

**United Nations Development Programme  
Project of the Government of Suriname**

Project number: SUR/99/007/A/01/99  
 Project title: Umbrella UNV Project for  
 Human Resource  
 Development in Suriname

Estimated start date: August 1999

Estimated end date: July 2001

Executing agent: Government of Suriname

Implementing agent: Ministry of Planning and  
 Development Cooperation

Project site: Suriname  
 Beneficiary countries: Suriname

**LPAC approval date:**

**BPAC approval date:**

**Prepared by : Luk Bouters**

**Government inputs: (local currency)**  
 (in kind) \$  
 (in cash) \$

**Classification information**

**ACC sector and subsector:** General development  
 issues/Agriculture, forestry and fisheries/Health/Social  
 Development/Environment  
**DCAS sector** Development Administration  
**Gvt sector:** Public sector at large  
**Primary areas of focus/sub-focus:** Promoting sound  
 governance/Strengthening public and civil sector with regards to  
 human resources  
**Primary type of intervention:** Direct Support/Operational  
 Assistance  
**Secondary type of intervention:** Capacity-building/Institution  
 building  
**Primary target beneficiaries:** Population at large

**Summary of UNDP and cost-sharing inputs**  
 (as per attached budgets)

UNDP:	
TRAC (1&2)	\$67,300
TRAC (3) \$	
STS	\$
Other	\$

Cost-sharing:	
Government	\$
Financial institution \$ (BL 199)	
Third party\$	

Total	\$67,300
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**Administrative and operational services (where applicable)**

SOF 03	\$
SOF 07	\$
Other	\$

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**Brief description: This project aims at strengthening the human resource capacities of the Government of Suriname and civil sector in selected sectors through the provision of technical services through the United Nations Volunteer Specialists**

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<b>On behalf of:</b>	<b>Signature</b>	<b>Date</b>	<b>Name/Title</b>
Government	_____	_____	_____
Executing agent	_____	_____	_____
UNDP	_____	_____	_____

## A. CONTEXT

### 1. DESCRIPTION

#### 1.1 General

The Republic of Suriname, situated in the northeast of South America, occupies 163,265 square kilometers of which approximately 90 percent are covered with rain forest. The population of approximately 420,000 persons is multi-ethnic and multi-cultural with the majority living largely on the coastal area but with a sizeable percent of the Amerindian and Maroon population living within the interior. Since 1975, Suriname has experienced protracted periods of intense political unrest and an internal war. In more recent years, successive governments have been based on slender coalitions, which make consensus building and policy-making a complex and lengthy undertaking. The net effect of political instability has been periods of limited engagement in global affairs, severe economic decline, massive migration and permanent loss of skilled persons.

#### 1.2. Manpower situation in the country

Deteriorating living conditions, combined with financial constraints faced by the Government; unfavorable job opportunities, low levels of remuneration, have all led to a high level of attrition from the public service. This fuelled a high level of migration of skilled nationals to countries, which offer greater career perspectives, in particular the Netherlands, the Dutch Antilles and the USA. As a result, management and technical skills have been fast depleted in both private and public sectors. In the decade 1980-1995, the country lost an estimated 43% of its trained teachers, 40% of all the highly educated in the civil service and 20% of its medical specialists. About 45% of these emigrants fell within the economically active age group of 25-44 years. Consequentially, the loss of this important segment of the work force has adversely affected national development activities.

This dearth of skilled and experienced manpower is particularly critical in the public sector, where middle-level and senior official positions are not adequately filled or may remain vacant for extended periods of time. Furthermore, new appointees to middle-level often lack the required experience and do not receive on-the-job support and guidance from senior colleagues. This was further underscored by two studies carried out by the National Planning Office in Suriname between 1990 and 1996 on the supply and demand for highly qualified personnel<sup>1</sup>. Both studies confirmed that the situation on highly educated staff remains a serious problem and that hardly any progress was made in the last decade. The shortage on highly educated desk personnel was particularly noticeable in the civil service, as well as in the education and health care system.

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<sup>1</sup> Supply and Demand for Highly Qualified Manpower, 1990-1992  
Hooggeschoolden bij de Overheid, 1995-1996

According to the 1995-1996 study, the shortage on the highly educated desk personnel in the civil service is approximately 492, of which a greater part (61%) requiring a higher vocational education. A noticeable shortage was also detected in the disciplines of law, economics, technical science, social science and natural science.

Information regarding the gender distribution within the highly educated in the civil service, showed that females are underrepresented in positions requiring higher education. Among the highly educated desk personnel in the civil service only 38% are females.

This situation has seriously eroded the public sector's ability to formulate and implement expeditiously sound development programmes and has also constrained the expansion of private sector initiatives and activities.

Although baseline data is still very scarce and deficient, circumstantial evidence and anecdotal reports show that in the civil society sector certain highly qualified skills are also missing. Two reports commissioned by UNV/UNDP in 1998 and 1999, underscored the need to cater for the organizational demands of civil society organizations in general and developmental NGO's in particular, in order to enable them to play their role effectively and efficiently in today's society. In the relative absence of government structures, qualified personnel and reliable access to communities, the international agencies are increasingly relying upon the professional talents and easy community reach of NGOs. This added demand of the international community of donor/lenders placed upon the civil society in Suriname, urges for a qualitative adjustment in personnel, structures and sometimes mandate.

## 2. HOST COUNTRY STRATEGY FOR THE SECTOR

The lack of skilled human resources and the importance of human resource development have been fully recognized by the Government of Suriname as being central to the development and to the sustainability of the current and future efforts. For the successful implementation of its programme, government has placed considerable emphasis on reforming and strengthening the public sector to guide the development process. High priority is given to the strengthening of key-governmental institutions for financial and economic management, and for production supporting institutions.

To this end, the Government seeks to expand the knowledge and professional experience base of its workforce, through the temporary recruitment of expatriate professionals. The Government is, therefore, requesting assistance from the UNDP and the United Nations Volunteer Programme to staff certain key vacancies within the Departments and to make available short-term and long-term expertise with specific reference to education, health and public sector management.

The Government is fully aware of the fact that merely filling the manpower gaps with UNV experts will not result in a permanent or sustainable solution for the country. This

can only happen in combination with a programme of knowledge transfer and in-house training. The emphasis, therefore, will not be solely on providing skilled professionals to fill temporarily technical gaps, but to create a learning environment for national staff members. Through the transfer of skills and experience, using on-the-job training and in-service training modalities, empowerment and continuous training of the national work force is envisaged.

### 3. PRIOR AND ONGOING ASSISTANCE

UNDP is providing advisory services in the area of economic management, public administration and public sector reform through its Umbrella Project for Advisory Services. This project started in 1994 and is ongoing. The major objective of the project is to strengthen the capability of the Ministry of Planning and Development Cooperation as well as other Government institutions to formulate development policies, plans and programmes and to optimize the mobilization of external resources through the provision of advisory services and the conduct of studies.

Additionally, UNDP is carrying out two projects in the area of public health. A first project, entitled Institutional Strengthening of the Ministry of Health, seeks to assist the Government of Suriname in the rehabilitation and expansion of Suriname's health services. Specifically, the project will provide UNV Medical Specialists, who will be based at the Nickerie Hospital to fill existing gaps. A second and similar project, entitled Institutional Strengthening of the Academic Hospital of Paramaribo, has commenced in 1999 and aims at providing the Academic Hospital with 4 UNV Medical Specialists.

Further, UNDP/UNV is preparing a programme aiming at strengthening the local volunteer force through the creation of a National United Nations Volunteer Programme for Suriname (NUNVPS). These National UNVs will constitute an organized body of local talents placed at the reach of civil society organizations to support either the institution itself or some of the project activities for which the institution is responsible.

Finally, the UNV Programme, through its bilateral arrangements with the Governments of Belgium and Japan, has made some fully funded UNV Specialists available to some government institutions and UN agencies working in Suriname.

### 4. INSTITUTIONAL FRAMEWORK FOR THE SUB-SECTOR

The Ministry of Planning and Development Cooperation, along with the National Planning Office, is responsible for the formulation and implementation of national plans and strategies implemented by other sectoral ministries and departments.

### 5. PROBLEMS TO BE ADDRESSED

The government needs to develop and expand its internal capacity to implement and monitor development programmes and activities. However, this is constrained by the shortage of qualified and experienced personnel in specialized fields who are readily available to Government to undertake various tasks in the area of programme management and implementation.

As a result of the above, government departments are impeded by:

- the absence of qualified staff to effectively execute and implement such programmes.
- inadequate capacity to monitor changes in the international community which can affect both the resource inflows and the development equilibrium of the economy.
- inadequate operational systems and training programmes and incentive regimes to attract and keep qualified persons.
- diminished institutional capacity to identify problems and design projects; to address these problems; and to effectively monitor, manage and appraise development programmes/projects.

Further, the government wishes to strengthen its existing human resource structure through in-service training on a peer basis. UNDP's assistance, therefore, is visualized as a source of catalytic technical assistance, not only to provide direct support to current programmes but also as a means of building national capacity for sustainable development.

## 6. PROJECT STRATEGY

The project will provide a quick and flexible mechanism for meeting urgent technical service needs related to the management and implementation of government and civil society programmes and activities. As such, the programme will allow government and civil society to have access to a cadre of committed volunteers at a short notice for a relatively long period.

The project will be implemented and coordinated by the Ministry of Planning and Development Cooperation (PLOS) in terms of serving as focal point dealing with the administrative and technical aspects on behalf of the public sector. PLOS will have the crucial responsibility for determining the specific areas in which the UNV services will be needed and ensuring that adequate terms of reference are prepared for all UNV Specialists, based upon consultation with all relevant government institutions. Both the Government and the UNDP must clear all terms of reference before hand. These terms of reference as developed, will be annexed to this project document.

Following receipt of a request from the Ministry of Planning and Development Cooperation and detailed Terms of Reference, the United National Volunteer Programme will offer to the Ministry, whenever possible, panels of candidates meeting the requirements. The Ministry will then prioritize the candidates according to their preference of selection. The cost of the programme will be financed from cost-sharing arrangements and the cost of every UNV assignment will be deposited prior to the arrival of the UNV Specialist. In case of fully-funded UNV Specialists, the UNV Specialist will be made available to the project at no additional cost. The specific modalities of each FF post will be annexed to the document via the UNV post description form. In case UNV Specialists are recruited through a cost-sharing arrangement, a separate MOU outlining payment modalities will be established and annexed to the present document.

UNDP, through the United Nations Volunteer Programme Headquarters, will be responsible for recruiting the appropriate candidates for the required positions, according to the terms of reference for each post provided by the government and civil society. UNDP will be responsible for bringing the selected UNV Specialist from his or her country to Suriname.

The government may identify a suitable and qualified candidate for a position. At the request of the government, the UNV Programme can include such candidate in their roster and proceed with the normal recruitment procedures for a UNV, provided this candidate is not a Suriname national.

The Director of the Ministry of Planning and Development Cooperation will be the focal point to deal with all technical aspects of the project and will appoint someone to deal with the administrative aspects under his/her supervision. The focal point will also provide all necessary support to the UNV Specialists in terms of logistics and office accommodation or arrange that these be provided by the recipient organizations before the arrival of the UNV Specialist. Whenever possible, Government will ensure that a local counterpart is assigned to the UNV Specialist to facilitate transfer of skills and knowledge. Additionally, the respective government institution should agree to utilize the experience and expertise of the UNV Specialist for in-house training purposes whenever feasible and desirable.

While each of the envisaged activities will be carried out by the agency or institution, the Ministry of Planning and Development Cooperation will maintain overall supervisory responsibility and ensure that appropriate and necessary reports are prepared.

All UNV Specialists shall report to the government department or institution of their assignment (See also point G.2.(a) and (b)).

The sources of funding for UNV Specialist assignments are multiple and various mechanisms exist, e.g. fully-funded mechanisms through bilateral arrangements, TRAC and Government resources, international loans and grants - e.g. through the Japanese Government, Trust Funds, funding mechanisms available to civil society, and so on. As such, UNDP's contribution, through its TRAC resources, should be mainly perceived as a

contribution to enable the programme to take off; to demonstrate its relevance and usefulness; and to institute an institutional and administrative framework to incorporate and consolidate the various ways of funding UNV assignments for punctual and temporary technical assistance.

Since it is the UNV Programme's genuine intent to foster international technical cooperation through expatriate expertise, the work performance of the UNV Specialists will be regularly assessed following the standard UNV performance appraisals and unsatisfactory performance of the incumbent can give cause for early termination of the UNV contract to ensure consistency in the quality of the programme delivery.

#### **7. DEVELOPMENT OBJECTIVE**

The development objective of the project is to contribute to Suriname's sustainable socio-economic development by improving national capacity in high priority areas through human resource development. In the context of the national development strategy, the project will assist the Government of Suriname and civil society organizations in reducing critical technical and managerial constraints where know-how or expertise is required.

#### **8. TARGET BENEFICIARIES**

The managerial and technical personnel from both the public and private sector organizations and institutions will be direct beneficiaries.

Civil society at large will benefit through more focussed and effective programmes and services.

### **B. STRATEGY FOR USE OF UNDP RESOURCES**

The first CCF for Suriname (1999-2001) stressed the need to build capacity for sound governance and to establish systems for promoting effective and accountable structures for the management of the development process. One of the three thematic areas selected concerns the strengthening of the public sector reform process. To this end, in the short-term, UNV will be requested to fill the most pressing technical gaps in the public sector, health and public-sector management and accountability. Additionally, as a second major area of intervention, UNDP has agreed to support initiatives and programmes to strengthen the capacity of the government and the civil society to promote and implement sustainable livelihoods opportunities. Particular emphasis is made here on strengthening the capacity of national institutions to formulate policies and to implement and manage programmes that respond effectively to the critical needs of vulnerable groups and the poor.



The UNV Programme in Suriname is still very young and the UN family was the main avenue for putting the modality at work in the past. The combination of increased need for ex-patriate technical expertise and the growing awareness of the opportunities offered by the UNV Programme, has led to an multiplication in requests for assistance from both Government and civil society. This in turn has brought about the need for a more coordinated and structured approach.

Initially, the Programme will take off with a UNDP TRAC resource injection to demonstrate the competitive advantages of deploying the UNV modality in the context of technical cooperation and to provide the necessary administrative back-up support. As the programme progresses and manifests its effectiveness, other parties will be contacted and interested to join.

#### D. IMMEDIATE OBJECTIVES, OUTPUTS AND ACTIVITIES<sup>2</sup>

##### D.1. Immediate objective 1

To address the shortage of qualified technical personnel through the provision of direct international operational support, technical support and training.

##### D.1.a. Output 1

Improved government/civil society capacity to implement and monitor development projects.

###### Activities

- i. Identification of departments requiring technical assistance to execute their programme of activities.
- ii. Identification and fielding of UNV Specialists
- iii. Implementation of government programmes and activities
- iv. Production of technical reports that will guide the government in the implementation of its development objectives and strategies

##### D.1.b. Output 2

Personnel and counterparts with improved skills in their field of specialization

###### Activities

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<sup>2</sup> Due to the specific nature of this project, namely the establishment of a volunteer recruitment and fielding modality, neither the outputs, indicators or the activities listed above exhaust the activities of the projects. When new sub-programmes and assignments are formulated during the project implementation, specific outputs and performance indicators will be elaborated in the post description form and the MOU agreed upon for this purpose.

- i. Formulation of training programmes, identification of national counterparts, trainees and/or students.
- ii. Implementation of training and upgrading of skills, both by formal and on-the-job methods, by UNV Specialists

## **D. INPUTS**

### **1. Host agency inputs**

- The host agency shall fund all necessary financing for the projects other than those funded through the UNDP TRAC resources (see further under 2.) and with the exception of fully-funded assignments, which will be cost-shared by sponsoring agencies of the UNV Programme. The current pro forma cost for 1999 is US\$32,000 for one year and US\$62,000 for a two-year assignment. However, actual cost will be charged to the project.
- all necessary transportation for UNV Specialists on official duty.
- at least one counterpart or equivalent staff to work closely with each of the UNV Specialist throughout his/her assignment.
- The UNV recipient institution will provide technical briefings and guidance as well as evaluation of the UNV Specialists contribution/performance, in accordance with the established and agreed upon workplans, by the recipient agency.

### **2. UNDP/UNV Programme inputs**

The UNDP/UNV will provide the following inputs:

- TRAC resources for two UNV assignments for one year each in the first instance, more to be based on an evaluation of performance.
- the cost for one part time programme assistant for one year.
- UNV Specialists provide free of cost through bilateral arrangement with sponsoring agencies of the UNV Programme (Fully-funded UNV Specialists)
- source, screen and recruit qualified technical specialists, as required and approved by the Ministry of Planning and Development Cooperation, under the UNV conditions of service.
- administer and monitor the development of the project.
- process and follow-up the evaluation reports
- provide briefings and orientations on the country, the UNV Programme, the conditions of living and service

## **E. RISKS AND PRIOR OBLIGATIONS**

1. Delays in identifying and fielding suitable candidates and counterparts could affect the implementation of the project.

2. Host units not fully utilizing the skills of the UNV Specialists in the fulfillment of the tasks set out in the job description. Alternatively, the UNV Specialist being asked to take on tasks not specified in the agreed job description, can both lead to dissatisfaction and non-fulfillment of the job description. Therefore UNDP and the host institution will ensure that the UNV Specialist will be placed such that the most effective use will be made of their technical expertise.
3. Government inability to attract technical personnel or to identify suitable counterparts to replace the UNVs once the project is completed, may pose a risk to the sustainability of the progress made by the project.

It is essential that the Government of Suriname provide the necessary inputs as described in section E for the effective and efficient implementation of the project.

The Government and the relevant host agency must ensure that an accurate needs assessment for every individual post is undertaken and a standard UNV post description form is completed, taking into account the need for long term sustainability.

The project document will be signed by UNDP, and assistance to the project will be provided, subject to UNDP receiving satisfaction that the prerequisites listed above have been fulfilled or are likely to be fulfilled. When anticipated fulfillment of one or more prerequisites fails to materialize, UNDP may, at its discretion, either suspend or terminate its assistance.

## **F. MANAGEMENT**

### *Coordination Arrangements*

This project will be implemented by the Ministry of Planning and Development Cooperation in cooperation with the UNDP/UNV Programme.

Regular follow-up and evaluation sessions would be held to monitor the progress of the programme, to evaluate the performance of the volunteers, and to take necessary action to ensure the achievement of the project objectives in accordance with standard UNDP/UNV project monitoring requirements. Whenever a UN Volunteer is assigned to a civil society entity, their representative(s) will be part of the monitoring and evaluation exercise.

### *Counterpart Support Capacity*

The Government of Suriname will, through the Ministry of Planning and Development Cooperation in particular and other Government institutions, provide the technical support for the implementation of the project. The institutions have to provide office facilities including furnishings and maintenance services, and transportation for official business.

### *Special Considerations*

The overall objective of this project is the provision of technical personnel and the building of capacity of personnel in government and civil society entities associated with project execution and implementation. This in essence, ensures efficiency and empowerment of personnel in these agencies and entities. Moreover, in implementing the in-service training and skills transfer component of this project, the Government's human resource development strategy will receive some additional impetus and strength. The availability of counterpart support to the UNV Specialists and the frequency with which in-house training are organized, will have a significant bearing on the final results of the programme.

The project, therefore, would give special consideration to:

- sensitizing the national authorities and civil society organizations to sustainable human development concerns in the fielding of UNV Specialists
- ensuring the involvement of nationals, and in particular women, in the participation of in-house training workshops.

Finally, UNV and UNDP also wish to increase the proportion of women UNVs to improve the gender-related focus of the programmes. Applications from women will be therefore particularly sought.

## **G. MONITORING AND EVALUATION**

1. (a) The project will be subject to tripartite review (joint review by representatives of the Government, executing agency and UNDP) at least once every twelve months. The first such meeting to be held within the first twelve months of the start of full implementation. The Executing Agency shall prepare and submit to each tripartite review meeting a Project Performance Report (PPER). Additional PPERs may be requested, if necessary, during the project implementation.  
(b) A project terminal report will be prepared by the Executing Agency for consideration at the terminal tripartite review meeting. It should be prepared in draft sufficiently in advance to allow review and technical clearance prior to the tripartite review meeting.
3. (a) In accordance with the procedures established by the UNV Programme for the monitoring and evaluation of UNV assignment, each UNV Specialist fielded will submit periodic reports and a final report on the set times.  
(b) In addition, two detailed work plans will be drawn up for each volunteer in consultation with the supervisor, initially within three months of his or her arrival and a second workplan to be completed after one year. The agreed upon workplan will serve as the monitoring instrument for the delivery of UNVs inputs, and the extent to which they were successful will be assessed in the final periodic reports. The workplans will be annexed to the UNV Specialist's periodic reports.

3. (a) The project will be subject to evaluation in accordance with the policies and procedures established by the UNDP for this purpose.

## **H. LEGAL CONTEXT**

This document shall be the instrument referred to as such in Article 1 of the Standard Basic Agreement between the Government of Suriname and the United Nations Development Programme signed on 29 April 1978.

The following type of revisions may be made to this project document with the signature of the Resident Representative only, provided he or she is assured that the government of Suriname has no objections to the proposed changes:

- a) Revisions in, or addition of any of the annexes of the Project Document
- (b) A revision which do not involve significant changes in the immediate objectives, outputs or activities of the project, but are caused by the rearrangements of inputs already agreed to or by cost increases due to inflation.
- (c) Mandatory annual revisions, which rephrase the delivery of, agreed project inputs or increases expert or other costs due to inflation or takes into account agency expenditure flexibility.

**Consolidated Project Budget for Executing Agent**  
(IN US DOLLARS)

Project Number : SUR/99/007/L/01/ Project Title : Umbrella UNV Project for Human Resource Development in Suriname

Revision Code : 1 Source of funds : 1

AOS Source of Funds : Executing Agent : Ministry of Planning and Development Cooperation

Budget mp Line	Line Description	Imple. Agency	Project Total			1999			2000			2001	
			W/M	INPUT	AOS	W/M	INPUT	AOS	W/M	INPUT	AOS	W/M	INPUT
<b>31.</b>	<b>Fellowships</b>												
31.01			0.0		0	0.0		0	0.0		0	0.0	
31.02			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
31.99	Sub-total fellowships		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>32.</b>	<b>Study tours/group training</b>												
32.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
32.02			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
32.99	Sub-total study tours/group training		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>33.</b>	<b>In-service training</b>												
33.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
33.99	Sub-total in-service training		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>38.</b>	<b>Component Total</b>		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>40.</b>	<b>EQUIPMENT &amp; SUPPLIES</b>												
<b>45.</b>	<b>Local Procurement</b>												
45.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
45.02			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
45.99	Sub-total local procurement		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>46.</b>	<b>Int'l Procurement (over \$70,000)</b>												
46.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
46.02			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
46.03			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
46.99	Sub-total		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>47.</b>	<b>Int'l Procurement (under \$70,000)</b>												
47.01			0.0		0	0.0		0	0.0		0	0.0	
47.99	Sub-total		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>49.</b>	<b>Component Total</b>		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>50.</b>	<b>MISCELLANEOUS</b>												
<b>51.</b>	<b>Operation/Maint. of Equipment</b>												
51.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
51.99	Sub-total miscellaneous		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>52.</b>	<b>Reporting Costs</b>												
52.01	Reporting costs	EVT	0.0	600	0	0.0	200	0	0.0	200	0	0.0	200
52.02			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
52.99	Subtotal reporting costs	EVT	0.0	600	0	0.0	200	0	0.0	200	0	0.0	200
<b>53.</b>	<b>Sundry</b>												
53.01	Sundries	EVT	0.0	2,000	0	0.0	1,000	0	0.0	1,000	0	0.0	1,000
53.99	Subtotal sundry	EVT	0.0	2,000	0	0.0	1,000	0	0.0	1,000	0	0.0	1,000
<b>59.</b>	<b>Component Total</b>		0.0	2,600	0	0.0	1,200	0	0.0	1,200	0	0.0	1,200
<b>99.</b>	<b>BUDGET TYPE TOTAL</b>		30.0	67,300	0	8.0	25,600	0	22.0	41,000	0	0.0	1,700
<b>109.</b>	<b>COST SHARING</b>			0			0						
<b>999.</b>	<b>UNDP TOTAL</b>	EVT	30.0	67,300		8.0	25,600		26.0	51,000		0.0	1,700
<b>150.</b>													
150.01	Agency support costs			0			0			0			0
150.02	Agency support costs (AOS)												
150													
159	Sub-total			0			0			0			0

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(IN US DOLLARS)

Project Number : SUR/99/007/A/01/ Project Title : Umbrella UNV Project for Human Resource Development in Suriname  
 Revision Code : 1 Source of funds : 1  
 AOS Source of Funds : Executing Agent : Ministry of Planning and Development Cooperation

Budget Cmp Line	Line Description	Imple. Agency	Project Total			1999			2000			2001	
			W/M	INPUT	AOS	W/M	INPUT	AOS	W/M	INPUT	AOS	W/M	INPUT
<b>10</b>	<b>PROJECT PERSONNEL</b>												
<b>11.</b>	<b>International Experts</b>												
11.03			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
11.49	Sub-total Experts		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
11.50			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
11.98	Sub-total Consultants		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
11.99	Sub-total Experts/Consultants		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>12.</b>	<b>OPAS Experts</b>												
12.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
12.02			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
12.99	Sub-total OPAS		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>13.</b>	<b>Admin support personnel</b>												
13.01		CVT	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
13.02			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
13.99	Sub-total Admin Support Personnel	CVT	6.0	2,700	0	2.0	900	0	4.0	1,800	0	0.0	0
<b>14.</b>	<b>U N Volunteers</b>												
14.01	UNV Specialist	CVT	12.0	30,000	0	4.0	15,000	0	8.0	15,000	0	0.0	0
14.02	UNV specialist	CVT	12.0	30,000	0	2.0	8,000	0	10.0	22,000	0	0.0	0
14.03	UNV specialist	CVT			0	0.0		0			0	0.0	0
14.04	FF UNV Specialist	CVT										0.0	0
14.04	FF UNV Specialist	CVT										0.0	0
14.99	Sub-total UNV		24.0	60,000	0	6.0	23,000	0	18.0	37,000	0	0.0	0
<b>15.</b>	<b>Duty travel</b>												
15.01		CVT	0.0	2,000	0	0.0	500	0	0.0	1,000	0	0.0	500
15.99	Sub-total duty travel		0.0	2,000	0	0.0	500	0	0.0	1,000	0	0.0	500
<b>16.</b>	<b>Mission Costs</b>												
16.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
16.99	Sub-total mission costs		0.0									0	
<b>17.</b>	<b>NPPP</b>												
17.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
17.02			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
17.03			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
17.99	Sub-total NPPP		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>18.</b>	<b>Component Total</b>	CVT	30.0	64,700	0	8.0	24,400	0	22.0	39,800	0	0.0	500
<b>20</b>	<b>SUB-CONTRACTS</b>												
<b>21.</b>	<b>Sub-contract X</b>												
21.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
21.99	Sub-total sub-contract X		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>22.</b>	<b>Sub-contract Y</b>												
22.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
22.99	Sub-total sub-contract Y		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>23.</b>	<b>Sub-contract Z</b>												
23.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
23.99	Sub-total sub-contract Z		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>28.</b>	<b>Component Total</b>		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>30</b>	<b>TRAINING</b>												

**Consolidated Project Budget for Executing Agent**  
(IN US DOLLARS)

Project Number : SUR/99/007/A/01/ Project Title : Umbrella UNV Project for Human Resource Development in Suriname

Revision Code : 1 Source of funds : 1

AOS Source of Funds : Executing Agent : Ministry of Planning and Development Cooperation

Budget p Line	Line Description	Imple. Agency	Project total			1999			2000			2001	
			W/M	INPUT	AOS	W/M	INPUT	AOS	W/M	INPUT	AOS	W/M	INPUT
<b>199.</b>	<b>BUDGET TYPE TOTAL</b>	GVT	30.0	67,300		8.0	25,600		26.0	51,000		0.0	1,700



## UNITED NATIONS DEVELOPMENT PROGRAMME

Project number: SUR/99/007/B/01/99

Project title: UNV Umbrella Project for  
Human Resource Development in Suriname

Source of fund: 01

Executing agent: Government of Suriname

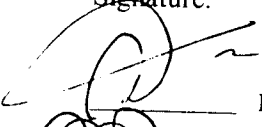
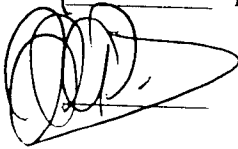
Implementing agent: Ministry of Planning and Development  
Cooperation

Revision code: B

Revision reason: Cancellation of budget line 15.01  
(duty travel) and corresponding introduction  
of budget line 51.01. Additionally,  
rephrasing of all funds into 2000.

<u>Initial/Revised input:</u>	
UNDP/TRAC	
Previous input – Rev. A.	US\$67,300
Revised input – Rev. B.	US\$67,300
Input increase/decrease	US\$ 0
UNDP	US\$ -
Government cost-sharing	US\$ -
Financial institution	US\$ -
Third party cost-sharing	US\$ -
<b><u>Administrative and operational services:</u></b>	
Previous AOS input:	US\$ -
Revised AOS input:	US\$ -
AOS input incr./decr.	US\$ -
UNDP	US\$ -
Government cost-sharing	US\$ -
Financial institution	US\$ -
Third party cost-sharing	US\$ -
<b>Total UNDP Budget:</b>	<b>US\$67,300</b>

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On behalf of:	<u>Signature:</u>	<u>Name/Title:</u>	<u>Date:</u>
Government:		Dick de Bie, Min. PLOS	11/07/2000
Executing agent:		Marion Maks, O.D. PEM	11/07/2000
UNDP:	_____	_____	_____

Consolidated Project Budget for Executing Agent  
(IN US DOLLARS)

Project Number :

SUR/99/007/A/01/1 Project Title : Umbrella UNV Project for Human Resource Development in Suriname

Revision Code :

A

Source of funds :

1

AOS Source of Funds :

Executing Agent :

Ministry of Planning and Development Cooperation

Budget Line	Line Description	Imple. Agency	Project Total			1999			2000			2001	
			W/M	INPUT	AOS	W/M	INPUT	AOS	W/M	INPUT	AOS	W/M	INPUT
<b>PROJECT PERSONNEL</b>													
11.	International Experts												
11.03			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
11.49	Sub-total Experts		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
11.50			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
11.98	Sub-total Consultants		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
11.99	Sub-total Experts/Consultants		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
12.	OPAS Experts												
12.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
12.02			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
12.99	Sub-total OPAS		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
13.	Admin support personnel												
13.01			6.0	2,700	0	2.0	900	0	4.0	1,800	0	0.0	0
13.02		GVT	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
13.99	Sub-total Admin Support Personnel	GVT	6.0	2,700	0	2.0	900	0	4.0	1,800	0	0.0	0
14.	U N Volunteers												
14.01	UNV Specialist	GVT	12.0	30,000	0	4.0	15,000	0	8.0	15,000	0	0.0	0
14.02	UNV Specialist	GVT	12.0	30,000	0	2.0	8,000	0	10.0	22,000	0	0.0	0
14.03	UNV Specialist	GVT			0	0.0		0			0	0.0	0
14.04	FF UNV Specialist	GVT			0						0	0.0	0
14.04	FF UNV Specialist	GVT			0						0	0.0	0
14.99	Sub-total UNV	GVT	24.0	60,000	0	6.0	23,000	0	18.0	37,000	0	0.0	0
15.	Duty travel												
15.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
15.99	Sub-total duty travel	GVT	0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
16.	Mission Costs												
16.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
16.99	Sub-total mission costs		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
17.	NPPP												
17.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
17.02			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
17.03			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
17.99	Sub-total NPPP		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
19.	Component Total	GVT	30.0	62,700	0	8.0	23,900	0	22.0	38,800	0	0.0	0
<b>SUB-CONTRACTS</b>													
21.	Sub-contract X												
21.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
21.99	Sub-total sub-contract X		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
22.	Sub-contract Y												
22.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
22.99	Sub-total sub-contract Y		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
23.	Sub-contract Z												
23.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
23.99	Sub-total sub-contract Z		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
29.	Component Total		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>TRAINING</b>													
			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0

**Consolidated Project Budget for Executing Agent**  
(IN US DOLLARS)

Project Number : **SUR/99/007/A/01/1** Project Title : **Umbrella UNV Project for Human Resource Development in Suriname**

Revision Code : **A** Source of funds : **1**

AOS Source of Funds : Executing Agent : **Ministry of Planning and Development Cooperation**

Budget mp Line	Line Description	Imple. Agency	Project Total			1999			2000			2001	
			W/M	INPUT	AOS	W/M	INPUT	AOS	W/M	INPUT	AOS	W/M	INPUT
<b>31.</b>	<b>Fellowships</b>												
31.01			0.0		0	0.0		0	0.0		0	0.0	
31.02			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
31.99	Sub-total fellowships		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>32.</b>	<b>Study tours/group training</b>												
32.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
32.02			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
32.99	Sub-total study tours/group training		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>33.</b>	<b>In-service training</b>												
33.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
33.99	Sub-total in-service training		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>39.</b>	<b>Component Total</b>		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>40.</b>	<b>EQUIPMENT &amp; SUPPLIES</b>												
<b>45.</b>	<b>Local Procurement</b>												
45.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
45.02			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
45.99	Sub-total local procurement		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>46.</b>	<b>Int'l Procurement (over \$70,000)</b>												
46.01			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
46.02			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
46.03			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
46.99	Sub-total		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>47.</b>	<b>Int'l Procurement (under \$70,000)</b>												
47.01			0.0		0	0.0		0	0.0		0	0.0	
47.99	Sub-total		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>49.</b>	<b>Component Total</b>		0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
<b>50.</b>	<b>MISCELLANEOUS</b>												
	<b>Operation/Maint. of Equipment</b>												
.01	<b>Maintenance of vehicle</b>		0.0	2,000	0	0.0	1,000	0	0.0	1,000	0	0.0	0
51.99	Sub-total miscellaneous		0.0	2,000	0	0.0	1,000	0	0.0	1,000	0	0.0	0
<b>52.</b>	<b>Reporting Costs</b>												
52.01	<b>Reporting costs</b>	<b>GVT</b>	0.0	600	0	0.0	200	0	0.0	200	0	0.0	200
52.02			0.0	0	0	0.0	0	0	0.0	0	0	0.0	0
52.99	Subtotal reporting costs	<b>GVT</b>	0.0	600	0	0.0	200	0	0.0	200	0	0.0	200
<b>53.</b>	<b>Sundry</b>												
53.01	<b>Sundries</b>	<b>GVT</b>	0.0	2,000	0	0.0	500	0	0.0	1,000	0	0.0	500
53.99	Subtotal sundry	<b>GVT</b>	0.0	2,000	0	0.0	500	0	0.0	1,000	0	0.0	500
<b>59.</b>	<b>Component Total</b>		0.0	4,600	0	0.0	1,700	0	0.0	2,200	0	0.0	700
<b>99.</b>	<b>BUDGET TYPE TOTAL</b>		30.0	67,300	0	8.0	25,600	0	22.0	41,000	0	0.0	700
<b>109.</b>	<b>COST SHARING</b>			0			0						
<b>999.</b>	<b>UNDP TOTAL</b>	<b>GVT</b>	30.0	67,300		8.0	25,600		26.0	41,000		0.0	1,200
<b>150.</b>													
156.01	Agency support costs			0			0			0			0
156.02	Agency support costs (AOS)												
158													
159	Sub-total			0			0			0			0

**Consolidated Project Budget for Executing Agent**  
(IN US DOLLARS)

Project Number : **SUR/99/007/A/011** Project Title : **Umbrella UNV Project for Human Resource Development in Suriname**  
 Revision Code : **A** Source of funds : **1**  
 AOS Source of Funds : Executing Agent : **Ministry of Planning and Development Cooperation**

Budget Comp Line	Line Description	Imple. Agency	Project Total			1999			2000			2001	
			W/M	INPUT	AOS	W/M	INPUT	AOS	W/M	INPUT	AOS	W/M	INPUT
<b>199.</b>	<b>BUDGET TYPE TOTAL</b>	<b>GVT</b>	30.0	67,300		8.0	25,600		22.0	41,000		0.0	1,200