

11-May-2010



UN Development Programme

Suriname - Cty Pgmm

Award ID: 00059911
 Award Title: Assistance to the Ministry of SOZAVO
 Start Year: 2010
 End Year: 2010
 Implementing Partner (Executing Agency): UNDP

Budget (US\$) as of Last Revision on 11-May-2010		
Donor	Fund	Amount
UNDP	04000 TRAC (Lines 1.1.1 and 1.1.2)	72,300.00
Total Budget (2010 and Beyond)		72,300.00
Total Expenditure (2009 and Prior)		0.00
Award Total		72,300.00
Unprogrammed/Unfunded		0.00

Responsible Party (Implementing Agent): TRI-Government of Suriname
 Revision Type: Project Approval

Brief Description:

In 2009, the Ministry of Social Affairs and Housing took the initiative to draft a capacity strengthening plan for the Ministry, namely the Directorate of Social Affairs. This initiative was supported by the United Nations Development Programme and implemented by Kairi consultants. The Ministry of Social Affairs and Housing (Sozavo) has taken the recommendations formulated in the report of Kairi Consultancy (March 2010) into consideration and is committed to implement the proposed recommendations. With this project assistance will be provided to the Ministry to provide management and policy development training to the staff, to review the mandates, roles and responsibilities of the staffmembers of the Directorate of Social Affairs and to review its social policies.

Agreed by: Government of Suriname
 Agreed by:
 Agreed by: Ministry of SOZAVO
 Agreed by: UNDP

Assistance to the Ministry of Social Affairs and Public Housing in the implementation of the Capacity Strengthening plan for the Directorate of Social Affairs

1. Background or 'Project Rationale'

In 2009, the Ministry of Social Affairs and Housing took the initiative to draft a capacity strengthening plan for the Ministry, namely the Directorate of Social Affairs. This initiative was supported by the United Nations Development Programme and developed by Kairi consultants. The result was a strategic plan indicating the several areas that need interventions in order to build the Ministry's capacity in delivering for its target groups. It is worth mentioning that the process of strengthening the Ministry started in 2005 when the Ministry executed an assessment of its social safety net. One of the priorities identified through this assessment was the strengthening of its structures. The Ministry of Social Affairs and Housing (Sozavo) has taken the recommendations formulated in the report of Kairi Consultancy (March 2010) into consideration and is committed to implement the proposed recommendations.

Since 2005, the Ministry has implemented a number of activities geared towards strengthening its capacities of which the following can be mentioned:

1. the formulation of work plans on a yearly basis per department with specific targets;
2. workshops on monitoring and management of the work plans;
3. internal training sessions to strengthen social and community workers;
4. policy and planning training for policy staff members resulting in a set of 10 policy evaluations regarding policy areas of the Ministry.;
5. team building activities to enhance internal communication.

As part of the renewed salary system (FISO) implemented by the Ministry of Home Affairs, the Ministry of Sozavo started the review of the mandates and roles of the different departments as well as the functions within these departments. During this exercise it became clear that there are overlaps among divisions and some restructuring needs to take place. Also weaknesses have been identified which need to be strengthened.

The latter needs to be finalized, so that within the Ministry there is a clear view on who is responsible for what, in order to enhance efficient and effective service delivery.

All these afore-mentioned activities are/were executed with funds of the Ministry of Social Affairs and Housing but are still fragmented. Hence the reason for drafting an integral capacity strengthening plan.

In line with the recommendations formulated by Kairi and in recognition of the weaknesses within the ministry of Sozavo in the area of capacity for policy planning, implementation and monitoring of programs, the following areas have been identified for immediate improvement and strengthening.

- Internal communication within the ministry;
- Awareness;
- Skilled human resources;

- Sustainable human resource development;
- Sustainable capacity building;
- Programme management skills;
- Institutions to support capacity building.

Taking the afore-mentioned list of activities into consideration, the Ministry has identified the following interventions for implementation in 2010:

	Priority area	Intervention/Programmes	Programme Objective
1	Enabling Environment	Change Management Programme	To design and implement a process which systematically allows for proposed changes in the system to be controlled based on a pre-defined framework/model
2		Create listing of relevant social indicators	To develop a list of indicators and familiarize staff with indicators which are relevant to the work programme of Sozavo and the overall social development of Suriname
3	Institutional Environment	Conduct of review of social policies	To determine which policies currently guide the work in the Ministry based on stated work priorities and to identify where there are gaps to be filled;
4		Finalize any draft policies and submit to Cabinet	To advance the development of a framework within which work priorities are identified and programmes executed.
5		Increase staff access to internet	To increase staff access to the internet so as to facilitate work within the Ministry
6	Organizational Structure, Performance and Processes	Conduct review of mandates, roles, responsibilities	To review the mandates, roles and responsibilities of directorates and sub-directorates with a view of aligning them to core function of Sozavo and to update to reflect current operational realities;
7		Organizational restructuring/ Modification	To restructure the organization so as to ensure the best use of resources and to ensure that the organization is able to function based on agreed upon mandate;
8		Review Elderly Care Programme	To rationalize the programme and to determine if it is currently meeting the needs it was originally initiated to meet.
9		Train Managers	To improve management, leadership and organizational performance by upgrading the skills of leaders organization-wide;
10	Inter-Institutional Linkages	Design and rollout an intranet system across the organization	To facilitate communication and information sharing between and within directorates and districts;
11	Human Resource Management and Processes	Conduct assessment of further training needs	To assess the training needs across the organization so as to ensure that educational, training and skills gaps are

			bridged and the level of performance within the organization is elevated.
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Source: Final report Comprehensive Capacity Strengthening Plan and Strategic Framework, page 68-77

The approach to execute these interventions is as follows:

- interventions 1 & 9 will be implemented jointly as part of Activity I of this proposal;
- intervention 2 will be incorporated in the process of realizing a National Strategy for the Development of Statistics (NSDS) currently being undertaken under coordination of the General Bureau of Statistics;
- interventions 2 & 3 will be implemented jointly as part of Activity II of this proposal;
- interventions 5 & 10 will be implemented through the Ministry's internal structures and funds;
- interventions 6, 7 & 8 will be implemented jointly as part of Activity III of this proposal (activity 3);
- intervention 11 will be implemented through the Ministry's internal structures and funds.

2. Activities

Activity I:

Management and Policy Training for Sozavo staff

As a result of the recommendations made by Kairi, the Ministry is committed to strengthening its managerial capacity and improving its efficiency and effectiveness in policy formulation and evaluation.

It is essential to enhance the skill of the personnel especially the heads of divisions and policy staff of the Ministry. Moreover, the capacity of the leaders of the various divisions should also be strengthened in order to achieve the goals. Through improvement of management skills and leadership qualities it is expected to reinforce the divisions and perform even better so at the end tangible results will be achieved.

With regard to policy formulation and evaluation it is of utmost importance that policy staff is trained in the processes and procedures. This will enable the Ministry to perform on a higher level.

1. Objectives, expected outputs and planned activities

Objectives:

- a) Improvement of efficiency and service delivery, and achievement of higher levels of customer satisfaction;
- b) Promotion of a results-based management culture with output rather than input focus;

Expected outputs:

- a) Improved planning and service delivery under SSN programmes and monitoring schedules implemented
- b) Evaluation conducted and results incorporated into policy and planning
- c) A results-based management strategy with output rather than input focus is developed and launched within the Ministry.

Activities and timeframe:

a) Draft TOR for recruitment of consultant (s)	April – May 2010
b) Draft strategic/training plan to achieve objectives and outputs	June – July 2010
c) Implement strategic/training plan for Sozavo staff and personnel	August 2010 – March 2011

Assumptions

- a) Recruiting consultant will be a timely process;
- b) Consultant receives necessary input on time.

2. Strategy

For developing and implementing the management training, a consultant will be hired. This consultant must develop a strategic/training plan through which the staff's skills on management and monitoring can be increased. The management/monitoring of work plans as well as dealing with changes within and outside the Ministry are the core areas of attention.

To execute the policy planning and evaluation training, the Institute for Graduate Studies (IGSR) of the University of Suriname will be approached since they are providing a course in 'policy and planning' (as part of a Master in Policy and Planning).

Secondly, this institute has trained a group of 21 policy workers of the Ministry in policy planning and evaluation with good results.

3. Beneficiaries

- The staff of the Ministry of Social Affairs and Housing since the management training will result in strengthening their skills.
- The clients (beneficiaries) receiving social support from the Ministry.

Activity II:

Review mandates, roles and responsibilities of Sozavo departments and propose organizational restructuring

Since effective service delivery goes along with the way different divisions within the Ministry execute their responsibility, the following interventions will be pursued:

- Conduct review of mandates, roles, responsibilities and organizational restructuring/modification. The goal for this intervention priority, as formulated in the Kairi report¹, states that in order to implement effective programs, deliver quality services, enhance communication dynamics and high level of customer satisfaction, it is important to review the mandates, roles and responsibilities of directorates and sub-directorates with a view of aligning them to core functions of Sozavo.
- An update to reflect current operational realities is needed; restructuring the organization so as to ensure the best use of resources and to ensure that organization is able to function based on agreed upon mandate.
- Description of the administrative organization per division

1. Overall goal, expected outputs and planned activities

Objectives:

The objectives of this technical assistance are:

- a) Review the mandate and tasks as well as the core functions of the different divisions of the Directorate Social Affairs with a view, where necessary, to updating these mandates, roles and responsibilities;

¹ Page 63

- b) Make recommendations for a revised organizational structure for the Directorate to facilitate improved policy formulation, programme planning and delivery, and monitoring and evaluation.

Expected outputs

- a) Draft report with recommendations for updated mandates, roles and responsibilities, and organizational chart of all divisions of the Directorate Social Affairs;
- b) Briefing sessions held to present and receive staff and stakeholder feedback on updated mandates, roles and responsibilities;
- c) Final draft Recommendations for revised mandates, roles and responsibilities, and revised organizational chart finalized and presented to the Minister for approval.

Activities and timeframe:

1. Draft TOR for recruitment of consultant (s)	May - June 2010
2. Review mandates, roles and responsibilities of all divisions and discuss findings and recommendations with staff and stakeholders	July 2010 – August 2010
3. Final report with updated mandates, roles and responsibilities, and modified organizational chart submitted to Sozavo for approval and implementation	September 2010

Assumptions

- c) Recruiting consultant will be a timely process;
- d) Consultant receives necessary input on time;

2. Strategy

For reviewing and updating all mandates, roles and responsibilities of all divisions a consultant will be hired. The available reports within the Ministry on the preparatory work on the review of all the mandates and responsibilities of the divisions will form the basis for executing this consultancy. These reports need to be studied by the consultant. In 2009 some divisions were already evaluated and the mandates and responsibilities revised, so the consultant will have to identify the gaps and make final recommendations.

Furthermore the consultant should undertake consultations with staff and other stakeholders to verify issues or to obtain additional information. An important part of this exercise is the description of the administrative organization within each division. To modify the organizational structure, the consultant must review the several modified organizational charts proposed in the past years and recently in Kairi's report.

The official organizational chart dates back from 1988. Based on the revised mandates, roles and responsibilities the consultant should review the aforementioned organizational charts and modify accordingly.

3. Beneficiaries

All staff of the Directorate Social Affairs of the Ministry of Social Affairs and Housing since it will clarify the roles and responsibilities of each staff member.

Activity III:

Review of social policies and provide recommendations for new policies

The aim of this activity is to review selected social policies, finalize any draft policies that are pending finalization and submit to Cabinet for approval taking into account the social development goals as contained in the Sozavo's sector strategy and the MOP. Every 5 years, a Policy Note is drafted and for the specific target groups such as the elderly, persons with disabilities and children/youth separate policy documents are formulated. A contribution is also provided for the Multi Annual Development Plan and the Government Declaration. It is necessary to review the available policy documents, evaluate implementation and provide recommendations for revision or new policies, as needed.

To this extent, reviewing the social policies is of great importance in terms of identifying which policies currently guide the work of the Ministry, which are the priority areas, and whether there are gaps to be filled taken into account current social development goals. It can also be recognized that strengthening the legal and regulatory framework within which the organization functions may ultimately be of one of the important elements to facilitate this structured approach to social policy and social development.

Given that national elections are being held in 2010, the Ministry will have to prepare new policy documents and take into consideration policy priorities of the new Government.

1. Objectives, expected outputs and planned activities

Objectives:

- a) Update and strengthen existing social policies and recommend additional policy frameworks necessary for executing Sozavo's mandate in the area of social development;
- b) Update and strengthen the legislative framework and regulations necessary for policy implementation;
- c) Develop capacities of social policy implementers within Sozavo to formulate and apply policy frameworks to guide the work of the Ministry.

Expected outputs

- a) An Assessment Report identifying all social policies, relevant priorities, and policy gaps, with recommendations for updated or additional policies, legislation or amendments;

- b) A companion human resource action plan with recommended actions to improve capacity of social policy implementers in Sozavo to formulate and apply policy frameworks to improve the work of the Ministry.

Activities and timeframe:

a) Draft TOR recruitment of consultant (s)	June 2010
b) Assess the social policies necessary for executing Sozavo's mandate and propose recommendations for policy formulation, including legislative framework and regulations necessary for policy implementation c) Discuss findings and recommendations with staff and stakeholders on updating and strengthening existing social policies and additional policy frameworks necessary for executing Sozavo's mandate in the area of social development	July – August 2010
d) Submit final draft report with recommendations to ... for approval.	September 2010

2. Strategy

A consultant will be hired to review and facilitate the development of new policy. Reviewing the current social policy framework should be done based on the current Social Policy Note, the several existing (draft) policy plans and the work plans of the Ministry. The development of a structured approach to social policy framework should be done based on current social development goals, relevant international and regional commitments, and the basic principles of social development according to the Multi-Annual Development Plan of the Government of Suriname.

The legal and regulatory framework should be revised based on the update of outdated legislation and regulations, as well as the identification of existing gaps in priority areas within the structured social policy framework.

3. Beneficiaries

- The staff and personnel of the Ministry of Social Affairs and Housing since the project would improve their institutional environment;
- The clients (beneficiaries) receiving the social services of the Ministry.

3. Management Arrangement

This project activity falls under Annual Work Plan (AWP) 1 – Policy Planning and Monitoring signed between the Government of Suriname and UN agencies in March, 2010. As agreed between the Government of Suriname and UNDP the activities will be

implemented according the National Execution Modality by the Ministry of Social Affairs and Public Housing (Sozavo) under supervision and coordination of the Ministry of Planning and Development Cooperation (PLOS). The ministry of Social Affairs and Public Housing represented by the Permanent Secretary (PS) Social Affairs will be the responsible actor for the implementation of this project. The PS will in this regard be assisted by the Research and Planning Division, the Training Department and the Social Safety Net (SSN) Division of the ministry.

In addition to Technical Assistance, UNDP will provide resources from its regular TRAC allocation. The government of Suriname concurs that the resources will be made available in accordance with the direct payment modality under the Harmonized Cash Transfer (HACT).

4. Monitoring and Evaluation Framework

The monitoring and evaluation of the project activities will be done in line with the agreed monitoring and evaluation modality as developed for the implementation of the AWP activities and agreed by the UN agencies and the Government of Suriname. An effective monitoring of the execution of the tasks of the consultants and the IGSR is essential to achieving the agreed outputs of the project. Experience has shown that monitoring is very crucial in order to get timely and high quality outputs.

For Activity I and III, a Sozavo internal task force will be established, with the Training Department (Dienst Opleiding en Vorming – DOV) of the Ministry in the lead, oversee implementation of this project. Technical assistance will be provided by the UNDP
For Activity II, a Sozavo internal task force will be established, with the SSN coordinators within the Ministry in the lead, oversee implementation of this activity. For this activity UNDP will also provide technical assistance.

5. TOTAL BUDGET

Intervention	Description	Total Amount
<u>Activity I:</u> Management and policy training for Sozavo staff	1. Estimated budget for the policy and planning: USD 9,350.00 (for 17 persons); 2. Estimated budget for leadership and management training: USD 28,700.00 (for approximately 80 persons).	USD 38,050.00
<u>Activity II:</u> Review mandates, roles and responsibilities of Sozavo departments and propose organizational restructuring	The project costs include consultancy fees and costs for consultation meetings. 1. Consultancy fee 30 working days USD 10,750.00 2. Costs for consultation meetings USD 1,000.00	USD 11,750.00
<u>Activity III:</u> Review of social policy and provide recommendations for new policies	The project costs include consultancy fees and costs for consultation meetings. 1. Consultancy fee 60 working days USD21,500 2. Costs for consultation meeting USD 1,00.00	USD 22,500.00
Total		USD 72,300.00

6. Legal Context

This project document shall be the instrument referred to as such in Article 1 of the Standard Basic Assistance Agreement between the Government of the Republic of Suriname and the United Nations Development Programme, signed by the parties on 27 April 1978. The Executing Agency shall, for the purpose of the Standard Basic Assistance Agreement, refer to the government executing agency described in that agreement.

The following types of revision may be made to this Project Document with the signature of the UNDP Resident Representative only, provided he or she is assured that other signatories of the Project Document have no objections to the proposed changes:

- revision in, or addition of, any of the Annexes of the Project Document;
- revisions which do not involve significant changes in the immediate objectives, outputs or the activities of the Project, but are caused by the rearrangement of inputs already agreed to or by the cost increases due to inflation; and
- mandatory annual revisions which re-phase the delivery of agreed inputs or reflect increased advisor or other costs due to inflation or take into account agency expenditure flexibility.

The management of the project resources will be governed by UNDP rules and procedures as well as any terms and conditions agreed by the Ministry of Planning and Development Cooperation and development partners contributing to the project.

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.

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

PROJECT RESULTS AND RESOURCES FRAMEWORK

<p>Intended Outcome as stated in the Country/ Regional/ Global Programme Results and Resource Framework: UNDAF Outcome 1.1: National Authorities have the capacity to articulate, implement and monitor policies and strategies for sustainable human development, as the basis for achieving the MDGs.</p> <p>UNDAF Output 1.1.1: Strengthened national capacities in sustainable human development and gender-responsive policy formulation, programming and budgeting.</p> <p>Country Programme Outcome: National Authorities have the capacity to articulate, implement and monitor poor policies and strategies for sustainable human development, as the basis for achieving the MDGs.</p> <p>Outcome indicators as stated in the Country/ Regional/ Global Programme Results and Resources Framework, including baseline and targets. Existence of and extent to which capacity strengthening programme has been implemented</p> <p>Project title and ID (ATLAS Award ID): Assistance to the Ministry of Social Affairs and Public Housing in the implementation of the Capacity Strengthening plan for the Directorate of Social Affairs</p>				
Intended Outputs	Output Targets for (years)	Indicative Activities	Responsible parties	Inputs
<p>a) Improved planning and service delivery under SSN programmes and monitoring schedules implemented</p> <p>b) Evaluation conducted and results incorporated into policy and planning</p> <p>c) A results-based management strategy with output rather than input focus is developed and launched within the</p>	<p>March, 2011</p>	<p>Activity I: Management and policy training for Sozavo staff</p>	<p>Ministry of Social Affairs and Public Housing (Sozavo)</p>	<p>1. policy and planning Trainers: USD 9,350.00 (UNDP); 2. leadership and management trainers: USD 28,700.00 (UNDP).</p>

<p>Ministry.</p>	<p>a) Draft report with recommendations for updated mandates, roles and responsibilities, and organizational chart of all divisions of the Directorate Social Affairs; b) Briefing sessions held to present and receive staff and stakeholder feedback on updated mandates, roles and responsibilities; c) Final draft Recommendations for revised mandates, roles and responsibilities, and revised organizational chart finalized and presented to the Minister for approval</p>	<p>September, 2010</p>	<p><u>Activity II:</u> Review mandates, roles and responsibilities of Sozavo departments and propose organizational restructuring</p>	<p>Ministry of Sozavo</p>	<p>1. Consultant for 30 working days USD 10,750.00(UNDP) 2. Consultation meetings USD 1,000.00(UNDP)</p>
<p>a) An Assessment Report identifying all social policies, relevant priorities, and policy gaps, with recommendations for updated or additional policies, legislation or amendments; b) A companion human resource action plan with recommended actions to improve capacity of social policy implementers in</p>	<p>September , 2010</p>	<p><u>Activity III:</u> Review of social policy and provide recommendations for new policies</p>	<p>Ministry of Sozavo</p>	<p>1. Consult for 60 working days USD21,500(UNDP) 2. Consultation meeting USD 1,00.00(UNDP)</p>	

Sozavo to formulate and apply policy frameworks to improve the work of the Ministry.

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Annual Work Plan

Suriname - Cty Pgmm

Award Id: 00059911

Award Title: Assistance to the Ministry of SOZAVO

Year: 2010

Report Date: 11/5/2010

Project ID	Expected Outputs	Key Activities	Timeframe		Responsible Party	Planned Budget			Amount US\$
			Start	End		Fund	Donor	Budget Descr	
00075159	Assistance to the Ministry of	Management and Policy Tra			TRI-Government of Suriname	04000	UNDP	72100 Contractual Services-Companie	38,050.00
		Review mandates, roles & re			TRI-Government of Suriname	04000	UNDP	71400 Contractual Services - Individ	10,750.00
		Review social policy			TRI-Government of Suriname	04000	UNDP	75700 Training, Workshops and Confe	1,000.00
TOTAL						04000	UNDP	71400 Contractual Services - Individ	21,500.00
GRAND TOTAL						04000	UNDP	75700 Training, Workshops and Confe	1,000.00
									72,300.00
									72,300.00