentary groups

Quality Criteria *how/with what indicators the quality of the activity result will be measured?*	**Quality Method** *Means of verification. what method will be used to determine if quality criteria has been met?*	**Date of Assessment** *When will the assessment of quality be performed?*
Annual Work Plans and Strategic Development Plan issued	Availability and distribution of documents	30 December, 2013
New Rules of Procedure agreed upon	Publication of the new Rules	31 December, 2014
Code of Conduct drafted and agreed upon	CoC published	31 December, 2012
Political consensus on time allocation of MPs and incompatibility in office rules	Reports of series of activities available	31 December 2014
Parliamentary Groups take active policy role	Availability of parliamentary groups capacity building materials	31 December, 2012

OUTPUT 6: International and inter-parliamentary relations strengthened		
Activity Result 1 **(Atlas Activity ID)**	Inter-parliamentary relations	Start Date: 1 June 2011 End Date: 31 May 2015
Purpose	As the international dimension of the parliamentary work increases, the project aims to bring expertise and best practices of inter-parliamentary relations to Suriname, and contribute to Suriname taking more advanced role in terms of adherence to international conventions and treaties, and issuing of related national legislation.	
Description	General: research, report writing, advocacy, workshops, drafting, collection best practices, workshop meetings Specific: - Knowledge transfer prior to MPs participation in inter-parliamentary meetings - Speedy ratification of a number of international treaties and conventions - More prominent and visible role of Suriname in inter-parliamentary organizations and forums	

Quality Criteria	**Quality Method**	**Date of Assessment**

UNCT briefings to MPs on technical issues	Number of briefings and number of MPs present	31 December 2012
UNCT advice on international treaties and related national legislation	Number of briefing papers	31 December 2012
Use of tracking mechanism on required follow-up to inter-parliamentary meetings	Number of issues included in the mechanism and their fulfilment within 12 months	31 December 2013

OUTPUT 7: Gender policy of parliament strengthened		
Activity Result 1 **(Atlas Activity ID)**	Gender	Start Date: 1 June 2011 End Date: 31 May 2015
Purpose	Despite the few women MPs in parliament during this mandate, the project aims at assisting parliament to execute a gender based agenda that ensures gender equity in legislation and in parliament operations	
Description	General: research, report writing, advocacy, workshops, drafting, collection best practices, workshop meetings Specific: - Knowledge transfer, awareness raising and skills training on identified key gender questions - Review gender discriminatory provisions in existing legislation - Raise parliament's profile as one of the most important advocates for gender equity in society	

Quality Criteria	**Quality Method**	**Date of Assessment**
Roundtables, publications and other awareness raising tools used effectively	Number of specific initiatives conducted per quarter of the year	31 March 2013
Laws which contain gender discriminatory provisions identified and amended	Number of laws reviewed	31 December 2014
Public events in which parliament raises a gender related issue	Number of events in which gender issues were brought forward	31 December 2014
Start the process of Gender mainstreaming in budgetary proces		

X. 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 in 1976.

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.

XI. RISK LOG

Project Title:	Strengthening the parliament of Suriname			ATLAS Award ID: TBD ATLAS Project ID: TBD		
Description of the Risk	**Date Identified**	**Type**	**Impact/Probability (scale 1 to 5 with 1 lowest)**	**Countermeasures / Mngt response**	**Owner**	**Submitted, updated by**
Leadership and senior staff of parliament might not yet be aware of the roles and responsibilities of the members of the Project Board (Executive, Senior Beneficiary) according to Prince II Methodology	February 2011	*Operational*	If Project Board doesn't exercise its roles and responsibility sufficiently, the Project manager will be overburdened and the overall project management will suffer considerably I = 4 P = 2	UNDP Country Office needs to engage with parliament leadership and ensure clear understanding and endorsement for the Prince II Management methodology prior to the start of the project	UNDP CO Director	UNDP
Low engagement of MPs for piloting public hearings and post legislative scrutiny	February 2011	*Political*	If MPs have insufficient time or little interest, the two pilot projects might lose effectiveness I = 4 P = 2	Project staff will regularly engage with Committee chairpersons and parliament leadership; External stakeholders and party leaders will be informed on objectives of pilot projects	Project manager	UNDP
Absorption capacity of parliamentary staff might be insufficient to support the wide	February 2011	*Operational*	Although the Project Manager and project assistant will take most of the workload for project implementation, some	The Project Manager will ensure the development of the planning schedule well in advance, consult the heads of different units on the planning;	Project manager	UNDP

	range of project activities			assistance by Secretariat staff in different units will be required. Failure to do so would substantially delay project implementation. I = 4 P = 2	engage with the President, vice-president and Secretary General of parliament to ensure sufficient support. Eventually, assistance by interns might be of additional help.		
	Insufficient physical space in the parliament building to host all interns	February 2011	*Operational*	Substantial difficulties in material working conditions for interns and staff / MPs to which they'll give support might lead to sharp decrease in interest by interns, staff and MPs; and to failure of the internship program. I = 5 P = 4	Parliament's Secretary General can design a physical resources plan, early enough in the process, and discuss it during project design so that possible (limited) additional costs can still be included in the project budget.	Project manager	UNDP
	Resources mobilization for the project's budget might face difficulties and subsequently delay the start of the project	February 2011	*Political & operational*	It can cause delays in delivery of project outputs and decrease motivation of Parliament leadership to cooperate on longer-term I = 3 P = 1	Engage with embassies in Paramaribo, UN agencies in Suriname, UNDP DGTTF in New York and other multi-lateral donors	Parliament of Suriname/ UNDP CO leadership	UNDP