

Observatory on Strategies and Mechanisms for Effective Public Management

Suriname

January 2016

This Observatory is being reviewed by the Ministry of Home Affairs



General Information

By Country: Indicators of Public Management

1. The Government of Surinam

[Basic Indicators 2012](#): Presents information of economic, monetary, financial and social indicators of Suriname.

[Presentation: Statistical Yearbook 2013](#): Provides statistics of social situation of households, cultural statistics, labor and others.

2. World Bank (WB)

[Suriname Data](#): Presents information on Suriname's development indicators, economic highlights and climate change.

3. United Nations (UN)

[World Statistics Pocketbook](#): Contains a series of economic, social, trade profile and environmental statistics and indicators.

[Doing Business](#): Presents Suriname's rank of Ease of Doing Business and the distance to frontiers (DTF) measure, overall and by topic. And there are key indicators for each topic benchmarked against regional averages and high-income economy (OECD) averages.

By Country: Studies and Investigations

1. Organization of American States (OAS)

["International Migration in the Americas"](#) (2015). Organization of America States

["OAS Peace | Security | Democracy | Development"](#) (2012). Organization of American States

2. World Bank (WB)

["Strengthening Financial Reporting Regimes and the Accountancy Profession and Practices in Selected Caribbean Countries"](#) (2015). World Bank Group.

["Promoting Growth in the Caribbean : Tax Incentives in Theory and in Practice"](#) (2013). Bes, Martin; Alvarez-Estrada, Daniel.



"Suriname : Report on the Observance of Standards and Codes – Accounting and Auditing" (2012). World Bank.

3. United Nations (UN)

A. Economic Commission for Latin America and the Caribbean (ECLAC)

"Transferencias de ingresos para la erradicación de la pobreza: dos décadas de experiencia en los países de la Unión de Naciones Suramericanas (UNASUR)" (2014), CEPAL.

"Economic Survey Of The Caribbean 2014 – Reduced Downside Risks And Better Prospects For A Recovery" (2014), Alleyne, Dillon; Hendrickson, Michael; McLean, Sheldon; Milligan, Michael; Yoshida, Kohei; Pantin, Machel; Serrette, Nyasha

B. United Nations Development Programme (UNDP)

"2014 Human Development Report – Sustaining Human Progress: Reducing Vulnerabilities and Building Resilience" (2014), UNDP

"Caribbean Human Development Report 2012" (2012). United Nations Development Programme. (2012), UNDP.



Long Term Vision

Introduction

The government of Suriname has made efforts to improve public service and to operate strategies in order to provide effective and efficient public management. There are several strategies and plans implemented by the government of Suriname.

In terms of it, Suriname has development agendas which are stated in the "[Republic of Suriname National Report in preparation of the Third International Conference on Small Island Developing States \(SIDS\)](#)" The report focuses on addressing the emerging issues and challenges of sustainable development taken into consideration the UN post-2015 development agenda.

This National Report builds on existing progress reports and marks progress made to strengthen the national institutional framework in terms of coordination between sectors, and provides, where possible, an insight into the integration of sustainable development principles in [the Development Plan 2012-2016](#).

This report also gives a number of recommendations, the most important of which were that the government should formulate a vision and strategy on sustainable development, as well as an integrated approach to poverty eradication, build partnerships with and involve civil society and private business, take the lead, and strengthen and streamline structures needed to guide and monitor the process.

Institutional Framework

National Institute for Environment and Development in Suriname (NIMOS)

[The National Institute for Environment and Development \(NIMOS\)](#) mission is to initiate the development of a national legal and institutional framework for environmental policy and management in the interest of sustainable development in the Republic of Suriname.

The objectives of the NIMOS are as follows:

- To make achievement of national environmental legislation in the broadest sense;
- To prepare and do achieving the regulations on protection of the environment; and
- To coordinate and monitor compliance

The NIMOS is divided into several [departments](#), namely: 1. Administration; 2. Environmental & Social Assessment; 3. Environmental Monitoring & Enforcement; 4. Environmental Legal Services; and the Environmental Education & Public Outreach.

Strategies and Mechanisms

The [Republic of Suriname National Report in preparation of the Third International Conference on Small Island Developing States \(SIDS\)](#) builds on existing progress reports and shows progress made to strengthen the national institutional framework in terms of coordination between sectors, and provides, where possible, an insight into how well sustainable development principles have been integrated into development planning.



There are eight national priorities and each priority has main objectives as follows;

- a) Agriculture and food security;
 - To achieve and ensure food security for the entire population Suriname;
 - To guarantee the agricultural health and food safety;
 - To develop a sustainable agricultural sector;
 - To develop the agricultural sector to be the food producer and food supplier of the Caribbean increase the agricultural sector contribution to the national economy;
 - To establish the institutional and infrastructural conditions for the sustainable development of the agricultural sector; and
 - To manage the preconditions and risks in implementing the agricultural policy framework
- b) Natural resources management, incl. fisheries management and oceans governance;
 - To update and implement the Fisheries Management Plan;
 - To finalize, endorse and enact the new fisheries legislation;
 - To conclude a partnership agreement with the Ministry of Defence and the Ministry of Justice and Police regarding the Coast Guard and on the development of a Monitoring, Control and Surveillance plan;
 - To reorganize the fishing industry and institutional strengthening of the fisheries sector, targeting public and private sector organizations and NGO’;
 - To upgrade the data collection system and training of staff to manage the system;
 - To continue with by-catch reduction from trawl fishing activities
- c) Water resources management;
- d) Energy, incl. renewable energy and energy efficiency;
- e) Climate change and sea level rise;
- f) Biodiversity conservation;
 - Conservation of biodiversity;
 - Sustainable use of biodiversity;
 - Regulated access to genetic material and associated knowledge, with fair and equitable, sharing of benefits;
 - Knowledge acquisition through research and monitoring;
 - Capacity building;
 - Raising awareness and empowerment through education and communication;
 - Cooperation at local and international level;
 - Sustainable financing
- g) Waste management and chemicals management;
- h) Sustainable tourism

The following criteria were developed and used to arrive at the choice of these national priorities:



- The priorities identified should be in line with those proposed by CARICOM at the Rio+20 Conference;
- The priorities should be relevant to or in line with the development vision of Suriname, as laid down in the 2012 – 2016 National Development Plan;
- Relevant documentation, such as national policy documents, strategies and plans of action should be available or in the process of design; and
- The challenges and gaps pertaining to the priorities need to be addressed urgently through a short-term approach (1-5 years)



National Strategies/Planning

Introduction

The government of Suriname established [The Development Plan 2012-2016](#), which is an insight into integration of sustainable development principle. It is a plan to improve social inclusiveness, economic diversification, and growth. The five thematic areas of the Plan are:

- a) Good governance;
- b) Social development for an equitable society;
- c) Economic diversification, competitiveness, and innovation, including through greater PPP efforts;
- d) Education for building a knowledge society and competitive skills; and
- e) Protecting natural resources and managing the impact of climate change.

Institutional Framework

The institution responsible for managing the Development Plan 2012-2016 is the [Cabinet](#).

The [key tasks](#) of the cabinet are as follows;

- To prepare and adopt all legislation, constitutional and Board decisions to be ratified by the President;
- To care of the Constitutional and administrative law related to the President, the National Assembly and other elected bodies;
- To care for administrative and policy support for the President in the exercise of its executive powers and his responsibilities for the State organs which he has direct control;
- To support the president as commander in chief of the armed forces and in the maintenance of national security;
- To give support to the president in charge of foreign policy and international relations and in promoting the international legal order;
- To care for the establishment of a coherent government policy and for monitoring its implementation;
- To communicate and inform the public on behalf of the government; and
- To manage mobilization and participation in development and policy

Strategies and Mechanisms

The plan recognizes the country's development challenges across fifteen themes that can be grouped into five main strategic areas:

Good Governance

Strategic Area 1 is "Good Governance". The Government seeks to initiate reforms to strengthen the effectiveness and credibility of public institutions through increased transparency, effectiveness of service delivery, and accountability of policymakers to citizens. To that end, the



Government recognizes [eGovernment](#) as being an enabler of governance, efficiency, and transparency.

The Government also seeks to improve public sector service delivery through the implementation of a plan for reforms in public financial management that would include the recommendations of the Accounting and Auditing ROSC.

Social Development

Strategic Area 2 is "Social Development". The Government is committed to the social development of its citizens, and highlights plans to improve the quality and accessibility of the educational system, the availability and accessibility of the health system, and compliance with its "social contract" with all Surinamese citizens, particularly the most vulnerable groups.

Among the Government's priorities is strengthening the social protection system through the introduction of a conditional cash transfer program.

Economic Diversification, Competitiveness, and Innovation

Strategic Area 3 is "Economic Diversification, Competitiveness, and Innovation". The Government seeks to enhance innovation for competitiveness and economic diversification as critical areas for the private sector to access and be competitive in global markets.

The Government recognizes the country's dependence on extractive industries and its susceptibility to commodity price shocks. The diversification of the country's economy in new areas of competitiveness and innovation would require strengthening the business regulatory environment and in particular the areas of starting a business, getting credit, registering property, enforcing contracts, resolving insolvency, and protecting investors.

The Government supports a greater focus on entrepreneurship, value chains, and innovation opportunities in potential high growth sectors such as agribusiness, tourism, forest products, and non-agricultural exports such as meat, poultry, and marine exports. An agriculture plan to incentivize large-scale farming and supply external markets has been developed. The Government also supports investments in broadband internet infrastructure to lower access costs.

Education for a Knowledge Society

Strategic Area 4 is "Education for a Knowledge Society". The Development Plan calls for an advanced and gender-inclusive education system. The Government seeks to improve the quality and internal efficiency of basic education by updating the educational contents and processes, providing inputs to schools, and supporting institutional reforms.

In particular, the Government plans to strengthen the institutional capacity of the Ministry of Education through the introduction of performance management frameworks and professional development courses for education staff. The Government also underscores the importance of addressing the education and skills gap in order to better utilize the country's large wealth of natural resources and promote economic diversification and growth. Modernization of the education system through the identification of science, technology, and innovation as key pillars of a knowledge society is also part of the policy agenda.

Natural Resources and Managing the Impact of Climate Change

Strategic Area 5 is “Protecting Natural Resources and Managing the Impact of Climate Change”. The Government is committed to the protection and sustainable exploitation of natural resources for sustainable economic growth. Inappropriate exploration of mineral resources and the disturbance and degradation of forests and unregulated squatter settlements are some of the major issues related to environmental sustainability.

With the recent increase in interest by foreign companies in new largescale mining, the Government is seeking to improve the regulatory environment of the sector and to develop a disaster risk management and climate change adaptation policy.

Public Budget

Introduction

The [government of Suriname](#) has legal framework in order to manage public budget. It established “The Budget Act of 1952”, as modified by decrees in 1955 and 1969. The act governs the budgetary process and the Dutch Accounting Act for Government Bodies of 1927 largely established the accounting rules.

Since 1969, the government made it split into a general or administrative budget and a development budget. The general budget is largely financed domestically and the development budget is financed externally by donors. The [Ministry of Finance](#) (MOF) is responsible for the general budget, which consists mainly of current expenditures but also includes capital expenditures.

The [National Planning Office](#) (NPO) is responsible for the development budget, which consists mainly of capital expenditures but also includes current expenditures. The general budget has an annual focus. The NPO prepares the development budget also on an annual basis but within the context of a five-year development plan and is under the responsibility of the [Vice President](#). The budgetary and administrative task is part of the [Ministry of Domestic Affairs, Directorate General Affairs](#).

Institutional Framework

1. The Ministry of Finance

The [Ministry of Finance](#) is responsible for managing government revenue and the payment of government spending. The ministry is also responsible for overall financial, monetary and fiscal policies, as well as the investment policy which admittedly become outlined in collaboration with the relevant ministries.

It consists of two directorates, namely the [Finance Directorate](#) which is responsible for the payment of the expenses of the State and the [Directorate Taxation](#) where a large part of the revenue of the State (Government).

The Finance Directorate is responsible for the overall management of all state funds and monitoring the proper utilization thereof. Also it is also responsible for the overall financial and monetary policy, the insurance industry and the circulation of coins and currency notes.



The Directorate Taxation is responsible for the implementation of laws regarding the task of taxation, such as to eliminate the income tax and to collect that tax revenues. The tax also shall supervise compliance with the laws.

2. The National Planning Office

According to its constitution, the **National Planning Office (NPO)** is in charge of preparing a Multi-Annual Development Plan (MDP, Meerjaren Ontwikkelings Plan, MOP) which lists the socio-economic objectives of the nation.

The Government of Suriname established the **NPO** in 1951. Its main objectives are the identification, formulation, development and coordination of plans that could further the development of the immaterial and material welfare of Suriname.

The functions of the offices are to prepare an annual development program, the so-called "Annual Plan" and submit it to the Parliament by October of the current fiscal year. By May of each year, each ministry or agency has to present to the **NPO** project proposals to be included in the Annual Plan.

The structure of the office is as follows: 1. The sectoral and macroeconomic planning; 2. The environment and spatial planning; and 3. The administrative services

The sectoral and macroeconomic planning is primarily a research department. It is responsible for preparing analytical studies in order to make socio-economic policy objectives operational at a macro, sectoral and regional level. It carries out economic simulations and projections, quantifies social and economic effects of development programs, calculates national economic indicators, and performs macroeconomic and sectoral analyses in order to understand economic trends and advice policy makers accordingly.

The Environment and Spatial Planning is responsible for the coordination of physical planning. It updates an inventory of data relating to ground and soil, natural resources, existing infrastructure, and land allocation. It also maps the structural characteristics of urban and rural areas and keeps a record of geographic data in order to map the environment in terms of ecosystems as well as social-demographic and physical indicators.

Strategies and Mechanisms

The budget administration system is relatively decentralized. Each ministry has a Budget and Financial Affairs Department (Afdelingen Begrotings-en Financiële Zaken - BFZ), which liaises with the relevant the **Ministry of Finance (MOF)** departments.

The preparation process for the general budget starts in February of the preceding fiscal year. The **MOF** sends a budget call letter to the heads of spending agencies. By the end of April, ministries prepare and submit expenditure estimates to the **Treasury Inspectorate (TI) of the MOF**, which supervises budget preparation.

The TI discusses budget proposals with ministries, usually leading to a reduction in the ministries' requests. If a disagreement between the TI and a ministry's staff cannot be resolved, the Minister of Finance is notified and he discusses the issue bilaterally with the relevant minister. Once agreement has been reached on expenditure ceilings, ministries re-submit their budgets, this time showing a detailed budget breakdown.



The government must submit the general budget to the National Assembly by October 1 of the preceding fiscal year, thereby leaving sufficient time for the National Assembly to debate and approve the budget before the end of the year. If the National Assembly does not approve the budget before January 1 of the year of the execution, the government must use the budget of the previous year until the new budget is approved ([Article 156 of the Constitution](#)).

The budgetary process is undermined by the practice of significantly revising the budget throughout the year of execution. The government submits a “preliminary” budget to the National Assembly before October 1, to comply with the Constitution. The government then submits a final or revised budget to the National Assembly near the end of the year of execution.

Professionalized Civil Service

Introduction

The legal framework on civil service of Suriname includes the [Personnel Act of 1962](#), as modified by eight other laws, state decrees and guides personnel management of the civil service - that sets out the basis for government employment, the rights and obligations of government officials, disciplinary measures, justification and procedures for suspension and termination of employment, and internal complaints procedures.

The [Ministry of Home Affairs](#) has overall responsibility for the administrative affairs of government, and policy towards government officials and the functioning of government. A specialized unit in the ministry, [the Directorate Personnel](#), is responsible for managing the civil service.

Institutional Framework

The Directorate Personnel

The [Directorate Personnel](#) is a division of the [Ministry of Home Affairs](#). The mission of the Directorate Personnel is to manage activities, tools and procedures of government personnel in order to improve the effective functioning of employees within the organization.

The functions of the Directorate Personnel are:

- To create a central management structure for human resources policy;
- To make the structure of the Ministry responsible to be balanced in terms of size and personnel;
- To organize all departments of the government which are primarily concerned with the human resources;
- To have a responsibility for a structured human resources;
- To coordinate as effectively and efficiently and to supervise the systematic storage of personal data related to government officials;
- To care for monitoring of human resources regarded as honor in public sector organization;
- To supervise and draft a guideline for a strict application of disciplinary measures (Effective and uniformed application of the Personnel Act);



- To manage a consultation and working structures (PZ-ODAD consultation); and
- To be responsible partly for the development of the Civil Service, making it functionally be consistent with the principles of good governance, effectiveness and efficiency

Strategies and Mechanisms

1. Entrance into the Civil Service

The entrance into the civil service is determined by the needs of individual units. The individual ministries recruit for themselves but notify the Ministry of Home Affairs every employment changes. The [Personnel Act](#) lays out the minimum eligibility criteria for government employment:

- be at least 18 years old;
- be medically fit; and
- Comply with certain legal requirements.

These requirements do not form a high hurdle to employment and in practice screening is rarely rigorous. General education requirements are not required.

2. Training

The Ministry of Education and Community Development organizes and supervises scholarship programs that can upgrade government officials' skills. Such programs, which are almost entirely donor-financed, have provided on-the-job training for 350 - 400 officials, and have trained 60 persons in Brazil.

3. Assessment and Promotion

Promotions are left to the discretion of the Ministry from grade 1 to 14. A recommendation from the Ministry of Home Affairs is required for grade 15 till 17. For higher grades, promotions must be approved by the Council of Ministers. And the [Personnel Act](#) states that promotion should be based on considerations of capability, skill, reliability, and experience.

4. Remuneration

Civil service jobs and pay are classified by the Mezger remuneration system, which was introduced with the assistance of the Dutch government in 1976. The Mezger system assigned positions into a grade on the basis of a functional analysis. Originally the civil service hierarchy was divided into 20 grades, but this was extended to 24 grades in 1990

5. Disengagement

The [Personnel Act](#) provides a legal basis for disengagement either on the grounds of individual unsuitability or because of a reorganization of the civil service. Individual unsuitability can be caused by an unfit medical condition, incapacity, neglect of duty, uncooperative behavior, personal arrest, or legal restraint.

[Article 69\(a\)](#) states that "one or more officials, or one or more groups of government officials" may be dismissed due to a reorganization of the civil service. It requires that the President issue



a statement that it is in the general interest to reorganize or downsize the civil service. Under these circumstances government officials can be dismissed, but must receive up to 18 months of their most recent salary.

Decentralization

General Information

Suriname has a decentralized administrative structure, with national ministries and ten administrative districts. It was formalized with the passage of the [Constitution of 1987](#) which focused several chapters on principals of regional governance and, for the first time, defined Districts as an official level of government.

Under the Constitution, Suriname is divided into [distrikten \(districts\)](#) and *ressorten* (subdistricts). Each district has a representative and an executive branch of government. The former are run by *district raden* (district councils), and the latter are administered by *districtsbestuur* (district administrations). At the subdistrict level there is only a representative branch managed by *ressort raad* (subdistrict councils). Both the district and subdistrict councils are elected every five years at the country's general elections.

This was followed in 1989 by more specific enabling legislation, the [Law on Regional Bodies \(LRB\)\(SB 1989, No.44\)](#), which defined the functions and responsibilities of District governments as well as some preliminary mechanisms for local revenue generation and financial management.

Institutional Framework

The [Ministry of Regional Development](#) is the entity responsible for local governance, decentralization and the development of the interior.

The functions of the Ministry are:

- To make good partnership with other central government bodies, regional bodies, the traditional authority and other government forms;
- To develop transparent communication, effective organizational structures and procedures; and
- To approve relevant legislation to promote sustainable prosperity in the districts

The specified tasks which the Ministry carries out are:

- To deal with regional administration;
- To manage relations between the regional and central government;
- To integrate government actions aimed at regional development and improvement of the living environment of the residents in the districts and in the reconstruction on the interior;
- To make a coherent policy aimed at cooperation between the districts in order to promote common interests;
- To develop administrative procedures for further policy development regarding promoting participation in decision-making at the level of subdistricts and districts;



- To maintain the relation with the central government dignitaries and residents of the interior;
- To oversee the management of state guest buildings;
- To care for the waste disposal and cleaning services;
- To care for all secondary civil engineering facilities in Suriname, except for the district of Paramaribo; and
- To care for markets throughout Suriname

Strategies and Mechanisms

Suriname is divided into 10 districts: Marowijne, Commewijne, Paramaribo (subdivided into South-West and NorthEast), Para, Wanica, Coronie, Saramacca, Nickerie, Brokopondo and Sipaliwini

The President appoints a District Commissioner for each District (two for Paramaribo), who performs both as chair of the district council and chief executive of the district administration. It should be noted that within each District, the [Constitution of 1987](#) also established 62 sub-district jurisdictions, known as Ressorts, each with its own popularly elected representative body, the Ressort Council.

As defined in the [Law on Regional Bodies](#), the Districts have a relatively limited mandate: (i) maintenance of secondary and tertiary infrastructure (roads, drainage, irrigation)⁴, public parks and open spaces; (ii) management of public markets; (iii) solid waste collection and disposal; (iv) provision of trucked-in potable water; (v) fire prevention and control; (vi) local planning and budgeting; (vii) maintenance of public order; and (viii) supervision of public health (including cemeteries).

Coordination

General Information

Suriname has inter-institutional coordination in order to develop and strengthen of public management. The entity responsible for it is the [Cabinet](#).

The purpose of the cabinet is to support for the president in regards to administrative, managerial and political terms.

The [policy issues](#) carried by the cabinet are as follows;

- Labor;
- Investments;
- Education; and
- Innovation

The [key tasks](#) of the cabinet are as follows;

- To prepare and adopt all legislation, constitutional and Board decisions to be ratified by the President;



- To care of the Constitutional and administrative law related to the President, the National Assembly and other elected bodies;
- To care for administrative and policy support for the President in the exercise of its executive powers and his responsibilities for the State organs which he has direct control;
- To support the president as commander in chief of the armed forces and in the maintenance of national security;
- To give support to the president in charge of foreign policy and international relations and in promoting the international legal order;
- To care for the establishment of a coherent government policy and for monitoring its implementation;
- To communicate and inform the public on behalf of the government; and
- To manage mobilization and participation in development and policy

The cabinet is divided into organizational and supporting units. The Organizational units consist of the Presidential secretary; the Policy Affairs unit; the Unit Management and Administrative Affairs; and the National Security Unit. Also the Supporting units consist of the Office of the First Lady; the Adjutant; and the Office People Contacts.

Information and Communications Technology

Introduction

The government of Suriname takes account of the importance of developing Information and Communications Technology. “[The Development Plan 2012-2016](#)” has policy plan to develop an information society, focusing on Information and Communication Technology. It established the Commission of eGovernment.

In addition, “[The eGovernment Strategies 2012-2016](#)” is established. It is a strategy plan to implement eGovernment of Suriname. And it states that functions of the Commission of eGovernment and priorities of strategy plan.

Institutional Framework

The Commission of eGovernment is an institution which carries out eGovernment strategies. The Commission of e-Government has its basis in the 2012-2016 Development Plan. It consists of a Board and three Subcommittees, namely; Infrastructure subcommittee; the subcommittee and the subcommittee Software Processes.

The Commission of e-Government is committed to achieving these goals by the year 2020 as follows;

- That all government services are available online;
- That all government institutions are interconnected;
- That the people of Suriname register the base file provides all services;
- That every family in Suriname on an "information & communication Device Disposal;
- That every family in Suriname has access to the internet;



- That every Surinamese features a secure smart ID card; and
- That every Surinamese can make digital payments at home and abroad

Strategies and Mechanisms

“The Development Plan 2012-2016” has a plan of e-Government. E-Government is the use of information and communication technology in public services. It is not only just to develop digital technology and also to lead to adapt it into organization requiring new knowledge and skills. It is expected to get an impact on human resources.

Also “[The eGovernment Strategies 2012-2016](#)” is established. It is a strategy plan to implement eGovernment of Suriname. The main priorities are three areas which have specified action plan as follows;

a) Government to Government

- e-Government Awareness Campaign;
- Software Protocol;
- Hardware Protocol;
- Paperless work and meetings;
- e-Government Roadshow;
- ICT Policy document;
- Law Digital traffic;
- GovGrid;
- Gov Datacenter;
- Secure Doc;
- 500,000 Central points for the entire government; and
- Gov Content Management System

b) Government to Business

- e-Procurement;
- e-Commerce;
- Single Electronic Window (SEW);
- SEW: setting up a company; and
- SEW: Ease of Doing Business

c) Government to Citizens

- Citizen care, e-Burger services;
- Non tax revenue;



Gender Perspective

General Information

Suriname has made important efforts to enhance policies of gender perspective. The [Constitution](#) stipulates in Article 35(2) that men and women are equal before the law. Also the [Personnel Act of 1962](#), specifically Articles 69(3), 15(1a), 47(9a) and 45(4) deals with provisions on the reproductive function of the female civil servant.

This Ministry has developed an Integral Gender Action Plan 2000 – 2005 which was amended and completed for the [Multi-annual Development Plan \(M.O.P.\) of the Government for 2006-2011](#). The new plan included legislative provisions regarding trafficking in persons, sexual harassment in the workplace and domestic violence.

In addition, the new Integral Gender Action Plan 2006-2010 was the main policy initiative to improve the situation of women, men, boys and girls. It identifies the priorities for special attention, such as poverty eradication, health, domestic violence and voice and decision-making.

The priority areas are:

- Fair distribution of wealth and equal opportunities for all;
- Strengthening democratic governance; and
- Improved social services.

[The Ministry of Home Affairs](#) is the entity responsible of Gender Affairs through the National Gender Bureau. The main task of the National Bureau of Gender Policy is to coordinate the implementation of the Integral Gender Action Plan in collaboration with implementing partners.

It provides the national focal point for Gender issues and offers technical assistance to all ministries in developing and strengthening gender focal points in their particular Ministry. It contributes to a balanced development of men and women and creating equal opportunities for all.

Citizen Participation in Public Management

Introduction

Article 46 of the Chapter 8 of the [Constitution](#) indicates that the state has to set conditions to develop citizen participation effectively, so that citizens and the government can plan and decide together about the development of the country. Likewise, Article 52.2 states that “political democracy is characterized by the participation and representation of the people of Suriname”

Institutional Framework

The [Ministry of Regional Development](#) is the entity responsible for enhancing citizen participation, managing local governance, decentralization and the development of the interior.

The specified tasks which the Ministry carries out are as follows;

- To deal with regional administration;
- To manage relations between the regional and central government;



- To integrate government actions aimed at regional development and improvement of the living environment of the residents in the districts and in the reconstruction on the interior;
- To make a coherent policy aimed at cooperation between the districts in order to promote common interests;
- To develop administrative procedures for further policy development regarding promoting participation in decision-making at the level of subdistricts and districts;
- To maintain the relation with the central government dignitaries and residents of the interior;
- To oversee the management of state guest buildings;
- To care for the waste disposal and cleaning services;
- To care for all secondary civil engineering facilities in Suriname, except for the district of Paramaribo; and
- To care for markets throughout Suriname

Strategies and Mechanisms

The government of Suriname has made important efforts to develop effective policies on citizen participation, being one of them the "[Decentralization and Local Government Strengthening Program \(DLGP\)](#)".

The DLGP consists of five components. With regards to citizen participation, it is stated as "the component of the citizen participation must take care of the priorities that the citizens themselves want".

The component of citizen participation consists of:

- A citizens' participation plan;
- A citizen participation committee;
- Coordinators for the Citizens Information Center; and
- Training

A citizens' participation plan must be approved by the district council. The plan includes the legal basis of citizen participation, the structures of the regional bodies, the way in which citizens' participation should take place, communication between the regional bodies and the citizen, hearings with citizens and the ways of support of the commissariat.

The citizen participation committee represents the government, the district council, the resort council, youth organizations and (social) organizations, NGO's, among others.

Coordinators for the Citizens Information Center is the department within the commissariat which has to inform the public about citizen participation. It is called the "Burger Informatie Centrum (BIC)". Together with the resort - and district council, the BIC has to point out the importance of citizens' participation. It also has to guide the resort - and district council through their hearings. The BIC is based on article 50 of the [Law on Regional Bodies](#).



Training is needed to educate the workers of the commissariat and the ressort- and district councils in order to stimulate participation of citizens.

Transparency and Access to Public Information

General Information

The government of Suriname recognizes the importance of enhancing transparency and accountability. Article 54 of the [Constitution](#) establishes the basic principles of access to public information. It states that “the central government is responsible for establishing proper organization to inform regular information about state policy and state administration in order to optimize the people to participate in making structures of governance”.

In addition, the government has the Central National Accountants Agency and the [Auditor’s Office](#) which are responsible for auditing and overseeing the government’s budgetary and financial management.

The Central National Accountants’ Agency (Centrale Lands Accountants Dienst - CLAD) is an autonomous parastatal organization that is under the jurisdiction of the permanent secretary of the Ministry of Finance. The CLAD is responsible for auditing the government and state-owned enterprises.

The audit controls should assess the effectiveness of management performance as well as examine the validity of financial accounts and annual financial statements. The CLAD reports to the Ministry of Finance and is an instrument of accountability within the executive.

The Auditor’s Office (Rekenkamer) is an independent body that was established by government decree (No. 26) in 1953 to address issues of accountability. The responsibilities it has are: a) to assess the control mechanisms, functions and performance of the entire executive branch of government; and b) to advise on the effectiveness, efficiency, and accountability of government policies and practices.

The Auditor’s Office reports mainly to the National Assembly, and hence is an instrument of external accountability. According to law the Auditor’s Office must present an evaluation of the government’s financial management to the National Assembly every April. The President appoints the board and chairman of the Auditor’s Office, on the recommendation of the National Assembly.

Evaluation of Policies and Programs

General Information

Suriname recognizes the importance of promoting and operating the evaluation of government policies and programs. In the “[The Development Plan 2012-2016](#)”, Good Governance is mentioned in order that the government seeks to improve public sector service delivery through the implementation of a plan for reforms in public financial management that would include the recommendations of the Accounting and Auditing ROSC.

In that regard, The Central Government Auditing Bureau (CLAD) is an entity responsible for managing the evaluation system of Suriname. The CLAD was established in 1972 with the mission to provide services that will contribute to good governance in Suriname.



According to the state decree of 1972, the objective of the CLAD is to perform audit on the financial administration of the government institution and also on that of utilities and preferred state-own company. The audit also includes an investigation on the reliability of the financial statements or annual accounts and an evaluation of the efficiency of management.

Quality of public services

General Information

Suriname is making pivotal efforts for improving the quality of public services to all citizens. To that end, under the Development Plan 2012-2016 of Suriname, the government establishes a plan to make the public service be more effective and efficient.

The area related to "Good Governance" seeks to initiate reforms to strengthen the effectiveness and credibility of public institutions through increased transparency, effectiveness of service delivery and accountability of policymakers to citizens.

The Government also seeks to improve public sector service delivery through the implementation of a plan for reforms in public financial management that would include the recommendations of the Accounting and Auditing ROSC.

To that end, as part of the [Caribbean Community \(CARICOM\)](#), Suriname signed and ratified the [Revised Treaty of Chaguaramas Establishing the Caribbean Community including the CARICOM Single Market and Economy](#) of July 5th 2001, an international legal instrument whose main objectives are ([Art. 6](#)) as follows;

- a) To improve standards of living and work;
- b) The full employment of labour and other factors of production;
- c) To be accelerated, co-ordinated and sustained economic development and convergence;
- d) The expansion of trade and economic relations with third States;
- e) The enhanced levels of international competitiveness;
- f) The organization for increased production and productivity;
- g) The achievement of a greater measure of economic leverage and effectiveness of Member States in dealing with third States, groups of States and entities of any description;
- h) States in dealing with third States, groups of States and entities of any description;
- i) The enhanced co-ordination of Member States' foreign and foreign economic policies; and
- j) The enhanced functional co-operation, including; 1) more efficient operation of common services and activities for the benefit of its peoples; 2) accelerated promotion of greater understanding among its peoples and the advancement of their social, cultural and technological development; and 3) intensified activities in areas such as health, education, transportation, telecommunications.