

# Multi-Annual Development Plan 2022-2026

of the Republic Suriname

*- Flipthinking, Connecting, Acting -*



Final Version  
Approved by The National Assembly  
on December 20<sup>th</sup>. 2021

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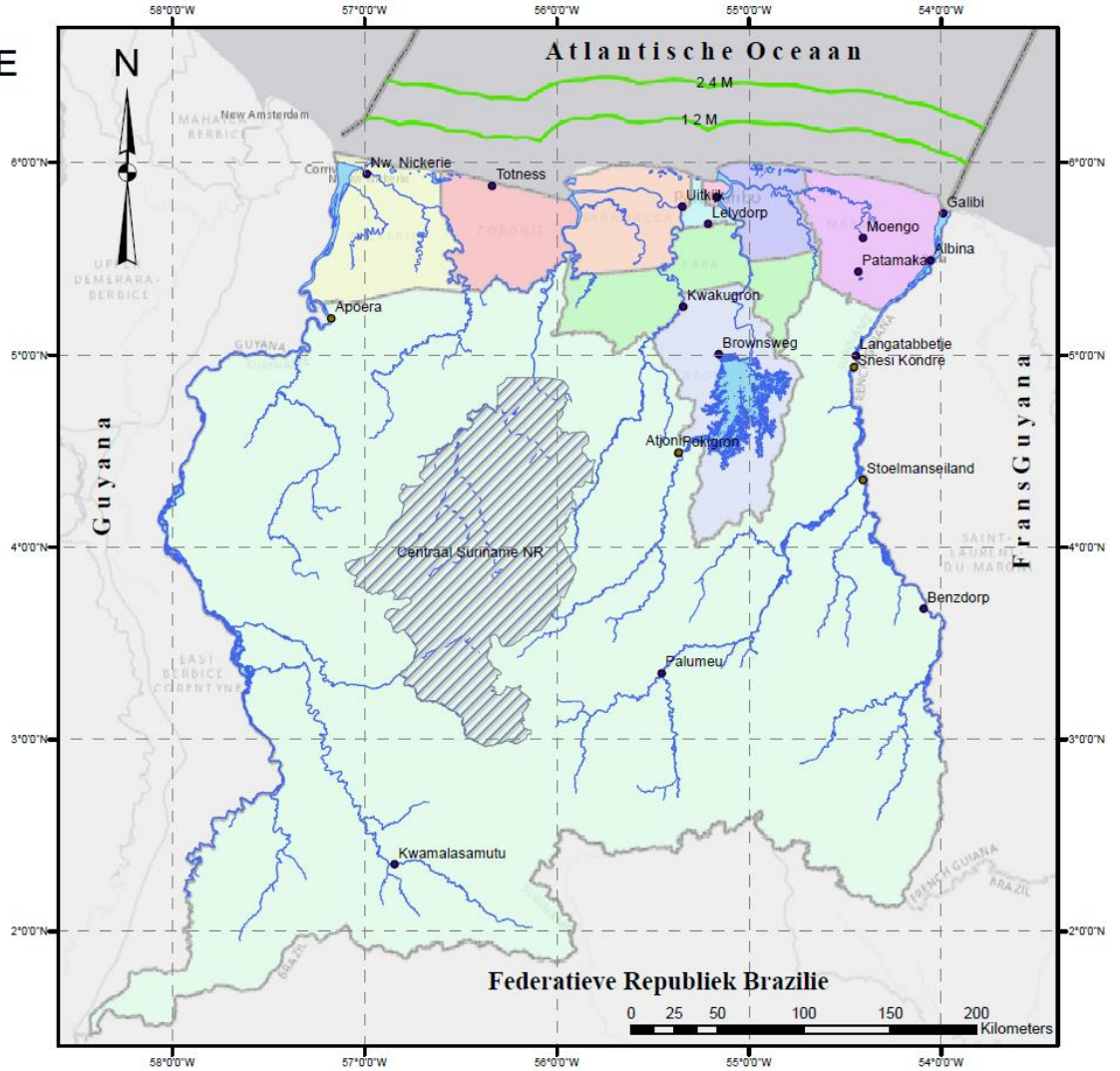
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# REPUBLIEK SURINAME



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## ***Preface from the President of the Republic Suriname, H.E. Ch. Santokhi***

In accordance with Article 40 of our Constitution, the Santokhi-Brunswijk Administration has prepared this Multi-Annual Development Plan (MOP) 2022-2026. This plan is the starting point for the Growth and Modernization phase of this Government and therefore serves as a beacon of light into the future. A solid plan is a necessity for the Republic, which has experienced significant socio-economic disruption, and which is now in a more stable situation due to the implementation of the Recovery Plan 2020-2022. The Multi-Annual Development Plan 2022-2026 thus builds on the Recovery Plan 2020-2022 and further implements the Planning Act, which has as its mission a balanced socially-just development of society.

The Multi-Annual Development Plan 2022-2026 does not intend to solve all problems in the country and represent all interests, but rather to set out a strategy (vision, direction, priorities, and implementation). These have been chosen and formulated in such a way that they are feasible in terms of implementation capacity and financial capacity, and so that the Republic can respond favorably to foreseeable opportunities and threats, such as globalization and climate change. The value system underlying this plan is formed by **justice, inclusiveness, freedom, equality and sustainability**.

In addition, the plan is very much inspired by many interactions with ministries, (extra-parliamentary) political parties, various civil society organizations, youth (organizations), entrepreneurs, experts, etc., a semi-country survey, as well as national and international studies, research, and reports. With such broad consultation, the Government expects support and (where necessary) guidance from its social partners, political groups and other relevant social groups in order to support the successful implementation of this Development Plan in the interest of the future of the nation: after all, we can only achieve an equitable and sustainable development when we work together!

The Sustainable Development Goals (SDGs) are integral to this MOP, and in the spirit of the Planning Act and the SDGs, *inclusive* development is therefore pursued. The plan is therefore for working people, entrepreneurs, investors, tribal people, people with disabilities, women, youth, single-parent families, etc. throughout *all of* Suriname. Together we will use this plan to work towards a just Suriname that offers prosperity and well-being, where everyone can decide for themselves about the realization of their own potential while values and standards are held high.

At the same time, the Government will work on the development of Vision 2060 by setting up, early 2022, a committee with broad social and political support, which will be charged with developing this Vision 2060 for Suriname.

*Together* we will determine the future, *together* we will make that future, and *together* we will achieve that future!

**Chandrikapersad Santokhi**

**President of the Republic Suriname**

## **Preface of the Minister van Finance and Planning, H.E. A. Achaibersing, MBA**

You are presented with the (Multi-Annual) Development Plan 2022-2026, which outlines the direction, priorities and implementation for the Growth and Modernization phase (the final phase of the government's term of office) and the years thereafter, and builds on the Recovery Plan 2020-2022. A solid Development Plan is crucial given the current financial-economic crisis, the Covid-19 pandemic, and the already noticeable effects of climate change. More importantly, the implementation of this plan must provide tools to address structural problems such as employment, housing shortages, illegality, environmental issues, rampant parceling, an inefficient and ineffective government, and underutilization of potential.

On top of this, there is the imminent exploitation of oil and gas wells off the coast; Suriname cannot afford to miss the opportunity to transform the nation into a prosperous country in which other sectors can participate; there are plenty of countries where poor preparation has led to increased corruption, bankruptcy of local businesses, unemployment and social unrest.

The 2022-2026 Development Plan, therefore, is not there to solve all the country's problems: it must put forward those choices, projects and changes that respond to opportunities offered, such as offshore discoveries, recognize and address our weaknesses, and identify breakthroughs for various sectors. The plan must be able to make a substantial difference for working people, entrepreneurs (including the self-employed), tribal people, people with disabilities, women, youth, etc.

The process of formulating this Development Plan included looking at Surinamese success stories from the past, various analyses but also old studies, draft laws already prepared, precedents and experiences abroad, new technologies and alternative business models. In addition, much time and effort has been put into contacting a wide range of interest groups, associations, youth groups, political parties, individuals, representatives, etc. who have shared their insights and opinions regarding this Development Plan and these have been taken into account.

In recent months - apart from the content of the Development Plan - we have also worked on various structural processes to ensure that the choices and projects in this plan are indeed budgeted to be implemented with a sound monitoring and evaluation system. This makes this Development Plan 2022-2026 different from previous plans:

a realistic, weighted and supported long-term plan to indeed turn a rich country into a *rich* country.

**Armand Achaibersing, MBA**  
**Minister of Finance and Planning**

## **Acknowledgements**

In his foreword, the Minister of Finance and Planning indicated that many stakeholders - despite the many obstacles of the pandemic - contributed to the production of this document, in the form of data, information, advice, corrections, critical notes, etc. These organizations and individuals include:

Wan Okasi Foundation, Lilian Wiebers, Professor Anthony Caram, Association of Domestic Industries, Siegmien Staphorst, Xaviera Jessurun, Association of Surinamese Manufacturers, Federation of Surinamese Agrarians, Association of Exporters of Agricultural Products in Suriname, Confederation of Organizations for Country Servants, C47, members of the Social and Economic Council, Deryck Ferrier, Johan Tjang A Sjin, National Development Bank, Hans Lim A Po, Foundation 1 for 12, Suriname Hospitality and Tourism Association, the State Council, Glenn Gersie, Iwan Hasnoe, Steven Coutinho, IT Core, A20, Martin Panday, PolyTechnic College, Stephen Smit, University of Suriname, Carlos Elias, Serge Tjin Wong Joe, Vivian Hokstam, Nauyuga, Revinh Ramnandanlal / B4 Agrofoods, John van Alen / Van Alen's BetonIndustrie, Henri Behr, Sharda Ganga, Robert Adney, Iwan Hasnoe, Jacques Drielsma, Association of Surinamese Businesses, Party for Law and Development, Democratic Alternative '91, Association of Economists in Suriname, Roy Bikharié, National Party Suriname, Krishna Khargi, Edward Lee, Streil , Platform of Neighborhood Organizations, Civic Initiative for Participation and Good Governance, Father Mother Figure, Conservation International, Ravi Patandin, Amazon Conservation Team, Shaif Basier, Association of Indigenous Village Leaders in Suriname, Armand Zunder, Inter-Religious Council in Suriname, Suriname Business Forum, various student organizations, Federation of Agrarians and Farmers, Confederation of Civil Servants Organizations, Timber Processors and Operators Foundation, Amrika Anroedh, Spatial Planners Association in Suriname, ICT Association, State Oil Company Suriname, Wi Uma Fu Sranan, Samuel Pengel, Samarja Foundation, Standards Bureau, Central Bank of Suriname, Chamber of Commerce and Industry, Maritime Authority Suriname, Roy King, Energy Authority, Richard Kalloe, Port Management, Mark Rommy, Airport Management Ltd., Glenn Sankatsing, National Institute of Environmental Research in Suriname, Maureen Silos, Forest Management and Forest Supervision Foundation, Telesur, Amanda Sheombar, Roy Silos, Jim Rasam, Association of Small and Medium Enterprises in Suriname, Putridewi Amatsoemarto, and Winston Caldeira.

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Afra Accoord and last but not least Ivanda Cummingsborg. A special thanks goes to the Minister of Finance and Planning who gave all the freedom and support in the creation of this document.

Finally, special thanks must go to the staff, support staff, board and vice-directors of Stichting Planbureau Suriname for their dedication, long days, nights and weekends, advice, corrections and the tireless implementation of all kinds of changes, with regard to the planning, the collection of data and information, conducting interviews, drawing up maps and graphs, etc. A great demonstration of professionalism as a crowning achievement of the 70th anniversary of the Planning Foundation Suriname with this (Multi-Year) Development Plan 2022-2026 as artifact.

Despite the above mentioned persons and organizations, I need to emphasize that it is by no means the intention to disrespect persons and / or organizations, who in any way contributed and who are not mentioned here; on the contrary, many thanks to them as well. This Development Plan 2022-2026 should be seen as a basic document; that is, it does not mean that things, which are not included herein, cannot be implemented. Nevertheless, I would like to note that errors, imperfections, ambiguities and other shortcomings in this document are solely my responsibility.

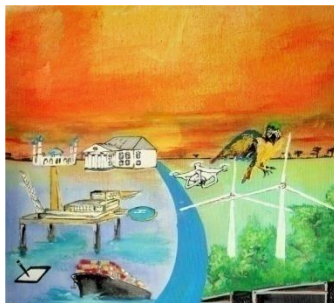
**Daniël A. Lachman, Ph.D. MBA CMRP**  
(Director Planning Office Suriname)





## Executive Summary

In addition to the various ministries, more than 140 companies, experts, associations, interest groups, political parties, etc. were consulted for the preparation of this Multi-Year Development Plan 2022-2026. These include various organizations that are concerned with people with disabilities, the interior, youth, women, and nature conservation. In addition, a semi-national survey was conducted. Through conversations, exchange of information, focus group sessions and feedback on concepts, this Development Plan 2022-2026 was finally established. The plan looks to the future (2050) and establishes the following building blocks for a future that the Plan should lead to:



In 2050 Suriname will have a just society in which its values are fulfilled: Justice, Inclusiveness, Freedom, Equality, and Sustainability. Within the system of law and order, everyone can decide for themselves to realize his/her own potential, taking into account the sustainability of the environment. Every resident takes pride in a life and country that offers prosperity and well-being, holding the following norms in high regard:

- Good Governance
- Security of energy, water, food, health care, education, communication, social amenities
- Employment opportunities
- Value Add creation

- Greening and Green Growth
- International and local connections
- Recognition of land rights
- Innovation
- Export Orientation

Within this framework, policy areas have been identified and long- and short-term goals have been set. The Sustainable Development Goals are integrated with the goals, outcomes and indicators, and are therefore an essential part of this Development Plan. Some of the results of this plan are:

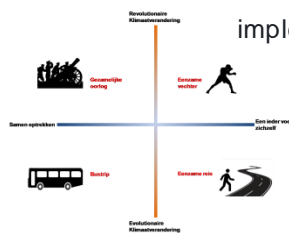
- Average real wage increase of 17%
- Regionally distributed and inclusive development, in particular with an emphasis on employment and entrepreneurship
- Stimulation of apartment building and construction of 500 social homes per year
- Stimulating value creation in agro and service sectors
- Drastic reduction of animal feed to 0.25 US\$ / kilo
- A modern government that is efficient, transparent, and customer-oriented
- Increase in tourists by 50,000, creating 9,000 new jobs



A selection of the concrete measures included in this plan is presented below:

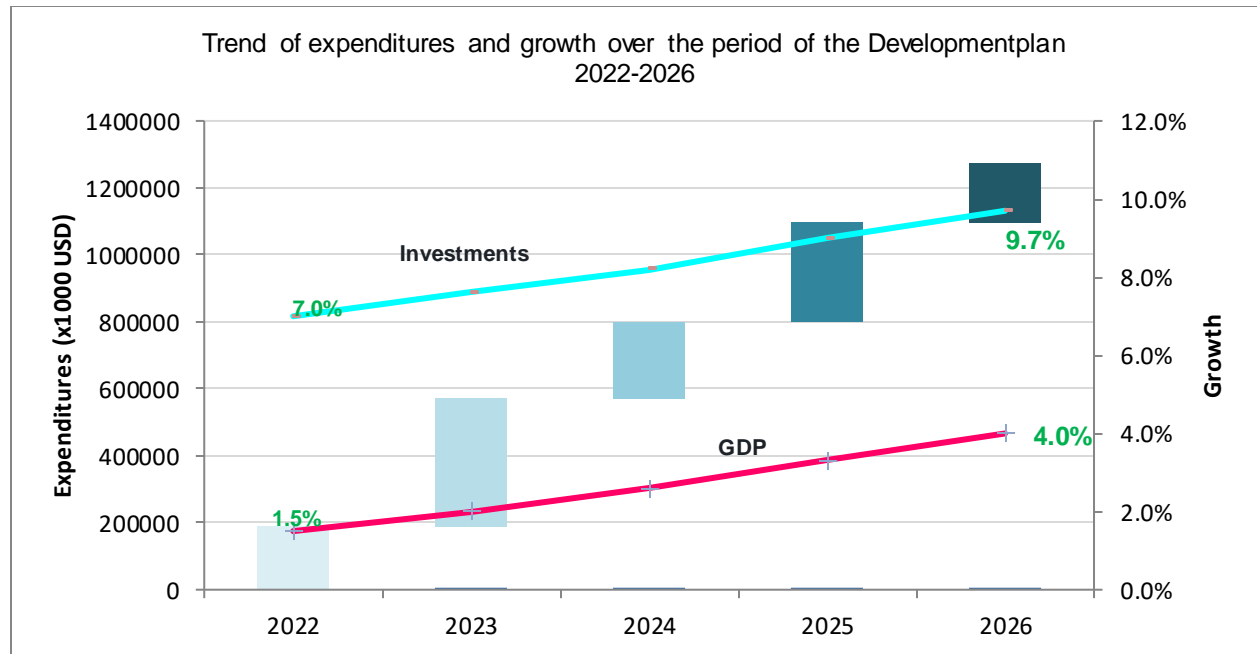
<p><b>Production, Entrepreneurship, Employment, Export</b></p> <ul style="list-style-type: none"> <li>• Local content policy</li> <li>• Improving business climate</li> <li>• Set up SME fund</li> <li>• Differentiating tax rates</li> <li>• Business clusters for Nickerie, Moengo, Brokopondo, Groningen and Commewijne</li> <li>• Residue and veterinary lab for food export</li> <li>• Lower import tariffs for green technology and production</li> <li>• Stimulating wood processing and phasing out round wood export</li> <li>• Cultivation of high-quality nutritious cut grasses and moringa</li> <li>• Training and information for farmers in a PPP format</li> </ul>	<p><b>Land and Housing</b></p> <ul style="list-style-type: none"> <li>• Adopt Apartment Law</li> <li>• More affordable and faster handling of family land transfers</li> <li>• Annual construction of 500 homes for social housing</li> </ul>
<p><b>Transportation and Infrastructure</b></p> <ul style="list-style-type: none"> <li>• New connection across the Suriname River</li> <li>• Scattered public transport hubs</li> <li>• Redesigning 't Hogerhuysstraat</li> <li>• Implementation of radar systems for overflight charges</li> </ul>	<p><b>Social Protection</b></p> <ul style="list-style-type: none"> <li>• Adopting the Basic Bank Account Act</li> <li>• Implementation of cashless social benefits</li> <li>• Homeless shelter set up</li> <li>• Determining the poverty line and minimum hourly wage</li> <li>• Set up job bank for different skill levels</li> <li>• Implement a national program to combat violence against children</li> <li>• Provide decentralized training, education and project opportunities</li> </ul>
<p><b>Liveable Environment &amp; Nature and Safety</b></p> <ul style="list-style-type: none"> <li>• Phasing out toxic substances in mining</li> <li>• Start up phase 2 of Safe City</li> <li>• Community monitoring for the protection, rehabilitation and sustainable use of biodiversity</li> <li>• Stimulating regionally spread development opportunities and production possibilities</li> <li>• Drone surveillance</li> <li>• Implementation of 4 water laws</li> <li>• Adoption of the Nature Conservation Act</li> </ul>	<p><b>Education and Healthcare</b></p> <ul style="list-style-type: none"> <li>• Poverty reduction through educational innovations based on cognition, whereby dropouts are reduced</li> <li>• Make healthcare affordable, accessible, and reliable through a decentralized range of specializations</li> <li>• Promote distance learning</li> <li>• Operationalize Training Authority with involvement of the entrepreneurial field</li> <li>• More focus on prevention</li> </ul>
<p><b>Efficient and Effective Government</b></p> <ul style="list-style-type: none"> <li>• Privatization of state-owned enterprises</li> <li>• Better tax collection</li> <li>• Making government processes more efficient and transparent</li> <li>• Implementation modalities to reduce civil servants</li> <li>• Adopt the New Civil Code, Transparency Act, General Administrative Law Act</li> <li>• Establish a corruption hotline and prohibition of conflicts of interest</li> <li>• Create opportunities for districts to legally collect their own financial inflows</li> </ul>	

The identified measures average about 2.6 projects per ministry per year; a realizable amount. An analysis (included in this plan) shows that more than 92% of the included strategic action points need to be implemented, regardless of global changes (e.g. changing oil prices, the advent of breakthrough technology, the changing climate, a pandemic, etc.), and regardless of the government in the saddle. On the one hand, this document therefore represents a so-called robust strategy (the strategy is valid regardless of the future), on the other hand, it is also indicative that there are a large number of structural problems / obstacles in different policy areas.



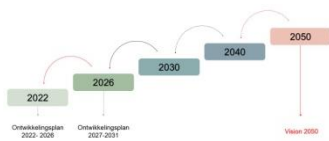
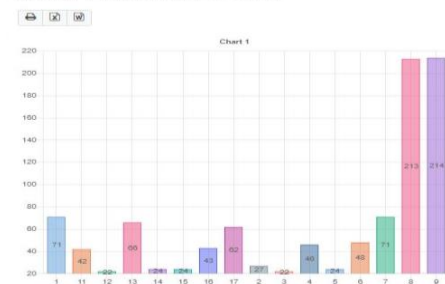
Specific numerical models have been designed to estimate the impact of the Development Plan. It follows from these models that an average real wage increase of 17% will be reached by 2026, unemployment will fall below 8% (of which just under half are temporary unemployment), and GDP and investment levels will be restored; full recovery is achieved. The following chart shows the expenditure under this Development Plan (which is within limits) and the associated GDP and investment growth (2026 versus 2021). This does

not include all strategic action points, as not all can be modelled. This implies that complete implementation of the Development Plan *can lead to even better results*.



Just over 50% of expenditures comes from the government budget. A project database has been set up in order to be able to monitor the expenditure and progress of the related projects and make adjustments in a timely manner. The projects are entered here so that everyone can follow the progress (per ministry, per SDG and per policy area). In addition, the work processes at the Ministry of Finance and Planning have also been adjusted to ensure that projects are first included in the database (and can therefore be monitored) before funds are transferred by the Ministry for these projects. In addition, to ensure that the strategic action points in this plan can actually be implemented quickly, all these points are provided with a so-called budget code (with allocations such as responsible ministry, funding source, location, etc.) and the relationship is also shown. with each of the (SDG) indicators, outcomes and goals.

Aantal Projecten Per SDG



In addition, on the basis of the used methodology, results and insights, pointers are provided for the next Development Plan, in order to embark focused towards the realization of the desired future society.

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## ***List of Acronyms, Abbreviations and Symbols***

### Acronyms

ADRON	Anne van Dijk Rice Research Center Nickerie
BiBiS	(Ministry of) Foreign Affairs, International Business and Internationale Samenwerking
BiZa	(Ministry) Home Affairs
CELOS	Center for Agricultural Research Suriname
CITES	Convention on International Trade in Endangered Species of Wild Fauna and Flora
Covid-19	Corona Virus Disease 2019
CUS	Competitiveness Unit Suriname
Def	(Ministry of) Defense
GLIS	Land Registration and Land Information System
GLO	Ordinary Primary Education
JusPol	(Ministry of) Justice and Police
IMEAO	Secondary Economic and Administrative Education Institute
IRENA	International Renewable Energy Agency
LISP	Low Income Shelter Program
MULO	Advanced Primary Education
PAHO	Pan-American Health Organization
ROM	(Ministry of) Spatial Planning and Environment
ROS	(Ministry of) Regional Development and Sport
SoZaVo	(Ministry of) Social Affairs and Housing
SHATA	Suriname Hospitality and Tourism Association
STREAM	Science, Technology, Reading, Engineering, Art and Mathematics
SWOT	Strengths, Weaknesses, Opportunities and Threats
TED	Turtle Excluder Device
ToR	Terms of Reference
UBO	Ultimate Beneficiary Owner
UNAIDS	Joint United Nations Programme on HIV and AIDS
UNCTAD	United Nations Conference on Trade and Development
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNIDO	United Nations Industrial Development Organization
VESTOR	Vereniging van Surinaamse Touroperators

### Abbreviations

ABS/GBS	General Bureau of Statistics
AKB	General Child Benefit
AML/FT	Anti Money Laundering and Finance of Terrorism
AOV	Old-Age Pension
AWJ	(Ministry of) Labour, Employment and Youth Affairs
BBP/GDP	Gross Domestic Product



BNP/GNP	Gross National Product
BRD	Bycatch Reduction Devices
BTW/VAT	Value Added Tax
CBO	Community-Based Organization
CBvS	Central Bank of Suriname
DNA	The National Assembly
DWV	Water Supply Department
EAS	Energy Authority Suriname
EBS	Energy Companies Suriname
EFF	Extended Fund Facility
ESP	Energy Sector Plan
EOTI	(Ministry of) Economic Affairs, Entrepreneurship and Technological Innovation
F&P	(Ministry of) Finance and Planning
FAO	Food and Agricultural Organization
FREL	Forest Reference Emissions Level
GB	(Ministry of) Land and Forest Management
HAVO	Higher General Education
ICT	Information and Communication Technology
IEA	International Energy Agency
ILO	International Labor Organization
IMF	International Monetary Fund
IOL	Institute for Teacher Training
IOO	Illegal, Unreported and Unregulated
IPU	Inter-Parliamentary Union
ITU	International Telecommunications Unit
IUCN	International Union for Conservation of Nature
KKF	Chamber of Commerce and Industry
KMO	Small and Medium Enterprises
LCDO	Local Content Development Office
LVV	(Ministry) Agriculture, Livestock and Fisheries
MCS	Monitoring, Control, Surveillance
MKMO	Micro, Small and Medium-sized Enterprises
MOP	Multi-annual Development Plan
MPU	Ministerial Plan Unit
MSC	Marine Stewardship Council
NATIN	Nature and Technical Institute
NDC	Nationally Determined Contribution
NGO	Non-Governmental Organization
NH	(Ministry) Natural Resources
NOB	National Development Bank
NRA	National Risk Assessment
NTFP	Non-Timber Forest Products
OECD	Organisation for Economic Co-operation and Development

OP	Development Plan
OW	(Ministry of) Public Works
OWC	(Ministry of) Education, Science and Culture
PCC	Plan Coordination Committee
PSR	Public Sector Reform
RvM	Council of Ministers
SAO	Labour Mobilisation and Development Foundation
SBC	Suriname Business development Center
SBF	Suriname Business Forum
SDG	Sustainable Development Goal
SNTA	Suriname National Training Authority
SRD	Surinaamse Dollar
SPWE	Productive Work Units Foundation
SWM	Surinamese Water Supply Company
TCT	(Ministry) Transport, Communication and Tourism
VN	United Nations
UIS	UNESCO Institute for Statistics
UNCDF	UN Capital Development Fund
UNDESA	United Nations Department of Economic and Social Affairs
UNDRR	United Nations Office for Disaster Risk Reduction
UNECE	United Nations Economic Commission for Europe
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund, formerly the United Nations Fund for Population Activities
UNODC	United Nations Office on Drugs and Crime
UNSD	United Nations Statistics Division
VG	(Ministry of) Health
UNWTO	United Nations World Tourism Organization
VHN	VWO, HAVO, NATIN
VIDS	Association of Indigenous Village Leaders in Suriname
VOJ	Secondary education at junior level
VOS	Secondary education at senior level
VWO	Secondary Science Education
WCMC	World Conservation Monitoring Centre
WHO	World Health Organization

Symbols

\$	United States Dollar
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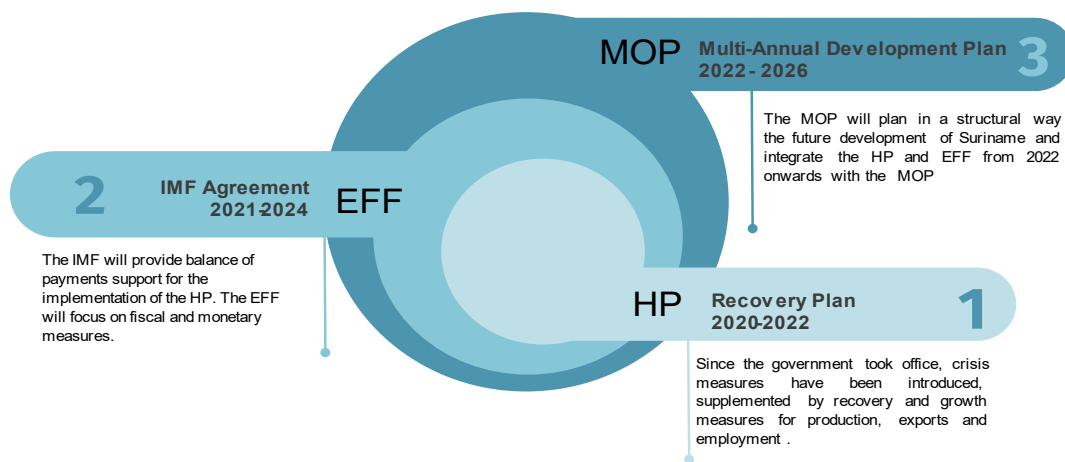
**SECTION A:**  
**MAIN COMPONENTS OF THE  
DEVELOPMENT PLAN 2022-2026**

## A1. Introduction

This Development Plan 2022-2026 was written at a time when Suriname is experiencing yet another crisis; a financial-economic crisis, the Covid-19 pandemic, administrative deficiencies, environmental and climate issues, and a deep-rooted inability to diversify (and thus make the economy more resilient), in which small and medium-sized enterprises should flourish (and form the backbone of that economy) and sufficient employment opportunities should be available.

Because of the financial-economic crisis with its spillover into crises in various sectors, the Recovery Plan 2020-2022 was drawn up earlier in 2021. This plan was the basis for entering into an agreement between the Government of the Republic of Suriname and the International Monetary Fund (IMF), which is also called an Extended Fund Facility (EFF). Both the 2020-2022 Recovery Plan and the EFF are an integral part of this Development Plan 2022-2026. However, regardless of whether the agreement is ratified, this document is the guide for the coming years.

Figure A1.1: Correlation between the Recovery Plan 2020-2022 and the Multi-Annual Development Plan 2022-2026



The need for a Development Plan with sufficient relevance to the current spirit of the times as well as with sufficient pointers for the coming years also lies in the fact that (the Republic of) Suriname is on the verge of an exploitation of its offshore oil and gas reserves on such a scale that it will have an immense impact on the socioeconomic system. However, if this development is not properly managed, it may have much less positive effects than initially thought, and actually lead to more income inequality, corruption, disappearance of other economic sectors, etc. There are plenty of examples of this in the world, from which lessons *must* be learned.

This Development Plan 2022-2026 is therefore a document that is a collection of those choices (or *strategies*) that must be made in the coming years in order to 1) overcome the various crises in the long run, and 2) move society in the desired direction. In addition, the Suriname Planning Office Foundation (SPS) has also set up a National Database for the Development of Projects (NDOP) and trained the various Ministerial Plan Units (MPUs) to provide insight into the progress of working out these choices in further detail.

What is this Development Plan 2022-2026 *not*? It is not a thick tome filled with analyses of the past, a listing of all kinds of statistics, an unrealistic wish list of eye-catching mega-projects, a representation of regular activities, or just a comprehensive macroeconomic forecast.

So, what *is* the Development Plan 2022-2026? The Development Plan 2022-2026 is a strategic document that:

- indicates what the **vision** is for Surinamese society in the long term based on values and norms;
- uses information, data, precedents, etc. to make choices to reasonably achieve the goals, which are part of this vision; thus, the document specifically pursues **relevance**;
- incorporates the **Sustainable Development Goals** (SDGs) into these objectives;
- **focuses** on the key issues with the most impact, and does not attempt to solve all problems; thus, it should be a realistic (yet ambitious) document;
- uses a **systems approach** rather than a focus on symptoms and 'firefighting';
- emphasizes development at the **micro** level (the Surinamese people) rather than grandiose "show" projects;
- is set out as **simply** as possible; this implies that although it is a strategic document, efforts are being made to translate strategic choices into concrete projects as much as possible in order to make the document manageable and feasible, and;
- is **weighted and supported**; not only data and developments abroad are considered, but also a wide range of social and professional organizations, groups, individuals, etc. have provided their input and contribution. This does not mean that all their insights are necessarily included (because of the "weighted" aspect as well as keeping the document feasible), but they are included in the consideration.

A certain methodology has been used in the compilation of this paper; however, for the sake of simplicity, to make it manageable and thus to move earlier towards implementation, the format of this paper does not follow the chronological order of the methodology; the most important results for policy makers are addressed first, followed by analyses, explanations, background, etc. The format is as follows:

A: Main elements:

- A1 – Introduction
- A2 – Action Plan

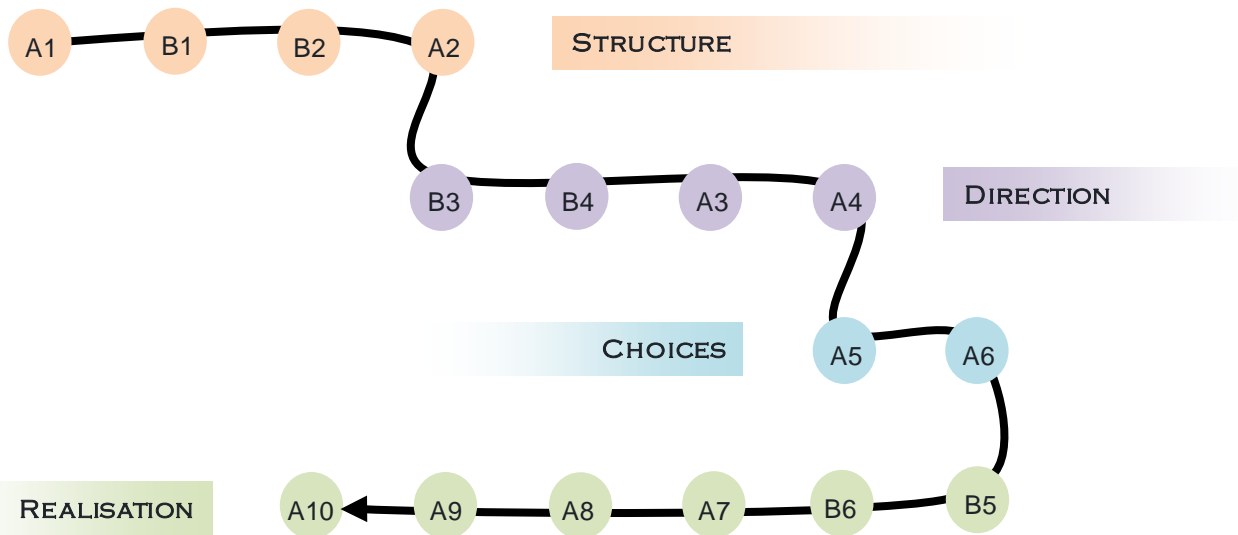
- A3 – Building Blocks for a Vision 2050
- A4 – Objectives
- A5 – Prioritization
- A6 – Strategies
- A7 – Funding
- A8 – Monitoring and Evaluation
- A9 – Communication Plan
- A10 – The Road towards the Development Plan 2025-2030

**B: Analyses and Backgrounds**

- B1 – Background
- B2 – Analysis of previous Development Plans
- B3 – Current situation and explorations with no change of policy
- B4 – Scenarios
- B5 – Robustness Analysis
- B6 – Transitions

Following is an overview of references used followed by the appendices. The overview below shows the order in which the sections above should be read sequentially to follow the methodology exactly:

*Figure A1.2 Order of chapters according to the methodology used*



## A2. Action Plan

### A2.1 Roadmap

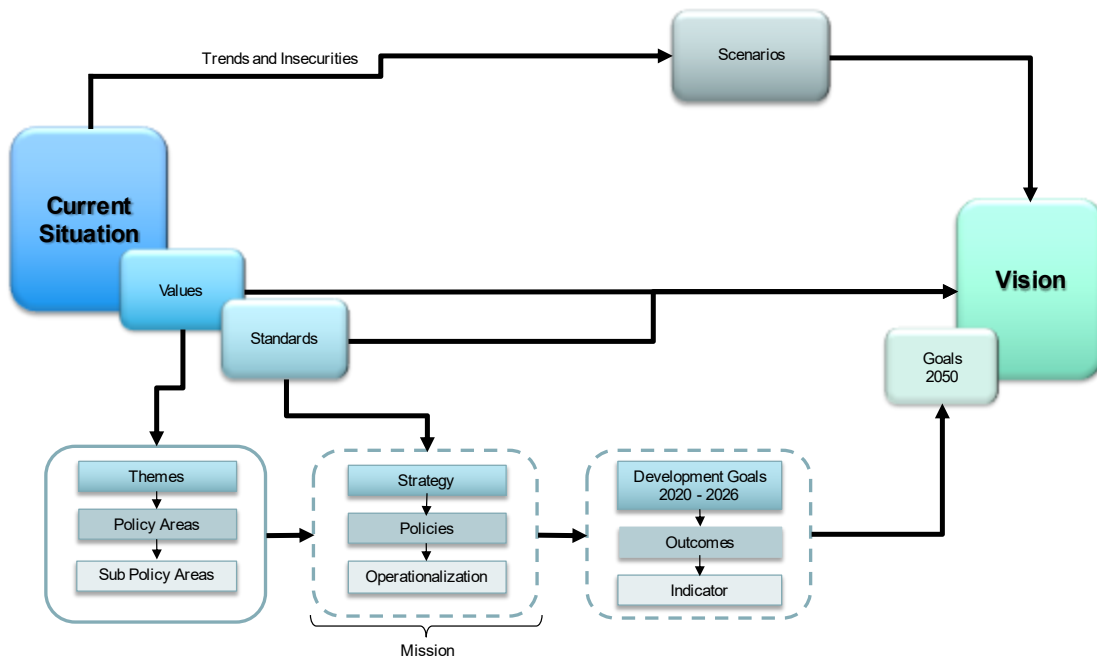
The plan of action to prepare the Development Plan 2022-2026 is motivated by the Planning Act (GB 1973 No. 89), the specific characteristics of the 21st century (in particular the aspect of uncertainty), the Sustainable Development Goals, the absence of a governmental declaration (which is accommodated by making explicit a vision based on values and norms), previous development plans, and the aspects that are important in strategic planning and their interrelationships, as shown in Figure A2.1. The approach entails the following (in practice, it is more of an iterative process):

1. **Evaluate** the previous Development Plans in terms of design and implementation (See B2);
2. **Describe** the current situation in terms of demographics, spatial planning and environment using key figures;
3. To carry out **explorations** (starting from the current situation) in the fields of demography, spatial planning and environment towards the future, assuming unchanged policies. These explorations will be conducted up to the year 2050; Suriname is on the eve of a number of major developments (offshore oil and gas, bauxite, climate adaptation, etc.) and it is important to at least look at that period to see how far these developments will reasonably still have an impact. Many countries already have plans up to the year 2050 and this development plan is in line with these;
4. Strategizing is closely related to uncertainty in the 21st century; trends are abruptly broken and expectations are not met, while many sudden events have enormous long-term impacts (such as the Covid-19 pandemic, climate change, and technological breakthroughs). The difficulty that uncertainty brings is the fact that the feasibility of plans and projects may be compromised as they (especially this development plan) may have an impact far into the future. However, plans can be tested against **scenarios**, constructing them based on international trends and uncertainties;
5. Although the Development Plan 2022-2026 covers the next 5 years, it should include those plans and projects that ultimately lead to a desired longer-term goal. The creation of a **vision for 2050** (see point 3) which is in line with the result of the aforementioned explorations and which is robust enough in the light of the various scenarios must be drawn up within a certain framework, which is shaped by established **values and standards**;
6. Based on this vision, **goals, outcomes and indicators** are set, in which the Sustainable Development Goals (SDGs) are incorporated as much as possible. Target values for these indicators will be set for various moments on the road to 2050;
7. The goals for the coming period thus obtained are then used to work out corresponding **strategies** for each policy area (the ministerial sector plans, data and information, and consultations with stakeholders are used as guidelines for this), and this within the framework formed by the

aforementioned values and standards. These strategies (which must be well integrated with each other) will be worked out on the basis of concrete projects (in order to make the Development Plan manageable and feasible);

8. Where the proposed strategies require significant change, **transition** management is described to successfully manage those changes;
9. Financing of the **implementation** is discussed;
10. Systems and processes related to **monitoring and evaluation** are described;
11. A proper communication plan is established for the vision, goals, outcomes and measures;
12. Implications for the next development plan (2027-2031) are described.

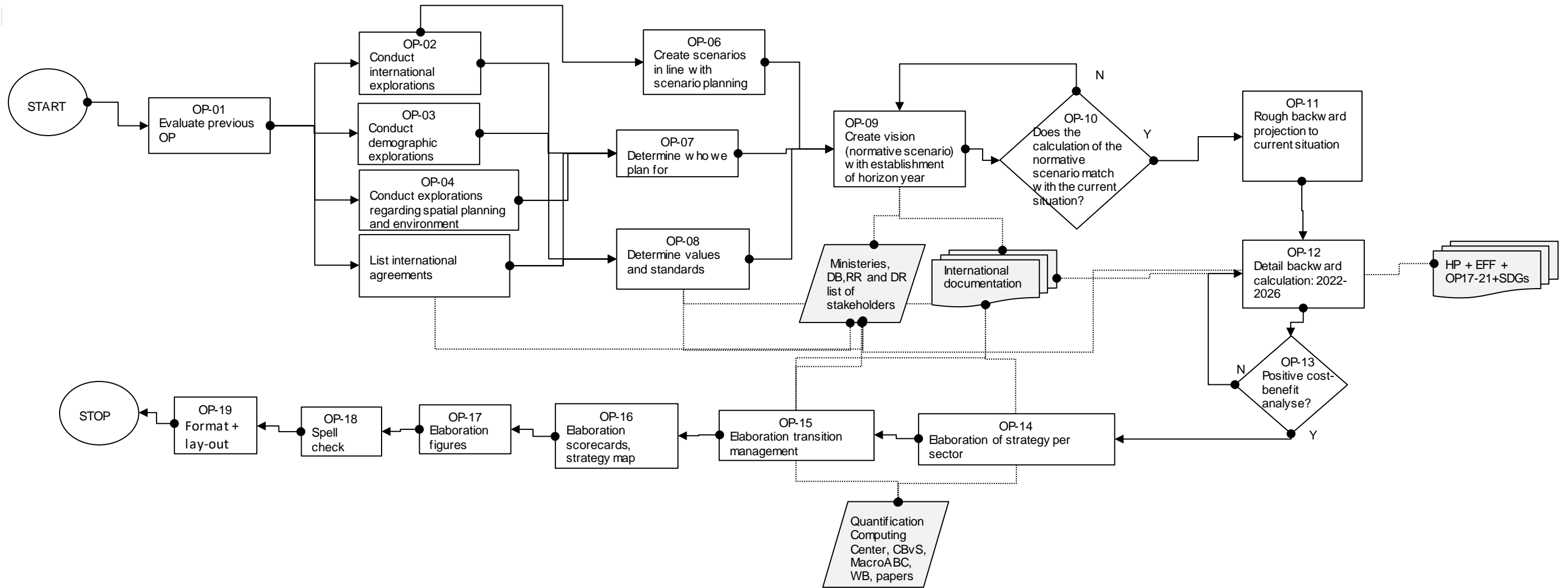
Figure A2.1: Aspects in strategic planning





The different steps to come to the final Development Plan 2022-2026 are described in the following figure.

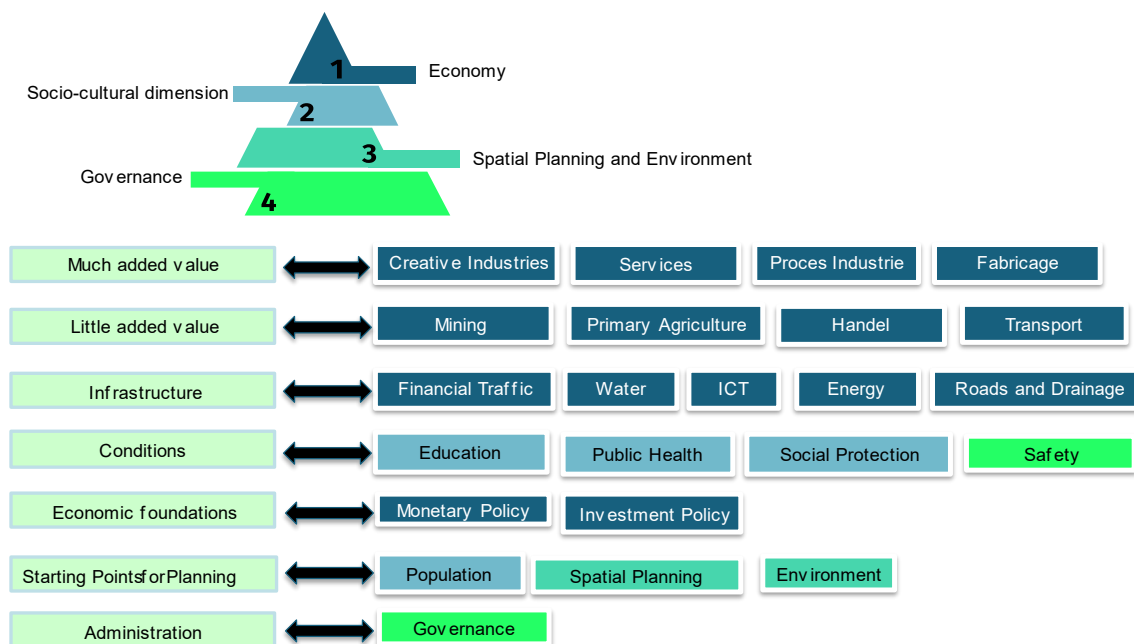
Figure A2.2: Process plan – based on figure 2.1 – to draft the Development Plan 2022-2026



## A2.2 Policy areas

As stated in the coalition agreement, there are 4 themes on which to focus (see figure below). These 4 themes are set out in various policy areas. These policy areas are shown below where the color of the policy area corresponds to the corresponding theme. These policy areas are not directly derived from the ministerial configuration (which sometimes changes during the government's term of office), but 1) from reality, and 2) based on previous development plans of both Suriname and other countries. In the production sectors, not only the larger production sectors in Suriname were considered (which again could result in a business-as-usual strategy), but also those sectors with potential that add more value and create employment (and possibly connect to the larger production sectors).

Figure A2.3: Themes and Policy Areas derived from them, which are shown in an arranged manner



## A2.3 Perspectives

Given the diversity in society and developments in the world, for the OP 2022-2026 not only a top-down (in other words insights from the government, sector plans of the ministries, policy plans of parastatals, etc.), but also a bottom-up approach was used. Along these lines, in-depth interviews were held with various organizations, groups, individuals, etc. regarding their field of expertise and their insights regarding vision, strategies, etc. which can complement the top-down approach. In addition, a semi-country survey was conducted on some national issues and focus group meetings were held with young people. The bottom-up approach is also used to generate feedback on the draft development plan in order to further strengthen it. With the top-down and bottom-up approaches, a supported Development Plan 2022-2026 was created.

### **A3. Building Blocks for a Vision 2050**

The society has experienced varying quality of governance in its 46 years of existence, with corruption, poverty and stagnation remaining major challenges. Negativism occasionally rears its head, magnifying all that is bad in others with a magnifying glass and fearfully concealing or distorting all that is good. That is why a rich country is now suffering from deep poverty and misery. In the midst of various crises in Suriname, a bright spot is needed, a real basis for a long-term plan, in order to see where action needs to be taken; this is precisely the purpose of a vision.

A vision must be supported and based on its own unique points; here lies the choice to exchange views with the widest possible range of social organizations, individuals, government agencies, etc. for this Development Plan. In addition, a vision must have clear values; these are ideals, motives, principles and self-chosen rules that are considered desirable in a society or group and according to which people act publicly and socially, and thus determine intentions, priorities and choices. Values that are central to this Development Plan are:

- Justice
- Inclusiveness
- Freedom
- Equality
- Sustainability

In making plans, we take into consideration a period of at least up to the point where we think current actions will still have an impact, and that threats may manifest themselves against which we need to arm ourselves. With offshore oil and gas deposits, imminent infrastructure works, climate change, etc., the year 2050 has been chosen. This also aligns with the agendas of other organizations, regions and countries.

*In 2050, Suriname will have a just society in which its values are realized. Everyone can decide freely within the system of law and justice about the realization of his / her own potential while taking into account the sustainability of the environment. With a rich and eventful past, a vibrant culture, and a natural wealth, every resident (regardless of gender, ethnicity, etc.) has self-confidence, responsibility and respect, and is proud of a life and country that offers prosperity and well-being. Through good governance (founded on law and democracy), trust is built (and the positive image of our country is improved and strengthened), creating many (national and international) collaborations that ensure accelerated development.*

The vision stated above is positive regardless of future developments in the world. It must be achieved, but the road to it must be placed within a certain framework; what actions do we allow and do we not allow in order to realize our vision? This framework consists of standards, in other words concrete guidelines, forms for conduct and generally acceptable rules of conduct for how to act. Standards thus form the link between the aforementioned values and concrete behavior. Below is an overview of standards important for the Development Plan 2022-2026:

- Good Governance: realizing systems, structures, and processes to ensure transparency, efficiency, effectiveness, accountability, and fairness.
- Security: the totality of availability, affordability, reliability, social acceptance, and sustainability of:
  - o Energy
  - o Water
  - o Food supply
  - o Health care
  - o Education
  - o Telecommunication
  - o Social services
- Employment: the promotion and provision of geographically dispersed socio-economically acceptable employment (so-called "decent work") that can achieve sufficient upward mobility; there are sufficient growth and learning opportunities for everyone.
- Value addition: stimulating value addition in order to produce high-quality products, both for export and in case of partial import substitution.
- Increasingly profitable industries: encouraging industries that - based on knowledge, specific action or sustainable competitive advantage - are not subject to increasing costs for key inputs, both in the long run or when scaling up (e.g. tourism, ICT, etc.).
- Greening and Green Growth: reducing our carbon footprint in our existing processes and deliberately choosing "greener" growth paths for sectors.
- International and Local Access: tapping into new paths and strengthening strategic (diplomatic and cooperational) ties with other countries and international organizations.
- Land rights: indigenous and maroon land rights are collective rights that the United Nations has explicitly stated must be recognized, made explicit in the UN Declaration on the Rights of Indigenous Peoples.
- Innovation: researching, developing, investing in, demonstrating, and deploying (non-) technological innovation. The last two deserve special attention.
- Sustainable competitive advantage: exploit potential, where there is demand, and which is unique.
- Export-orientation: fostering an export-oriented environment, allowing for increased trade with more diverse countries.

Steadfastly moving within this framework of shared standards towards the shared vision requires authentic, visionary and servant leadership, able to transcend political affiliation, interests, ethnicity, culture or place of residence, to take charge of implementation while sustaining a sense of engagement and satisfaction. This leadership must also ensure a fair society, eradicating corruption, income inequality and discrimination; this should lead to improved community trust towards each other, which in turn leads to a range of partnerships between various entities (business community, NGOs, religious organizations, civil society, youth organizations) to become strong, knowledgeable and reliable partners in development.

The standards and values, together with the preconditions described above, must lead to a Republic in which there is sustainable planning in which residential and business areas are separated from each other, areas that are pre-eminently suitable for agriculture are also used for that purpose, residential areas are sufficiently protected and designed against the excesses of climate change, and public infrastructure and buildings are easily accessible to everyone. A country in which the economy has been transformed into an export economy for goods and services, with sufficient regional balance, and no dependence on foreign financial aid and loans. This economy relies less and less on the exploitation of natural resources, and because of the small size of the population, more on geographically concentrated clusters in various sectors with sufficient employment, from which high-quality products find their way to regional and international markets. This transition (incentives, research on local resources and value addition) has been paid for, among other things, with the revenues from offshore oil and gas production.

There is a high level of security with regard to education, health care, utilities and social services, and food; the latter to a large extent due to a modern food industry (in addition to the still existing small agriculture) which further processes agricultural products for local use and export. There are good prospects for young people with regard to employment and housing, people have a good income with a balanced tax burden, and small and medium-sized enterprises are increasingly forming the backbone of the economy, which is sizzling with dynamics through innovation, investments and a good entrepreneurial climate. The government has developed an attitude of being more customer-oriented and thus making its services efficient and effective.

There is no longer a brain drain, crime is historically low and well controlled, and one does not need to have multiple relationships to survive and therefore has more time and choice for leisure activities. The Republic of Suriname is a noble and wonderful country; the result of a free, inclusive and learning society with unity in diversity, and value creating within the framework of law and justice: a *rich* country has been made.

## A4. Goals

Based on the vision and standards, goals should be formulated for each policy area. In addition to these goals, each of the policy areas must also have indicators so that the extent to which the goals are met can be monitored. The SDGs can be used for this, because for each of the 17 SDGs goals, outcomes and indicators are formulated; concrete actions produce results, which can be measured using indicators. Outcomes consist of one or more indicators, while goals consist of one or more outcomes.

However, there are a number of drawbacks to the SDGs, which is why they were not used exclusively in this development plan; first, the SDGs cut across policy areas and even mix values, norms, vision and policy areas. In addition, the SDGs run until 2030. Finally, it can be noted that the SDGs are not well reflected in every policy area.

For the 2022-2026 Development Plan, a goal, outcomes and indicators were formulated for each policy area (Appendix A). The SDGs were used in the formulation; however, a close look was first taken at which SDG outcomes and indicators are relevant and realistic for Suriname, and then included in the development plan. In those policy areas where SDG outcomes and/or indicators are missing, these have been formulated. Also, in some cases the goal has been formulated more simply than in the case of the corresponding SDG.

This appendix shows for each of the indicators what the current value, and target values are for 2022-2026, 2030, 2040 and 2050. As much as possible, all kinds of justifications have been used to arrive at these figures; however, the point is not so much the precision of these figures, but that it is systematically tracked - also in future development plans - to what extent the indicators are on track and goals can be achieved. A8 and A10 address this.

Appendix A also shows per indicator where the necessary data can be obtained, which multilateral institution can be contacted for information and assistance, and which ministry is responsible for making data available and for meeting targets (not shown in the table below).

Table A4.1: Example of goals, outcomes, indicators (and future targets) and SDGs by policy area

		SDG indicator	Most recent value	Year of most recent value	2020-2026	2030	2040	2050	Unit
Policy area	Goal as formulated for Development Plan 2022-2026								
<i>Goal #: SDG goal that fits an outcome and identified policy area</i>									
(SDG) Outcome A	(SDG) Indicator 1	SDG indicator number							
	(SDG) Indicator 2	SDG indicator number							
(SDG) Outcome B	(SDG) Indicator 1	SDG indicator number							
	(SDG) Indicator 2	SDG indicator number							

## A5. Prioritization

### A5.1 The Issues

#### Resource dependence

Suriname relies mainly on the export of natural resources, such as rice, oil, gold and (until recently) bauxite/alumina. There is strong evidence that good times were the result of large investments in mining, plus better macroeconomic management. When export prices fall, there is a chain reaction throughout the economy: lower international export prices lead to lower revenues for the public sector and less foreign currency for the Central Bank, exposing the cost of the size of the civil service. Government spending is severely curtailed which then negatively affects local businesses; all of this is compounded by a large drop in international reserves which forces the Central Bank to devalue the Surinamese dollar (often at the last possible moment). When this happens, prices have to be adjusted due to the almost 1 to 1 pass-through of the devaluation to domestic prices, and thus there is inflation, with real income falling, leaving everyone in the economy less wealthy than before.

#### One-sided government policy

Because of the abundance of revenues mainly from bauxite/alumina, gold and oil, the Surinamese government has paid relatively little attention to the private sector. In addition, the government has had many semi-governmental organizations that on the one hand provided unfair competition through direct government support, but often also went bankrupt by torpedoing continuity of policy at changes of government and also allowing expert executives to make way for less capable individuals. If one also considers the small scale of the local economy and some isolation, the private sector has not been able to flourish and form into that backbone of the economy.

Suriname is thus dependent on a few products from the mining and agricultural sectors that add little value to their products, making the country's income highly dependent on international prices and export volumes. The nature of these sectors is such that there is a need for mainly physical labor and over time or with production expansion the costs increase more than proportionally (the so-called industries with *decreasing* returns). In the past, companies in these sectors have served as the lifeblood of communities; when these companies leave or go bankrupt - without proper development of the local private sector - these communities are virtually eliminated as they are now without jobs and prospects. There are many examples of this in Suriname.

#### Government and the inability to transform

Since the aforementioned sectors did not create enough socio-economically acceptable employment (i.e., employment that meets aspirations) for the labor force, and the private sector was not enabled to properly develop, many found employment in the government (but often below their aspirations). Through politics, this government has grown disproportionately by using recruitment into the civil service as a tool. Ministries

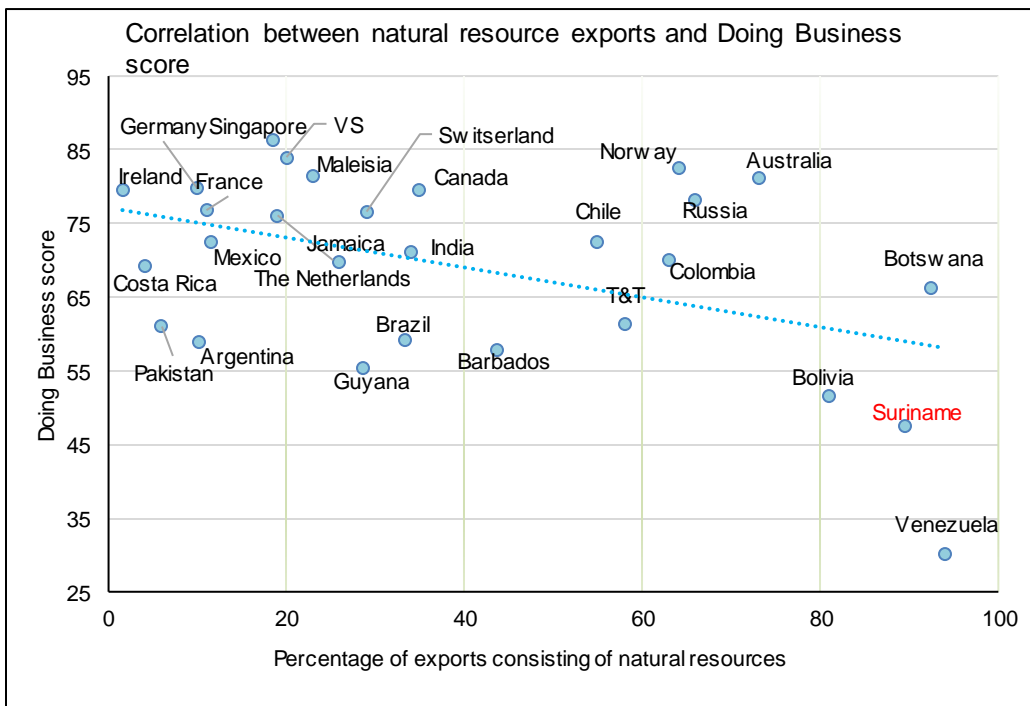
have become very complex entities crisscrossed with all kinds of interests (inside and outside of ministries), without management information systems and well-described work processes, and good and competent middle management that has to navigate between the umpteenth leadership with unique insights and the civil servants on the work floor who are often not suitable and/or motivated. Suriname has created a comfort zone whereby, in times of crisis, large groups of people working for the government still have an income, but on the other hand a government system that makes it very difficult to transform within and outside the government.

**Private Sector and the unfavourable business climate**

Due to a high degree of focus on a few companies that generate most of the revenue for the state, there is no entrepreneur-friendly climate, as evidenced also by the long-standing poor position in all kinds of rankings touching the entrepreneurial climate. This is not unique to Suriname, as can be seen in the graphs below. The informal sector is rampant, production is often artesian, many companies are mainly engaged in (import) trade and little in production, product development and innovation are limited, there is little modernization, there is unfair competition between companies due to insufficient regulatory intervention by the government, export rates are relatively high due to the small scale of the economy, and there are not enough customized financing products for entrepreneurs.

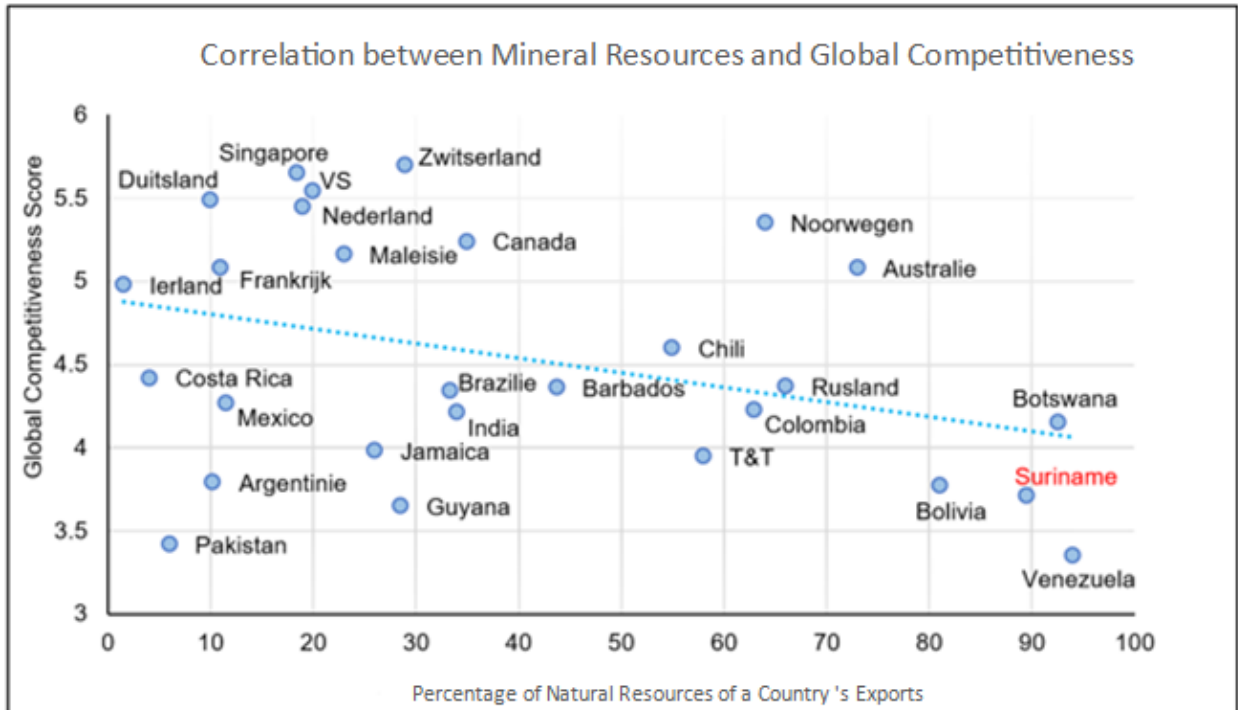
The scale of the potential purchase of local products from abroad is often too large for the local producer(s), capital goods have a capacity that is much higher than what the local market needs, and local banks often do not dare take risks with regard to new / different types of financing products and for foreign banks the Surinamese market is a size too small.

Graph A5.1 Correlation between natural resource exports and Doing Business score





Graph A5.2 Correlation between mineral resources and global competitiveness



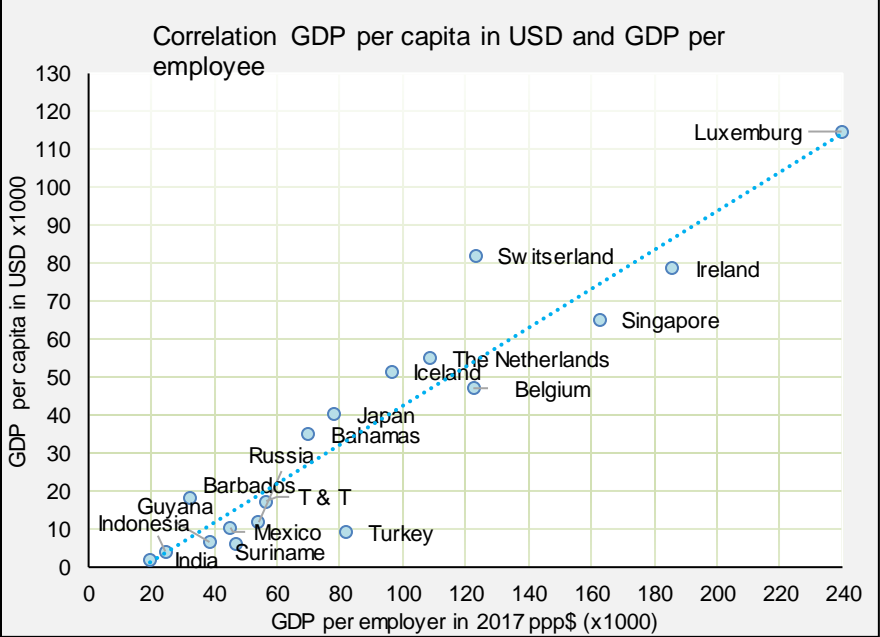
**Government income and other sectors**

Sectors such as health, education, social protection and security are of course also hugely important in creating and maintaining a just society; however, it requires many inputs to develop and keep these sectors running. In addition, these sectors form the foundation upon which activity in production and trade sectors builds; this means that a particular form of production and trade sectors implies consequences for the form of the underlying sectors (see also the figure in the "Plan of Action" section).

The vast majority of government funding for these foundation sectors goes to salaries; only a small portion is dedicated to actual policy development and implementation. Consequently, the government also makes extensive use of funding from a variety of agencies, each with its own rules and conditions, which adds quite a bit of complexity within and for ministries, and also leads policy development and implementation into a structure of additional bureaucracy (of the funding agencies).

Apart from the problems outlined above for the government, which also mean that its income collection through taxes and duties is not effective enough, the government needs to stimulate more business activity, and this business activity needs to create more value per unit of input - thus productivity needs to increase, see graph below - which in turn means more government revenue (which in turn is good for the sectors that make up the foundation) and employment.

Graph A5.3 Correlation GDP per capita in USD and GDP per employee



**Offshore industry and possible future impacts**

There have been recent discoveries of oil and gas deposits off the coast of the country, and explorations will continue in the coming years, both offshore and near shore. In doing so, the mechanism is now slowly but surely being set in motion by the oil companies to commercially exploit the oil and gas reserves for the next few decades. Given the size of these reserves and related operations in relation to the small size of the Surinamese economy, it is expected that this exploitation could dramatically change the landscape in the country.

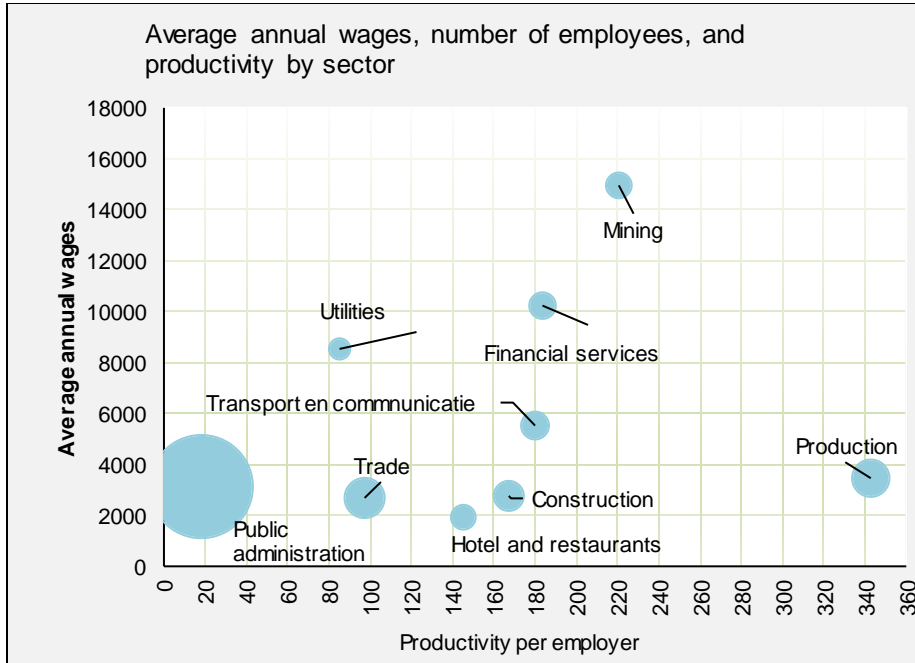
By some, the discoveries are seen as the solution to all problems in the country; however, there are quite a few lessons to be learned from other countries, including Guyana where oil exploitation started earlier, that have not always experienced positive effects. The most notable of these are:

1. the so-called "Dutch Disease," the phenomenon whereby large-scale foreign investment strengthens the local currency, **making exports more expensive** (especially when it comes to labor-intensive sectors)
2. **growing income disparity** between those groups and individuals who can directly or indirectly find employment in (the supply of) oil, and those who cannot
3. growing revenues for the government that will be **squandered** in case of insufficient policy and control mechanisms

The government will have to implement a strategic policy that ensures that the off-shore oil and gas industry does not completely push out the local sectors; after all, oil and gas reserves are finite and

employment in the sector is limited. Local industry and the increase in productivity should therefore be stimulated as much as possible; the graph below implies which change should be made.

Graph A5.4 Average annual wages, number of employees, and productivity by sector (Source GBS, adapted by SPS)



## A5.2 Focus elements for the Development Plan 2022-2026

Based on the above, it can be stated that the **government must strongly withdraw** from the private sector, while the internal processes must be made **transparent, efficient and effective** with clear assignments of responsibility. In addition, the **entrepreneurial climate** must be **improved significantly**, in such a way that there is more incentive for new business start-ups, product development, and more value addition (to raw materials and semi-manufactured goods) - see also the evidence in the previous graph; this includes entrepreneurial policies, but also supportive policies from other sectors, such as education, security, tax sector, etc. **More value addition** forces innovation and inclusion of technologies, yields higher margins allowing high logistics costs to be overcome (and thus niche export markets to be served), and leads to further diversification of the economy. In addition, this also provides sufficient potential for Surinamese companies to participate in the lucrative supply chain for the offshore activities - **local content**. Income from offshore activities can be used for the prosperity and well-being of Suriname. A good entrepreneurial climate and local content can thus create sustainable socio-economically acceptable **employment** (decent work), which in turn is the best antidote to poverty, crime, and violence, and helps with housing and inclusiveness. The growth model that embodies the above and is implicit in this Development Plan is based on the exploitation of *sustainable competitive advantage*, adding export-oriented value as much as possible through geographical clusters. This cluster/growth pole idea is conducive to value addition, competitiveness, specialization, and creation of decent work.

The policy towards these focus elements must fit within the system of standards and values set out earlier, but not all of these focus elements always fit precisely within one policy area, and will therefore be highlighted where necessary. These focus elements also place additional emphasis on **SDG 8 (decent work and economic growth) and 9 (industry, innovation and infrastructure)**.

These findings are also supported by a semi-country survey conducted as part of this Development Plan 2022-2026, in which adults were asked a number of questions regarding sectors that the government should focus on. The majority (81.8%) agree that the offshore industry is a unique opportunity to lift Suriname out of poverty, while about the same proportion (78.1%) believe that the government should give the tourism industry a higher priority than the small- and large-scale gold industry. The responses of the vast majority also suggest that productivity needs to go up: more value needs to be added to natural resources which requires more skilled people than academics, and therefore more investments need to be made in vocational training. This support has also emerged in a number of focus group discussions with adolescents that have been held; the vast majority of adolescents have a preference for entrepreneurship with mainly knowledge input.

## A6. Strategies

In short, the strategic action items outlined in the Development Plan 2022-2026 include:

### **Production, Entrepreneurship, Employment, Exports**

- Establish Local Content Development Office in view of the offshore industry
- Improve the business climate
- Operationalize the residue and veterinary laboratory for food exports
- Increase value addition and economic diversification by:
  - Conducting value chain analyses
  - Lowering import tariffs for green technology and production
  - Establishing and stimulating Product Boards, such as tourism and fruit and rice farming
- Establish a Fund for Small and Medium-Sized Enterprises and better use of other funds

### **Land and Housing**

- Apartments can be sold separately which gives a boost to the construction of apartments and shopping centers, the construction industry, and provides people - especially the young and elderly - (cheaper than is currently common) with a roof over their heads
- More affordable and faster handling of family land transfers
- Construction of 500 social housing units on an annual basis
- Recognition of land rights

### **Social Protection and Employment**

- Adopt Basic Bank Account Act and encourage cashless distributions
- Accommodate homeless people in a specific location
- Determine poverty threshold and minimum hourly wage
- Set up a job bank
- Offer decentralized training, education and project opportunities
- **Education and Health Care** Implement educational innovations with cognition as the starting point Reduce healthcare costs through decentralized supply of specializations Introduce ICT systems for distance learning

### **Liveable Environment & Nature and Safety** Ban mercury use in accordance with the Minamata Convention

- Start phase 2 of Safe City
- Protect and sustainably utilize freshwater resources, forest and biodiversity
- Promote regionally dispersed development and production opportunities
- Surveillance for monitoring and detection of illegality and crime using drones
- Monitoring of natural areas, with rehabilitation of degraded areas, in community settings

### **Transport and Infrastructure** New connection across the Suriname River

- Spread out junctions for arrival and departure of public transport
- Restructure the 't Hogerhuysstraat
- Earn foreign exchange from overflight fees with implementation of radar systems

### **Efficient and Effective Government** Stepping back from government: privatize state-owned enterprises and act in partnership with the private sector and NGOs

- Improve the collection of tax revenues
- Make government processes more efficient and transparent
  - o Digitization and automation of processes, with services available online
  - o Implementation of early retirement and pension, lending to the private sector, and other modalities to reduce the civil service workforce
- Strengthen institutions
- Adopt new Civil Code, Public Administration Law, General Administration Law Act
- Establish corruption hotline and ban conflict of interest

Many strategic action items involve structural changes through legal reforms, changed processes and organizations, and diversification through the development of (new) sectors. These are difficult to model. Nevertheless, an Input-Output table and Social-Accounting Matrix have been prepared as part of the preparation of this development plan. These two models give, for the period 2022-2026 – *without all the strategic action items in this development plan and assuming decreasing Covid-19 risks* – an average real wage growth of 17% and an increase in productivity of 2%. Unemployment is declining (below 8%), of which just under half are young newcomers who need some time to get into the workforce. Much of the remaining unemployed people will easily find employment if private sector employment and entrepreneurship are encouraged, opportunities for obtaining skills are (re)structured, and early retirement (from public service) is promoted (all these matters are included in this development plan).

The following is a summary of modeled GDP and investment growth, as well as GDP growth by sector (2026 relative to 2021) *without all strategic action items*.

Table A6.1: Input-Output model results (Source: SPS)

	2021	2022	2023	2024	2025	2026
<b>Growth in GDP</b>	-1.1%	1.5%	2.0%	2.6%	3.3%	4.0%
<b>Investment growth</b>	4.3%	7.0%	7.6%	8.2%	9.0%	9.7%

<b>Agriculture</b>	31%
<b>Mining</b>	38%
<b>Production</b>	10%
<b>Construction</b>	20%
<b>Trade</b>	13%
<b>Transport</b>	12%
<b>Financial services</b>	36%
<b>Commercial services</b>	13%

The Hotels and Restaurants sector fully recovers in 2026 after the disastrous years of 2020 and 2021. The government's share of GDP decreases (from 13.2% to 11.7% in 2026), and the budget deficit decreases by roughly a third. In the next 5 years, GDP and investment levels reach 2015 levels; full recovery is achieved.

In the following sections, strategies and choices for the policy areas are argued and outlined. However, a number of specific concerns are addressed first, due to their current urgency, impact, and/or cross-policy and cross-ministry nature. These are:

A6.1 Offshore oil and gas sector

A6.2 Business climate

A6.3 Land policy

A6.4 Schools as education and training centers

A6.5 Surveillance against Illegality and Crime

The policy areas are listed below: an order has been used here that indicates as much urgency as possible, reflects the impact on the priorities, but also reflects the logic of the figure in A2.2. It should be noted that the policy areas "creative industries", "services", "process industry" and "manufacturing" are included in A6.2.2 and A6.17. "Investment policy" is included in the various policy areas. In addition, some sub-sectors are included separately because of their current and potential impact: ICT (service and creative industries) tourism (service industry), rice and fisheries (both agricultural sector), gold and onshore oil (both mining). Finally, it is noted that "Housing" is included in A6.27 Spatial Planning.

The interior is not considered a separate policy area; it has the same weight (equivalence) as other districts and Paramaribo and is therefore incorporated into the other policy areas. Where necessary, strategic action points are differentiated for the interior.

For each policy area:

- a timeline is presented containing the most important strategic action points, so that the reader can see at a glance what needs to be done right at the start;
  - o some specific action points, complex in nature but necessary, are briefly elaborated in steps in time. This is done in separate boxes.
- global trends and developments are taken into consideration;
- a SWOT is made, with a ranking of weaknesses and threats according to impact and risk;
- key action items are listed, ranked according to impact and achievability (finances, political support, implementation capacity, etc.). This is the input for the timeline at the beginning.

All identified strategic action items are linked in Appendix B to ministries, budget codes (so they can also be budgeted for), SDGs, time periods, and standards.

## A6.1 Offshore Oil and Gas

### A6.1.1 Local Content

With the discovery of the oil and gas deposits off the coast of Suriname, it is expected that the exploitation of these deposits could mean a huge change for the country; by comparison, Guyana has a daily production of 200,000 barrels of crude oil per day with their offshore project, resulting in a GDP increase of 85%. Within 5 years, the daily production there has to be built up to 750,000 barrels per day. Suriname can look forward to a similar development.

However, as stated in the previous section, the spearheads of development are value creation and employment. It is therefore important that Surinamese companies obtain a significant share in the supply chain of these oil and gas operations; if there is no specific policy to this end, the supply chain can be filled in by foreign companies with minimal input from Suriname. This share is also called "local content", the extent to which (Surinamese) companies and citizens participate in the economic activities as a result of the offshore discoveries. This concerns the supply of (locally produced) goods and services and the filling of jobs by Surinamese people.

Local content policy must be aimed at being a requirement, but in continuous dialogue with and input from the international oil companies, which will map out a road map through education and training in business process and technical areas to allow Surinamese companies to participate in the supply chain, so that in time a certain part of the value creation will take place locally (e.g. 80%). "The term "Surinamese companies" must be properly defined: the focus must primarily be on companies that are locally based and have Surinamese Ultimate Beneficiary Owners (UBOs). The policy needs to be anchored in a clear and unambiguous legal framework with a clear objective, with possible differentiations when it comes to specific provisions such as shipping, employment, evaluation and revision of policy, etc.

#### **Local Content Development Office**

To implement the policy, a Local Content Development Office - in this case specifically for the offshore industry - should be set up, (for example initially at the State Oil Company). This office must be well equipped and have a good understanding of the requirements and standards of the multinationals, but also of the local obstacles and gaps. To this end, the LCDO needs to conduct a "gap analysis"; this involves comparing the supply chain in the various phases of exploitation (goods and services, volumes, quality requirements, standards, etc.) with the potential and capabilities of the Surinamese companies and institutions. The following table shows a number of areas that should be highlighted.



Table A6.1.1: Focus areas for local content (Source: IPIECA)

Analysis of national development priorities	Align local content activities with development priorities to increase benefits for the company and the host country. (Depending on the situation, priorities may be established through formal development plans or through consultation with local stakeholders.)
Research on local capacity	Research can draw on local expertise and market information and can be completed in collaboration with government and other stakeholders to improve the quality and credibility of the results.
Supply chain mapping and analysis	These processes allow companies to identify opportunities for local participation.
Environmental and social risk assessment	Take into account any issues related to local contractors who do not meet international HSE - standards (health, safety and environment) or who may not have experience in local community engagement and socio-cultural issues.
Cost-Benefit Analysis	Quantify and analyze the different levels of benefits, costs and risks associated with different local employment and supply options. It is important to take a long-term perspective on the potential benefits.
Barrier Analysis	Analyzing barriers to local content using a problem tree approach (see Figure A6.1.1) can identify the required intervention.
Access to financial and business support services	Access to affordable finance. This is often cited as the most important factor affecting the survival and growth of local businesses, especially small and medium-sized enterprises (SMEs). Without such access, local businesses are severely limited in their ability to invest in capital equipment and meet the standards required for inclusion in oil and gas supply chains. SMEs often lack the track record and capabilities to prepare business plans and present attractive loan proposals.
Infrastructure Analysis	Link infrastructure needs to local business participation. A lack of infrastructure can hinder the delivery of local services and increase the cost of doing business. (See the legal requirements of Doing Business in the next section).

Next, a step-by-step plan is deployed to get the companies to the level where they can compete in open tenders through training, education, standards, etc. This ensures more and better skills of individuals and companies, and thus a steady growth in the share of local content in the supply chain. During the above-mentioned process, there should be a structural consultation between the Local Content Development Office and the multinationals to review the policy, to be aware of each other's expectations and possibilities, and options for technology transfer through assistance, investments, licenses, trade and/or training.

In collaboration with industry, academic sector regulators and training institutes, a transparent plan must be drawn up to review and reform local training programs, equipment and facilities to make them suitable. To this end, the establishment of alliances, joint ventures and partnerships between Surinamese individuals and foreign operators or subcontractors is important, as well as with foreign offshore training institutions. For example, there is OPITO (Offshore Petroleum Industry Training Organization), a non-profit organization that sets standards in the offshore oil and gas industry. OPITO's safety training courses are continuously updated. Some of OPITO's standard safety training courses are: Basic Offshore Safety Induction &

Emergency Training (BOSHET), Further Offshore Emergency Training (FOET), and Helicopter Underwater Escape Training (HUET).

Possibly a capacity development fund (at the National Development Bank) can be used for structural education and support of business development and capacity building. At the current stage of preparation for exploitation, it is expected that successively the sectors of construction, general business services and finally engineering will be required; LCDO should adjust its plan accordingly .

### **Monitoring and Evaluation of Local Content in the Offshore industry**

The Local Content Development Office should be assigned the following tasks to promote and evaluate local content goals and plans:

- Establish a methodology for determining the percentage of local content in goods and services acquired or delivered in Suriname (see example below)
- Establishment of a mechanism for dealing with violations of the regulations as well as a list of sanctions for such violations
- Inspect facilities, documents, books, records, contracts, invoices and other information related to procurement and payments to (non)local suppliers and employees
- Evaluate performance reports by multinationals containing KPIs, results, etc.
- Evaluate the reporting of each partner, contractor, subcontractor or other related entity of the operator
- Investigate claims of misrepresentation
- Achieve efficiency and low transaction costs to drive local content
- Advise and support local TVET programs on various levels
- Assist with safety, environmental and financial compliance
- Bring transparency to the process of sourcing goods and services
- Actively facilitate international technical partnerships

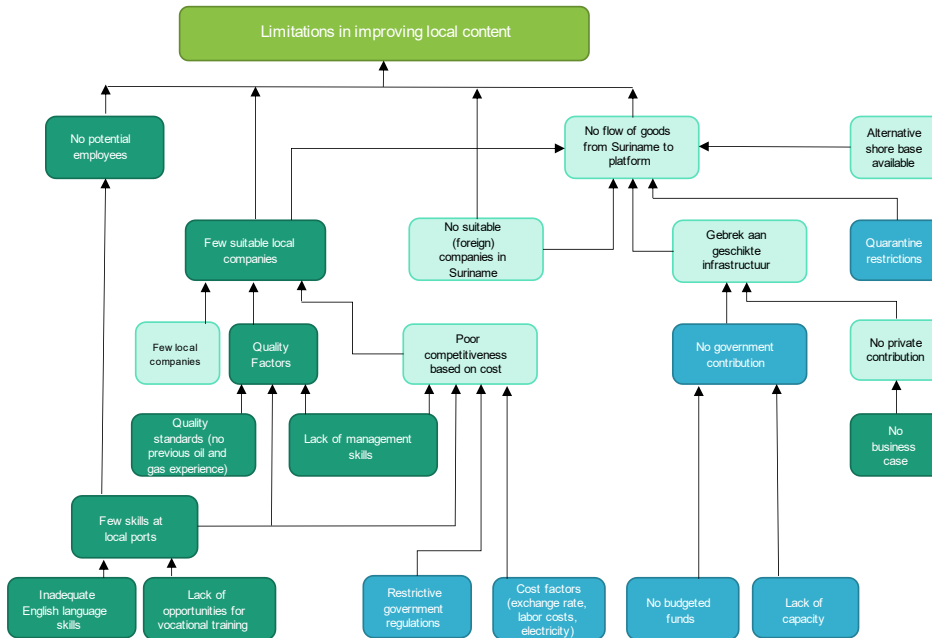
Table A6.1.2: Quantitative determination of local content (Source: IPIECA)

Contract/ PO number	Single Source (SS) or bidding (CFT)	Object/Description	Contractor/ Supplier/ Name	Effective Date of initial Contract	Anticipated Finish Date	Initial value of Contract <b>Historical Value in '000s USD</b>	Approved Amendments (if any) <b>Historical Value in '000s USD</b>	Total Committed Value (i.e. Value of Contracts and Amendments) in '000s USD	Expenditure to date by 31 December (i.e. Value of Work Done in '000s USD	% of Total Committed Value			
										International %	National/ Local %	Total 100% (for checking purpose)	
		Engineering Services				10,000	3,000	13,000	15,000	100	0	100	
		Maintenance and Inspection				5,000	500	5,500	3,000	50	50	100	
		EPC Facilities				3,000,000	150,000	3,150,000	2,500,000	75	25	100	
		EPC Pipeline and Facilities				500,000	100,000	600,000	500,000	85	15	100	
		Logistics Services				20,000	4,000	24,000	5,500	0	100	100	
		Construction Services				50,000		50,000	7,000	0	100	100	
		Diving Services				500		500	700	80	20	100	
<b>Total</b>						<b>3,585,500</b>		<b>3,843,000</b>	<b>3,031,200</b>	<b>2,317,060</b>	<b>76%</b>	<b>714,140</b>	<b>3,031,200</b>
											<b>24%</b>	<b>100%</b>	
												<b>897,600</b>	
												<b>30%</b>	
												<b>954,350</b>	
												<b>31%</b>	

local content from expenditure to date  
local content from initial contract value  
local content from total committed value

The representation below shows the process by which bottlenecks to achieving an increase in local content can be identified:

Figure A6.1.1: Process to identify bottlenecks to improve local content share (source: IPIECA)



## **Strategic Actions**

1. Legally establish and promulgate policies regarding Local Content that incorporate the above, particularly the role of operators and the Local Content Development Office. These policies should be well-aligned with policies in other sectors.
2. Establish Local Content Development Office, and properly staff and equip this office to quickly arrive at concrete plans for local content, education and training, and monitoring and evaluation shortly thereafter.

### **A6.1.2 Law on Co-investment Fund**

In 2017, the Law on the Savings and Stabilization Fund was passed, for which a Board of Directors was appointed in 2019. If the government earns less than its budget indicates, then no funds from mining and petroleum extraction are deposited in this fund, and in a situation where revenues exceed budget expenditures, deposits will be made in this fund. This fund has a savings and a stabilization function: the Central Bank of Suriname fulfills the savings function by investing 85% of the revenues, and the stabilization function relates to 15% of the assets in the fund that are used to stabilize government revenues.

Suriname is strongly characterized by the exploitation of natural resources which is reflected in its governance. This "domination" ensures that the stimulation of other industries, i.e. diversification of the economy, is curbed and given too little attention. The stabilization function of the Savings and Stabilization Fund therefore does not guarantee that this necessary change (after all, mining and petroleum extraction are not sustainable) will be made. The law on the Savings and Stabilization Fund therefore also refers to a "Co-investment" fund, which can be used to make strategic investments in infrastructure, education, health care, etc.

In such a law on the co-investment fund, the preconditions must be clearly defined on how the money will be spent. Conflicts of interest, tendering procedures, financial integrity, etc. are at the top of the list. In addition, a good mechanism must be in place to derive the specific goals on which the money is spent. Goals must be sufficiently specified and clearly contribute to the central strategic and policy objectives, and implemented with competent progress monitoring (see the section on "Monitoring and Evaluation").

### **Strategic Action**

3. Conceptualize and enact law on Co-investment fund

### **A6.1.3 Law on Transfer Pricing**

Transfer pricing is the phenomenon whereby goods and services are procured by a company in country A from a sister or parent organization in country B and paid for in amounts that are far from the prevailing market values. As a result, the company in country A is able to increase its costs and thus (artificially) reduce its profits; the tax payments are therefore lower because the profits are lower. The difference goes to the sister or mother organization that pays taxes in country B where there is a more favorable tax regime. Another example is a company that does not purchase capital goods directly but leases them through a sister company abroad; by manipulating the lease amounts more costs can be charged than in the case of depreciation on the capital investments. This construction is common among multinational companies in the world; it is estimated that 50-80% of the profits are taken out of the country (where the profit is actually generated), in other words, in the first example, 50-80% less taxes are paid in country A.

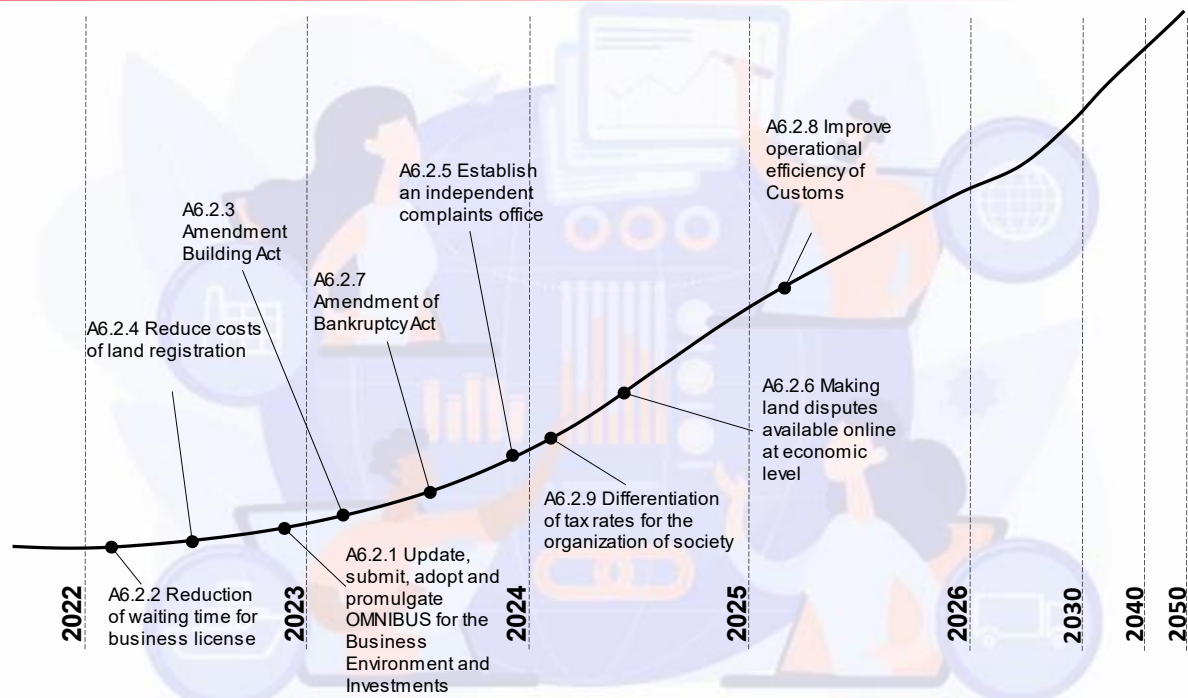
Given the finite supply of natural resources (where transfer pricing is frequently used), the long duration of exploitation and the relatively large share of transfer pricing on missed tax revenues, it is important that countries that own the natural resources make the most of them, also with a view to environmental and social impact. In addition, by understanding how companies purchase goods and services, differentiating the leeway given to companies with respect to over- or under-invoicing for goods and services allows countries to provide more direction on which types of companies and FDIs are attracted. For example, Ireland and the Netherlands are top locations for the establishment of headquarters of multinational corporations because of the preferential tax advantages. These preferences can only be properly conceived if there is a good understanding of the matter of the transnational purchase and sale of goods and services.

The European Union has quite a few regulations in the context of transfer pricing and applies the "Armstrong" principle, which states that the price charged in a transaction between two related parties must be the same as the price charged in a similar transaction between two unrelated parties. Thus, passing on prices for goods and services between different business units of the same company must be in line with the prices of the market, and this may be checked by the taxing authorities.

### **Strategic Actions**

4. Conceive and enact Transfer Pricing Regulation Law (in particular for the exploitation of all natural resources - especially offshore oil & gas, gold and bauxite), incorporating strategic differentiation to attract specific FDIs
5. Strengthen audit function of the Tax Administration for inspections of transfer pricing
6. Introduce "source tax" as input tax on contract value for service providers

## A6.2 Business Climate



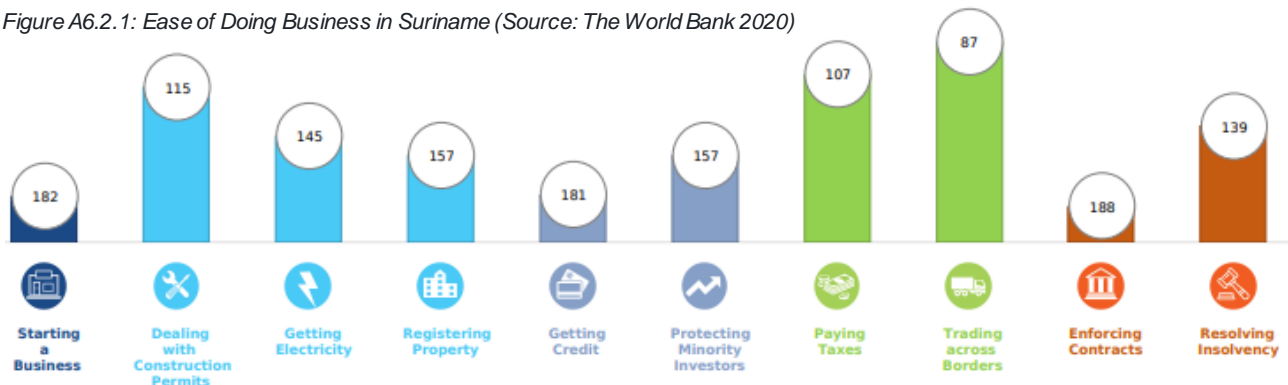
### A6.2.1 Improvement of Business Climate

There is a strong correlation between local and Foreign Direct Investment (FDI) inflows and the business climate. The Ease of Doing Business Ranking and Global Competitiveness Index indicate where interventions are needed to improve Suriname's business climate.

#### Ease of Doing Business 2020

In the Ease of Doing Business 2020, Suriname ranks 162nd out of 190 countries. Figure 1 below shows a summary of the ranks and scores by Doing Business topic; this shows that in the Ease of Doing Business report 2020, Suriname does not appear in the top 100 countries for 9 of the 10 focal points.

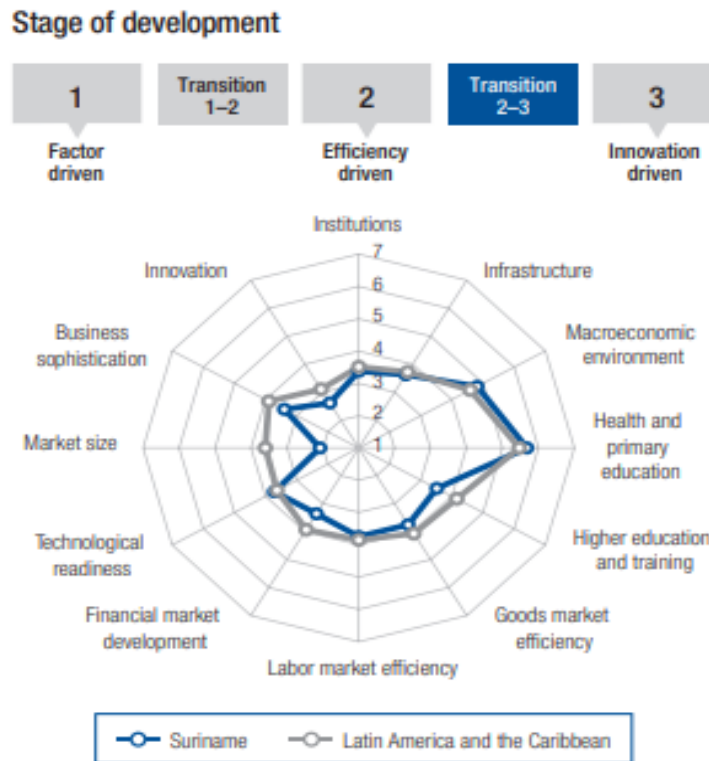
Figure A6.2.1: Ease of Doing Business in Suriname (Source: The World Bank 2020)



## Global Competitive Index (GCI) 2014-2015

The GCI framework consists of three groups of criteria (factor, efficiency and innovation) used to rank countries. In the Global Competitive Index 2014-2015, Suriname is ranked 110th out of 144 countries. It is rated as third last in competitiveness in the region. Because a larger number of countries have advanced more in competitiveness than Suriname, Suriname has dropped from the 103rd place in 2008-2009 to the 110th place in 2014/2015. The rationale is to address Suriname's GCI efficiency and innovation enhancing indicators that fell above 100 in the ranking to improve the business environment. The figure below provides an overview of Suriname's 2014-2015 Competitiveness Ranking.

Figure A6.2.2: Global Competitiveness Index voor Suriname (2014-2015)



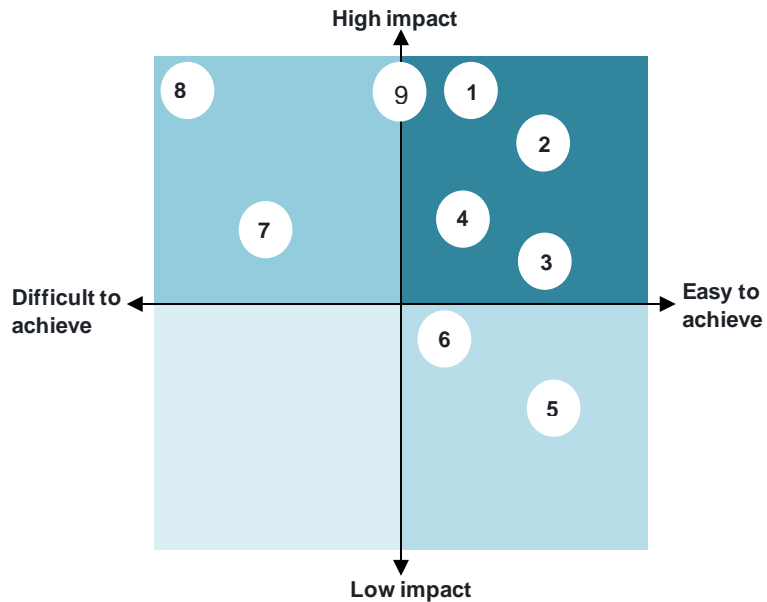
## Strategic Action Items

A number of strategic action items are already incorporated into other parts of this Development Plan:

- Establishment of a Credit Registration Office: A6.21
- Introduction of Value Added Tax (VAT): A6.21
- Introduction of “Science, Technology, Reading, Engineering, Art, Math” in the education system: A6.25
- Support of the training of entrepreneurs to create better business plans: A6.2.2
- Low-cost access to direct capital investments: A6.2.2

- Public Private Partnership: A6.6
  - Implementation of Internet Protocol version 6 (IPv6): A6.8
  - Reduction of the cost of the new business connections: A6.19
1. Adopt and promulgate OMNIBUS legislation for the Business Climate and Investment: this was developed together with stakeholders. Only a few laws from this legislation have been passed and promulgated. Some key priorities include:
    - a. Adoption and promulgation of the Investment Law under insolvency law.
    - b. Adopt and promulgate the Movable Security Rights Act, Commercial Register Act, General Administrative Law and Administrative Court Act and Trade and Industry Appeals Tribunal.
  2. Reduce the 2-month waiting period for obtaining a business license
  3. Amend the Building Act to include an article:
    - a. which enforces inspections during construction
    - b. which establishes qualifications for the person responsible for inspections
    - c. which establishes qualifications for the person responsible for verifying construction plans and drawings.
  4. Reduce costs of land ownership registration
  5. Establish an independent complaints office
  6. Make available online the number of land disputes at the economic level
  7. Amend the Bankruptcy Law 17 May 1935, S.B. 1986 no. 82. taking into account the following aspects:
    - a. allowing the debtor to obtain credit after commencement of insolvency proceedings.
    - b. enable creditors to vote on the reorganization plan and allow debtors to obtain financing after commencement.
    - c. improve voting arrangements in reorganization of debtors.
    - d. enable debtors to initiate reorganization proceedings.
    - e. improve the continuation of businesses and the handling of contracts during insolvency proceedings,
    - f. allow initial credit
    - g. increase creditor participation in insolvency proceeding .
  8. Improve the operational efficiency of Customs
  9. Through consultation with stakeholders, arrive at a differentiated tax system that serves as an incentive to organize society in a certain way; the standards mentioned in A3 serve as a guideline in this context.





### A6.2.2 National Development Bank of Suriname N.V.

Micro, small and medium-sized enterprises (MSMEs) must be stimulated so as to 1) enable entrepreneurs to stabilize their business operations, 2) grow into larger enterprises with greater impact, and 3) contribute to local entrepreneurship as the backbone of the economy, particularly with regard to productivity and employment. Given Suriname's problems (see A5. Priorities), this group needs to obtain credit under concessional conditions so that it can give substance to the aforementioned priorities. However, the granting of credit alone is far from sufficient, in view of the poor link between education and entrepreneurs, the low degree of organization of entrepreneurs, the cumbersome and non-transparent processes of the government, insufficient knowledge, etc. Assistance in technical and business economics, guidance in applying for permits or handling import of inputs, etc. are some of the other aspects that SMEs need - besides credit provision.

The National Development Bank (NOB) has funds available for this assistance:

- Guarantee fund: for credits where there is a coverage problem (also in the case of estates)
- Participation fund: NOB participates in the share capital of newly started businesses in exchange for credit.
- Technical Assistance Fund for Businesses: for technical assistance, such as training, guidance, and certifications for business assistance (e.g. with the Foundation for Labor Mobilization and Development, the Foundation for Productive Work Units, Suriname Business Development Center)

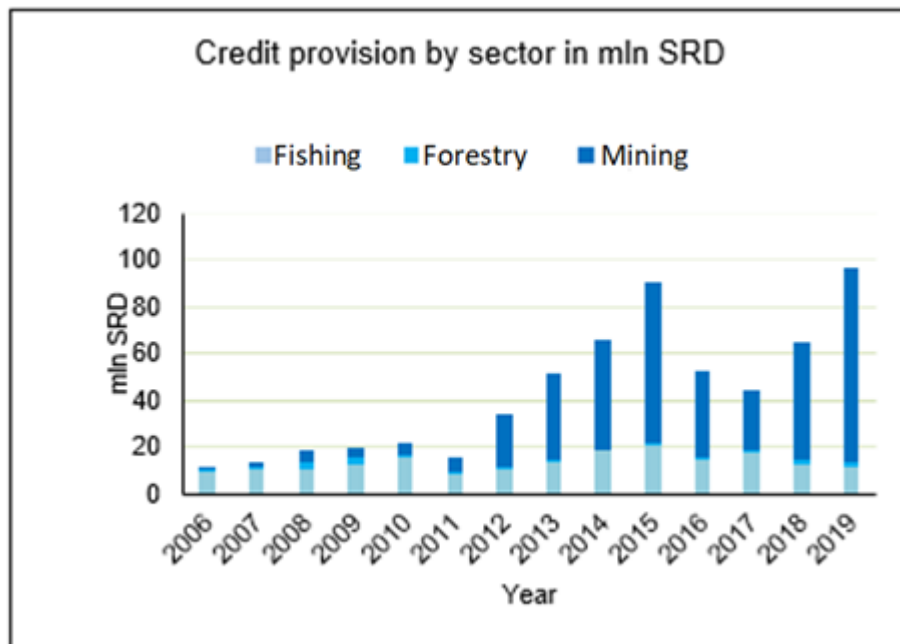
(The NOB also provides credit on its own account, providing guidance to the entrepreneur from the moment of submission of the application. In the provision of credit, administrative and management guidance is

included as well as guidance for, for example, import duty exemption, registration at the Chamber of Commerce and Industries, etc.)

Since each fund can determine its own set-up, the NOB can also offer other products for which the commercial banks do not want to take risks but which can have a huge impact on entrepreneurship and/or society, such as financing of demonstration projects, offering credit insurance for specific cases, solar lease / solar power purchase agreements, etc. In addition, by further strengthening the NOB, it will be better able to facilitate SMEs through the above-mentioned funds, but also by acting as an agent / facilitator with the government (e.g. with regard to the application of domain land, permits, electricity connections, customs clearances, etc.), to tap into networks, to find export markets, etc..

The NOB, through its funds, can contribute directly to the priorities set for the business community in this Development Plan 2022-2026. This can be done by giving the aspects of value addition / productivity and employment a significant share in the total weighting factors in the credit assessment (and thus the determination of the cost of capital). Here, in particular the sectors of creative industries, services, process and manufacturing come into play. Another aspect that can be included in the weighting is the size of companies or projects, with micro projects possibly under the auspices of CBOs or NGOs being preferred. This represents a break in the trend of lending in Suriname.

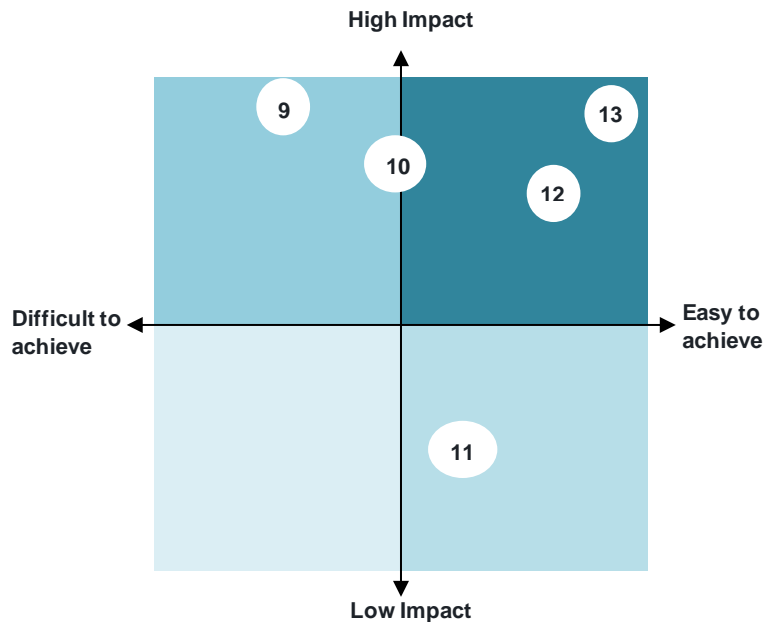
Graph A6.2.1 Credit provision by sector in mln SRD



## Strategic Action Items

10. Strengthen the NOB so that it can fill the support role to SMEs

11. Host the SME fund at the NOB because of its supportive role
12. Consolidate funds into 1 fund, with 1 board and 1 financial statement, where there are then "sub-funds". Currently, each fund has its own board (paid from the fund itself).
13. Build in priorities as heavy weighting factors in the fund's credit assessment
14. Significantly replenish funds with financial resources and promote them

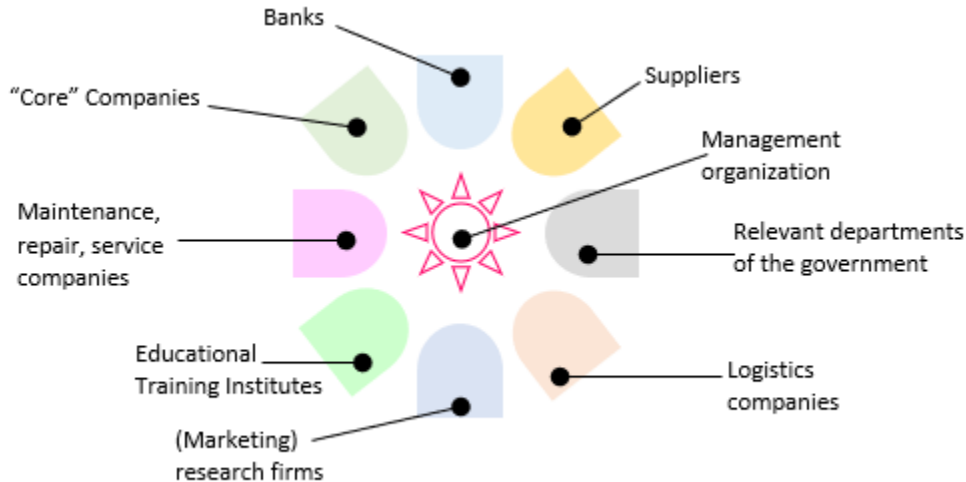


### A6.2.3 Business Clusters

A business cluster is a group of interrelated companies (that are part of the supply and value chain, and also compete with each other) and related institutions in a particular area that is focused around a particular product (group). Related institutions include departments of government, university, standards agencies, banks, vocational training providers, and business organizations.

At the head is a cluster / management organization that oversees the implementation of joint strategies and programs. Because of the desired support base, this organization is set up by the direct stakeholders or members and the financial resources for the operation come from the sector itself. A business cluster is therefore not an industrial park, special economic zone, industry association or a consortium / alliance / network between companies.

Figure A6.2.3: Schematic representation of a Business Cluster



When companies, suppliers and institutions operate in close proximity and the frequency of interaction is high, transaction costs are low. In addition, with this set-up there is continuous improved cooperation in areas such as marketing, purchasing, export promotion, research, logistics, training, control, market intelligence, financing (credit guarantees on a collective level), etc. This strengthens individual companies, creates greater specialization (e.g., through increased value addition) through competitive pressure to innovate, thereby increasing productivity, innovation, exports and economic growth. Despite the small scale, clusters can be highly competitive internationally. In addition, it can locally stimulate training and education by linking to the program proposed in A6.5.

The government departments related to the business cluster are part of the cluster so that they can more quickly coordinate and support strategies, such as removing trade barriers and implementing regulations. In addition, the government can provide output-related support more quickly, such as tax or tariff discounts for the member companies, projects funded, joint marketing or research expenditure, export value, etc .

In order to achieve a business cluster, the following preconditions are important:

- Broad acceptance of the organization by producers, suppliers, government, etc.
- Establishment of a legal framework within which the organization can operate.
- Mobilizing sufficient financial resources for investments and the required working capital.
- Establishing a fee for operation: all stakeholders (including institutions and the government) contribute, which must be regulated by law.
- The development of the business cluster will be phased in slowly with evaluation moments (especially as possible relocation will involve costs that are sector-specific), starting small at limited costs with the use of in-house experience and knowledge.

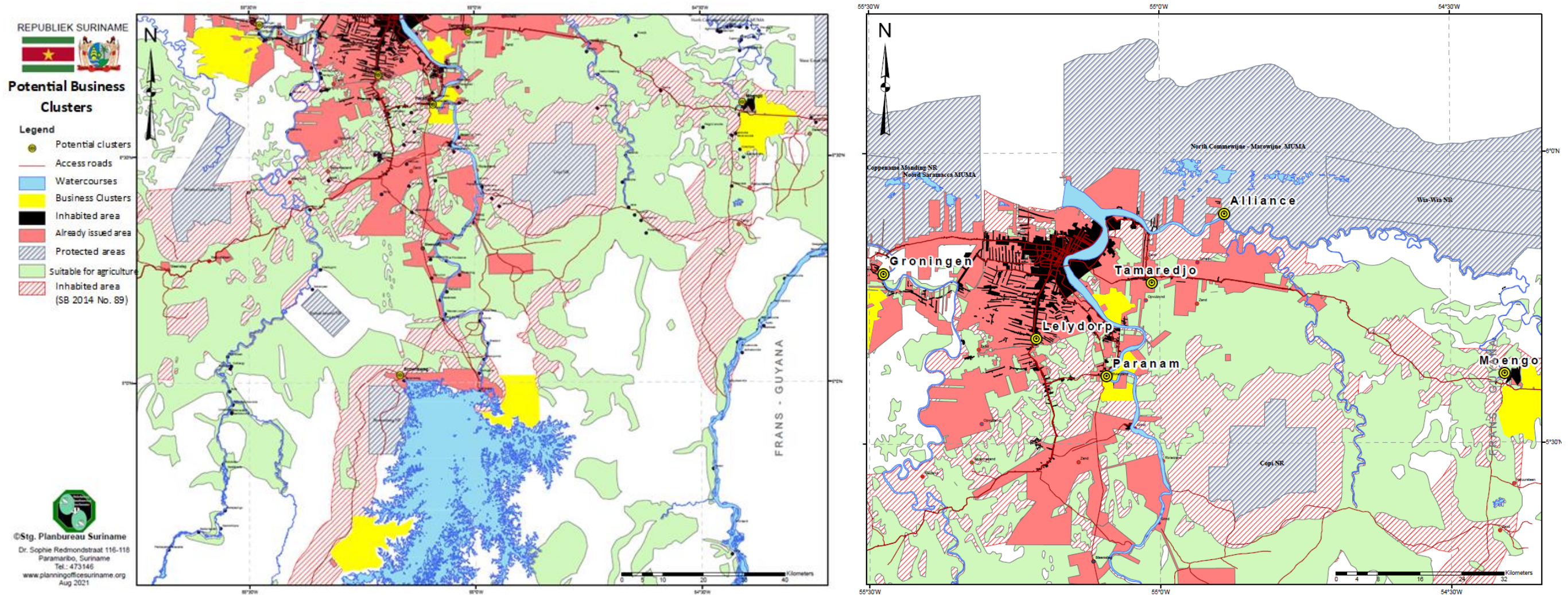
## Strategic Action Items

Business clusters for the ICT, tourism, rice, forestry and agricultural production sectors have proven themselves worldwide. These are successively discussed in A6.8, A6.9, A6.10, A6.11 and A6.13 (see potential locations on next page).

15. Draft and implement the Law on Business clusters (draft is finished). This must also indicate which body will supervise; for example, the Social and Economic Council or Suriname Business Forum. Start-up capital: financial resources for operating the cluster come from the sector itself, however for the start-up (office, rolling equipment, secretariat, etc. - depending on the sector) the government must give an injection or use donor funds, which is more than sufficient for 1-2 years. For this, a good financial estimation is needed regarding contributions from different entities belonging to the organization.
16. Establish business clusters on the right bank of the Suriname River, with a focus on logistic services to international maritime traffic, with related industries (e.g. in free zones) and service companies (see locations on next page). There is an option to do this because the Suriname River is the only river suitable for that type of vessel which is projected to serve the Panama Canal in the coming decades for the navigation between Europe and South America on the one hand and Asia on the other hand. Here there is a need for interim storage and transshipment and changes of ship's crew.
17. The areas indicated below should be reserved by the respective ministries with the cooperation of the Ministry of GBB for the indicated business clusters to be established.

Figure A6.2.4: Locations for potential business clusters (left)

Figure A6.2.5: Locations for potential business clusters with a focus on the Suriname River (right)



Potential locations for business clusters, taking into account illegal gold mining activities, land suitability, infrastructure, nearby habitation, already issued land, and other local characteristics, as well as counteracting building densification (see A6. 27, B3 and Appendix E): These locations also serve as new cores of urbanization; the associated infrastructure and building must be in line with the strategic action items as stated in A6.18 Roads and Drainage and A6.27 Spatial Planning, and can be carried out in PPP context with the clusters.

1. Reservoir area: tourism
2. Moengo: forestry, timber and wood processing, NTFP
3. Groningen: fruit and horticulture
4. Right bank of Suriname River: international transit port combined with industrialization (based on local raw materials and so-called "footloose" industries)
5. Nickerie: rice cultivation (not shown due to already present rice areas)
6. Commewijne (Alliance): aquacultur

## **A6.3 Land Policy**

In the country, the government plays an important role in the area of real estate by issuing domain land (owned by the state). This natural resource should be used by the government to optimally meet the need for land for construction and residential, production, industrial, special and social purposes. The land policy covers various functional aspects such as: land registration, land issuance, and land use.

### **A6.3.1 Residential Areas**

Demographic processes such as population growth and urbanization, together with processes such as globalization and regionalization, are often the guiding factors that determine the functions of land and thus govern the relationship between people and land. However, through political abuse, land has for years been used as a tool to win voters and for self-enrichment, resulting in unbridled issuance of state and public property, parceling of land without road and drainage plans, issuance of maintenance strips, and the absence of proper land use planning. All of this has led to urban sprawl over the years, resulting in long travel times, limitation of residential enjoyment, and upward pressure on property prices as there has been little impetus for decentralized goods and services provision.

In 2014, a State Decree was issued that defines residential areas for the future. Again, it can be seen that residential areas have been designated without a sound growth poles/urbanization plan, road and drainage plan, etc. These residential areas even cover protected natural areas and a lot of good agricultural land (as the Agro-Economic Zoning Study found). This is shown on the map on the next page. It is therefore possible to issue the land of all these identified areas. The map below has eliminated the overlap between residential areas on the one hand and protected natural areas and agricultural land on the other in favor of protected and agricultural areas. On those areas suitable for agriculture, houses can indeed be built and roads constructed, but to the extent that it supports the economic utilization of the land there. Land rights should be recognized and together with this map should be the starting point for further elaboration to arrive at structural plans.

### **Strategic Action items**

1. Per State Decree, change the residential areas from the situation shown on the first map (on the following page) to the situation on the next map.
2. Recognize land rights of tribal communities; indigenous organizations (e.g., the VIDS) will write a specific development plan based on this recognition.
3. Draw up and legally enshrine zoning and structure plans.

FigureA6.2.6: Current status of inhabited areas, areas with issued land and areas with residential status

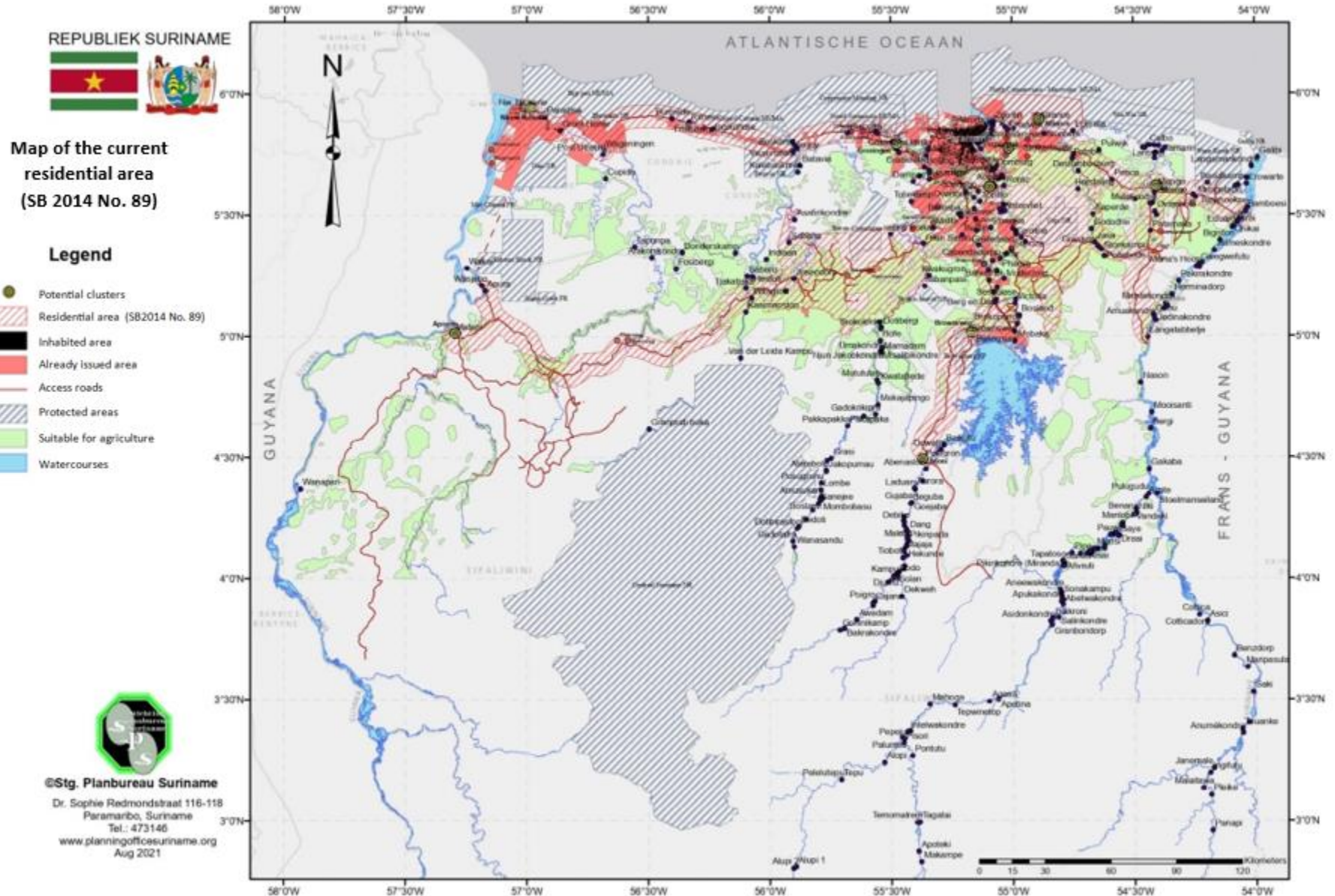
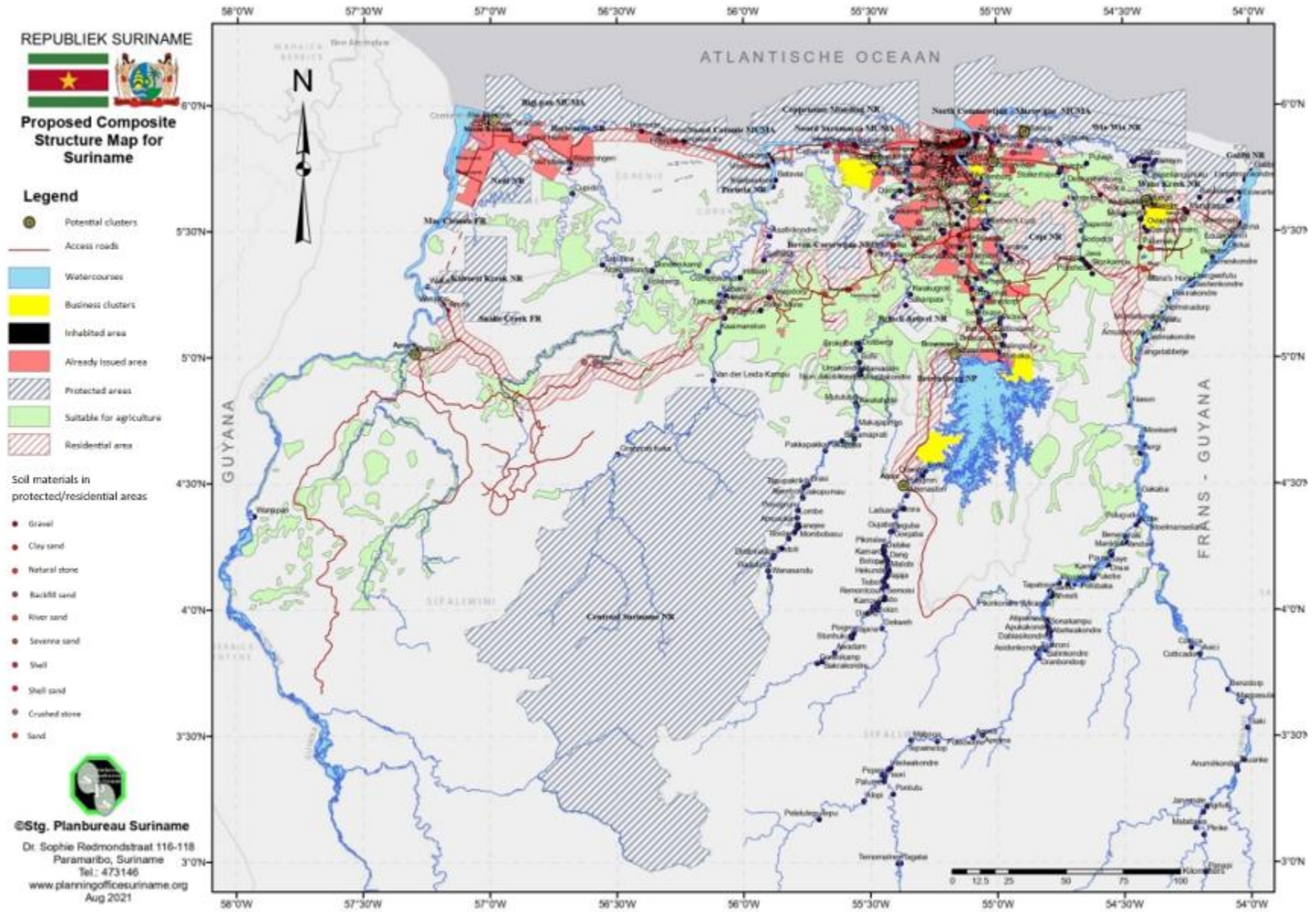




Figure A6.2.7: Proposed new designation of residential areas



### **A6.3.2 Family transfer**

Legislation related to transfer of domain land in ownership, dates back to 2003 (SB 2003 No. 7 and 8), with an implementing decree of 2009 (SB 2009 No. 22). In 2014 and 2015, a pilot for the transfer of domain land in ownership was conducted for 6 months in the following areas:

1. Flora A+B (Paramaribo)
2. Zorg en Hoop (Paramaribo)
3. 1e rijwegkwartier (Paramaribo)
4. Paloeloeuweg (Saramacca)
5. Dahlbergweg (Para)
6. van Pettenpolder (Nickerie)

The proceeds were estimated at SRD 196 million in case of optimal execution in the 6 areas. In the end only 2 plots of land were transferred in ownership for a total amount of SRD 205,000. The pilot showed that there was little interest in the land conversion because:

1. those interested found the purchase price too high and believed that for that amount they could buy parcels with a title to ownership;
2. interested parties did not have money in cash and establishing a mortgage with a bank was not an attractive option;
3. ground rent and right of ground lease are "strong" rights (also offer legal certainty), as a result of which the conversion would have little added value for those entitled to it
4. the State failed to promote the transfer of domain land by providing information (including the benefits) to a sufficient extent through the media.

From the point of view of the state, land conversion seems attractive because it has the potential to generate quite a bit of income (although the pilot shows otherwise). From the perspective of people looking for land, the family transfer (transfers within the family, in which the parents want to transfer the land - which has been occupied and cultivated for years - to the children) has much more impact than land conversion. It is estimated that a good 40 to 50% of the applications for land come from people who want to effect a family transfer of (a piece of) land. However, because the procedures are unclear, costly and lengthy, people then apply for a piece of domain land. Thus, with the family transfer approach, the current applications to the government, land and housing shortage, and urban sprawl can be greatly reduced, and at the same time (since it involves a large group of people) a lot of money can be generated for the state. The current fees charged on transfer of real estate (total between 11% and 13%):

### *Government*

- Stamp duty 7% (tax) of the appraisal value approved by MI-Glis (value of land and buildings) transferred to the State through MI-Glis
- 7% of the value of the bare land (determined by the Valuation Institute)

### *Notary*

- Notary fees: 3% of the approved appraisal value (land and buildings)
- SRD 500,- for administration costs for the civil-law notary
- SRD 1600-1800 for other costs
- Sales tax: 12% of the civil-law notary's fee, administration and other costs.

### MI-GLIS

- Sales tax: 8% of the civil-law notary's fee and administration costs
- Commission M.I. Glis: 6 per cent of the approved appraisal value
- Inspection costs SRD 30,-

### Appraiser

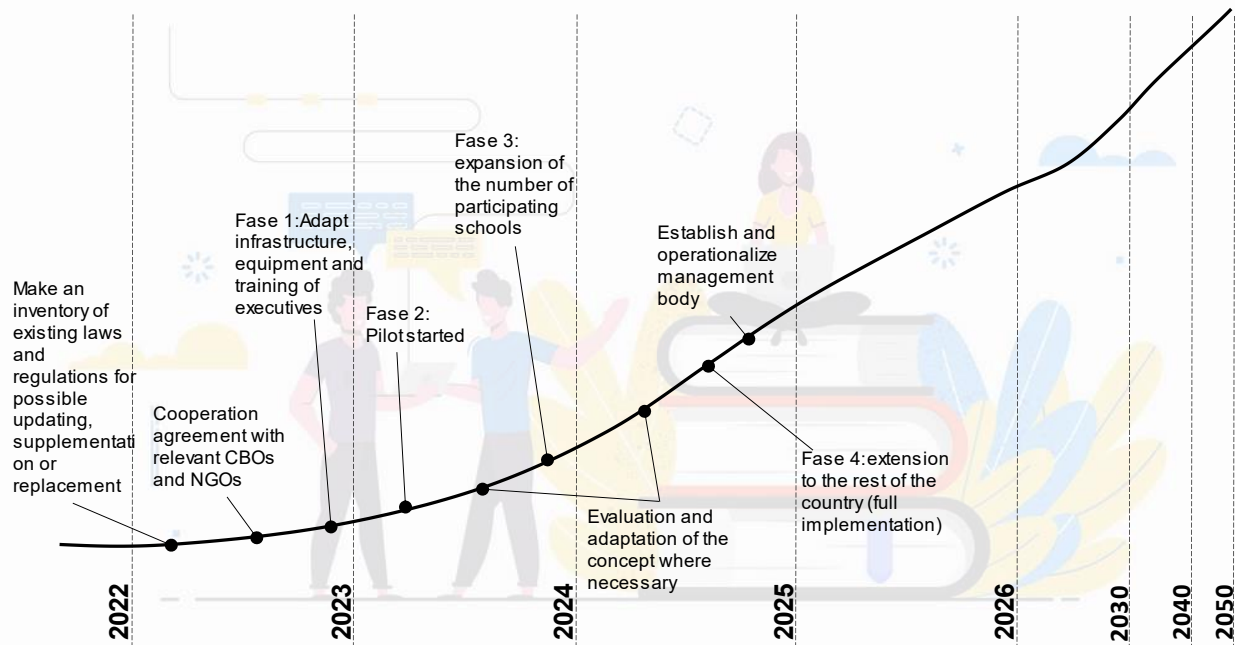
- Fee of the appraiser (2 per mille in Paramaribo, 4 per mille outside Paramaribo of the appraised value, value of the land and buildings) - does not include the 13% transfer cost

It is recommended that in order to solve this social problem, the State reduce the percentage of stamp duty payable on deeds of transfer of ownership of immovable property, which is currently 7% of the value of the property or rights in rem. This requires that the Stamp Duties Act be amended accordingly. For the transfer of land by parents to children, it is recommended to include a reduction of the transfer fee, as there is no actual commercial transfer (parties involved - Minister OW, Minister GBB, MI-Glis, Civil-Law Notaries - should consult each other for the determination of the transfer fee)

## **Strategic Action Items**

4. Modification of stamp duty for family transfers
5. Making the family transfer process easier and less expensive and properly communicating this to the public

## A6.4 Schools as Training and Education Centers



Based on the commitments arising from the UN 2030 Agenda including SDG 4: **Ensure equal access to inclusive and quality education and promote lifelong learning opportunities for all**, it is important that in addition to the traditional way of teaching - within formal education - energy is also put into creating opportunities for customized low-threshold and affordable training, education programs and suchlike for small entrepreneurs, employees (including civil servants), the unemployed, early school leavers, people with disabilities, in short, any citizen who needs further study, retraining, development of his / her talents and "lifelong learning". Optimal use and development of talent is important for the welfare of citizens and social cohesion in the community, but also serves to stimulate business, particularly in view of growing income inequality due to weak small and medium-sized enterprises and offshore oil exploitation.

Those trainings, educational programs, etc., in line with international trends, can be facilitated within the existing infrastructure of education, especially the schools. After all, these are present in every neighborhood and district and have the necessary utilities, sanitation facilities, access and spaces. Available figures show that about **93%** of public schools are not in use after the regular school hours of 07:00-13:00 hours, and could therefore be used to provide low-threshold, affordable educational programs, training and courses for anyone who needs them. In addition, this widespread network is on average only used for less than **18%** of the year.

Table A6.4.1: Overview of available school buildings of primary education at primary and secondary levels  
(Source: MinOW&C, Research and Planning Department, Adaptation: SPS)

No.	District	GLO (incl. S.O)		VOJ-LBO		VOJ-MULO		VOS	
		Day	Night	Day	Night	Day	Night	Day	Night
01	Paramaribo	54	0	23	2	22	4	20	5
02	Wanica	40	0	7	1	12	0	8	1
03	Para	10	0	2	0	5	0	0	0
04	Saramacca	11	0	3	1	3	0	2	1
05	Commewijne	15	0	2	1	4	0	0	0
06	Marowijne	8	0	1	0	5	2	0	0
07	Coronie	1	0	1	0	1	0	0	0
08	Nickerie	22	0	5	1	8	1	5	2
09	Brokoppo	8	0	2	1	4	2	0	0
10	Sipaliwini	23	0	3	0	3	0	0	0
<b>Total</b>		192	0	49	7	67	9	35	9

The challenge is to transform those schools into multi-functional community centers where services aimed at "lifelong learning", social cohesion and sustainable development of individuals and communities - beyond regular school hours - are provided by the Government (i.e. Ministries of MinOW&C, LVV, OW, ROS, AWJ, TCT and EZ, and their working units) together with the private sector (e.g. the "champions"), the district administration and traditional authority, CBOs (e.g. "community mobilizers") and NGOs. This can contribute to, among other things:

- retraining, upgrading and up-skilling of civil servants for jobs in the private sector or as small entrepreneurs, among others;
- creating opportunities for people with disabilities that will increase their chances of getting a "decent job" (SDG 8). This allows them to build a reasonable and dignified existence. In this context, one can think of setting up collective kitchens (social business);
- strengthening and enabling NGOs and CBOs;
- creating opportunities for early school leavers;
- young people and adults: through training and courses in basic life skills;
- utilizing and optimizing people's talents, so they can do what they do best.

The training, courses, and programs are primarily designed to provide people with more development opportunities by giving them more skills and knowledge and building networks. The training, courses and programs can range from handicrafts to programming, and from technology to art. In this context, examples include:

a. training, courses and programs aimed at:

- the agricultural sector: urban farming (e.g. hydroponics), horticulture, ornamental horticulture, certification, etc.

- business training: cost-benefit analysis, management accounting, writing a business plan, market research, financing options, etc.
- engineering: wood and metalworking, working with polymers, 3D printing, welding, etc.
- vehicle technology: bicycle and moped repair, simple car maintenance
- gas, water and sanitation: installation, maintenance, troubleshooting
- electricity: installation, maintenance, problem solving
- construction: working with concrete and wood
- communication: presenting, writing, summarizing
- arts and crafts: authentic culture (including heritage), cooking courses, etc.
- language and cultural skills
- ICT: computer repair, programming, app development, etc..

b. Facilities for arts and culture, childcare, homework assistance.

Of course, what offers at possible at the different locations needs to be further looked into. Students, recent graduates, experts by experience, hobbyists, etc. can all participate (after screening) to offer their services as trainers, coaches, teachers, etc. and earn some extra money. Applicants should be given an incentive to take multiple courses and encourage others to join (e.g. when introducing a number of new students you get a voucher). Participating parties (companies, government, NGOs, CBOs, etc.) can share in the cost of inputs, such as transportation, equipment, consumables, etc. The aim of this is also to keep costs as low as possible. The activities in Table 2.1 are a proposal of what should be done to implement this.

### **Strategic Action Item**

1. Form interdepartmental committee to implement the above timeline of results to transform schools into training and education centers (first as a pilot, from which to scale up). Technical assistance to this end can be obtained from friendly nations such as Japan, China, Singapore, Thailand and South Korea.

Table A6.4.2: Activities aimed at the transformation of schools into training and education centers

No.	Activities	K.T 1-3 yrs.	M.L.T 3-5 yrs.	L.T. 5-10 yrs	Estimate in USD mln.
01	List existing laws and regulations for possible updating, supplementation or replacement	X			Personnel costs
02	List active CBOs and NGOs by purpose, target group and district	X			Personnel costs
03	Identify the need for educational programs, training and courses by target group	X			Personnel costs
04	List the condition of existing infrastructure (public schools)	X			Personnel costs
05	Establish a management structure with representatives from Government, the private sector, CBOs and NGOs	X			Personnel costs (attendance fees)
06	Sign cooperation agreements with relevant stakeholders (private sector, CBOs and NGOs)	X			Personnel costs (preparatory costs)
07	Update, supplement and/or replace laws and regulations and submit them for approval, ratification and promulgation.	X			Personnel costs (preparatory costs)
08	Set up management and accountability structure and define processes	X			Personnel costs (preparatory costs)
09	Preparation and execution of phase 1, 2, 3 and 4 of the project (adaptation of infrastructure, furnishing of classrooms, purchase of equipment)	X			USD 5,000,000.00
10	Prepare and implement phase 2 Pilot at 60 (3 times 20) public schools	X			To be determined
11	Implementation phase 3 evaluation of the pilot and adjustment where necessary of the concept, expansion of the number of participating public schools		X		To be determined
12	Implementation phase 4 extension to the remaining public schools in the country (full implementation)			X	To be determined

## **A6.5 Surveillance against Illegality and Crime**

Because of the vastness of the territory and the relatively small population, various agencies have failed to adequately monitor and control (M.C.S., or Monitoring, Control, Surveillance) all kinds of activities. Primarily as a result of this, there is likely to be:

- Illegal fishing and sale at sea
- Illegal logging, transportation and export
- Illegal gold mining with associated environmental pollution and destruction
- Narcotics-related activities in the interior
- Robberies at sea in territorial waters
- Illegals entering the country from all neighboring countries

For reasons of safety and nature and environmental conservation, these issues need to be tackled; however, carrying out these checks in the traditional way using coast guard boats, army units, etc. is costly, time-consuming and cumbersome. A practical proven solution to this is the use of drones, which can be deployed quickly, have a decent range, are undetectable, and can be equipped with all kinds of equipment for different types of detection. Drones are therefore capable of more efficient and effective detection when it comes to illegality and crime, but - although ministries such as Justice and Police and Defense have this approach on their wish lists - they require a significant investment.

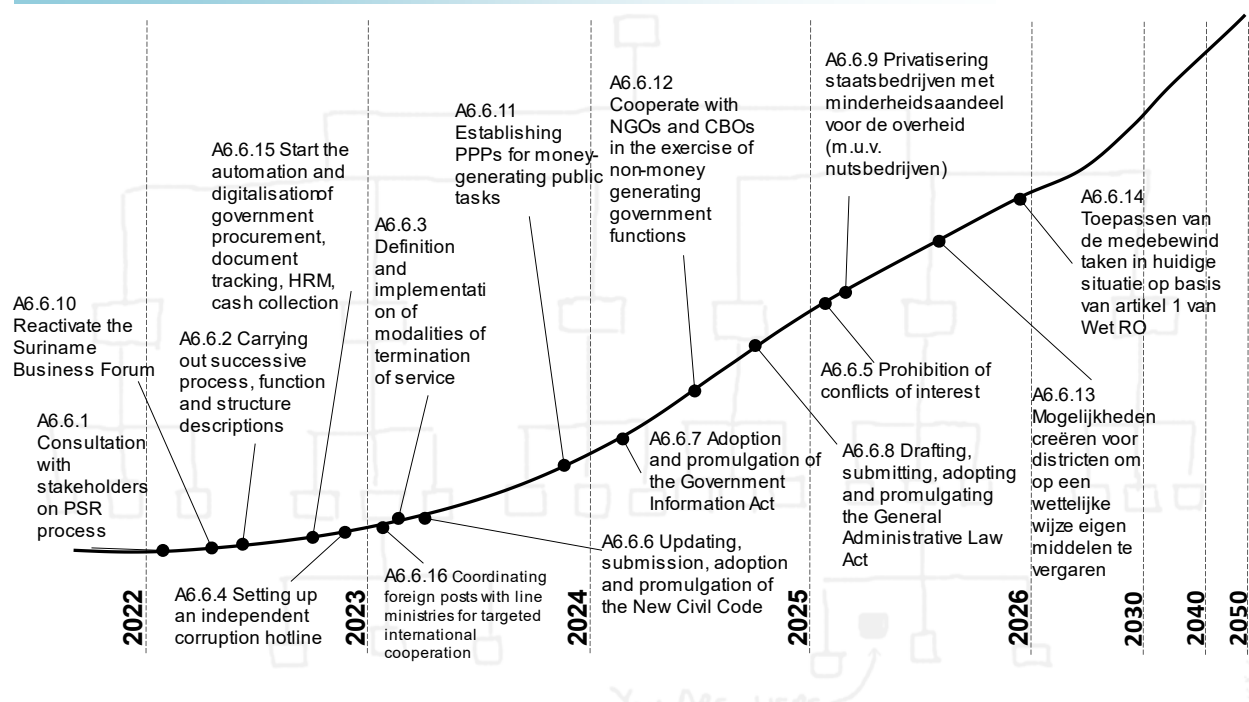
A solution that does not have to cost the government a lot of money and therefore takes a long time to implement is a Public-Private Partnership between the government and a company where this equipment can be leased, the drones and associated equipment maintained and replaced on time, and local personnel trained (a multinational operating in the gold sector in Suriname will start this process). Agreements can even be made about what data the equipment owner can or cannot see because of its sensitive nature. It is therefore important that those ministries that have an interest in this form a working group together to prepare a Terms of Reference for companies to sign up for. This lease structure can relatively easily ensure that monitoring and detection are conducted at a considerably higher level.

### **Strategic Action Items**

1. Based on a Terms of Reference (ToR), a public tender will be held to lease surveillance drones on a short-term basis in accordance with a long-term program.



## A6.6 Public Administration



Throughout the decades, the Surinamese government has recruited disproportionate share of employees in society, as a result of the unrestrained hiring of personnel, but also by operating as a (major) player in various sectors. The result is a distortion of sectors, unfair competition, inefficiency within the government, waste of state resources and human capital, and political abuse. A serious issue here is the middle management in ministries, who on the one hand are put under pressure by the leadership to get things done, but on the other hand have to operate with hardly suitable lower management. With, on top of that, a bureaucratic maze, various agendas, unclear or missing processes, procedures and responsibilities, frequently changing leadership (competent or not), and low salaries, this (performing part of) middle management is forced to make long days in order to still achieve something. Then it is easy to imagine that this middle management is oftentimes demotivated and eventually becomes task-oriented, and immediately seizes the first opportunity to work elsewhere. It must not be easy for the top management of a ministry to work in such a way, either, as can be seen from the low percentage of capital expenditure in the budget that is actually realized, namely far below 10%.

There is often talk of "Public Sector Reform" (PSR) in this context, with the focus often being on reducing the number of civil servants because that skews the budget altogether. However, it is clear from the foregoing that much more is needed than just layoffs. In the past, a start was made on PSR, but it was more about structure, (planning of) projects, functions, and responsibilities. A major omission, however, is **the definition and recording of processes: as a result of such an exercise, different types of responsibilities in each step of a process can be made visible to anyone in the organization** (e.g. the process in A2 to create this development plan. With a matrix diagram, responsibilities - and thus

functions - can become visible). The necessary organizational structure then becomes evident, monitoring and evaluation points are built in, and corruption-sensitive moments (such as conflict of interest) become visible. Process automation and digitization will also be easier.

Government reform, among other things because of the foregoing, should include at least the following:

1. Efficiency
2. Promote transparency and remove corruption vulnerability
3. Retreating government
4. A government that builds partnerships with the private sector, NGOs, and CBOs
5. Inclusion through decentralization

### **Strategic Action Items**

1. Broad involvement of all actors, including government unions and media, for the (relevant) issues listed below must be realized.

#### *Efficiency*

2. Successively process, function and structure descriptions must be carried out in all ministries, with monitoring and evaluation moments, efficiency (e.g. in intra-ministerial money transactions), transparency, and prevention of corruption having a prominent role.
3. Modalities to shed surplus civil servants must be defined and deployed. Examples are early retirement, commutation schemes, loan agreements, etc. Redundancy is also greatly facilitated by the provisions of sections A6.1, A6.2, A6.3, A6.4

#### *Promote transparency and remove corruption vulnerabilities*

4. Establishment of independent corruption hotline.
5. Prohibition of conflicts of interest, such as multiple government salaries, board positions of (top) officials in political parties, etc.
6. Adoption and promulgation of the New Civil Code Act (already in draft form).
7. Adoption and promulgation of the Government Information Act regulating what the government must do in public.
8. Adoption and promulgation of the General Administrative Law Act, which indicates how administrative bodies must behave towards citizens and what decisions and administrative procedures are available to citizens, such as objection and appeal to the courts.

### *Retreating government*

9. Transparent sale of 49% of shares in utilities, and full and transparent privatization of all other state-owned companies (former Surland, Melkcentrale, Alliance, etc.) under proper conditions, whereby anyone (individuals, but also, for example, pension funds) can buy shares.
10. Use the Suriname Business Forum to channel questions, comments, suggestions, etc. from various interest groups from the entrepreneurial field to the government for quick responses.

### *A government that builds partnerships with the private sector, NGOs, and CBOs and traditional authority*

11. Outsource various tasks in a PPP context to the private sector (weighbridges, maintenance of parks, squares and monumental buildings, ferry connections, packing house, etc.).
12. Actively and structurally facilitate NGOs, CBOs and traditional authorities in order to deploy them where the government is unable to fulfill its task, such as protection of natural areas, community policing, neighborhood development, shelter for the homeless, etc.

### *Inclusion through decentralization*

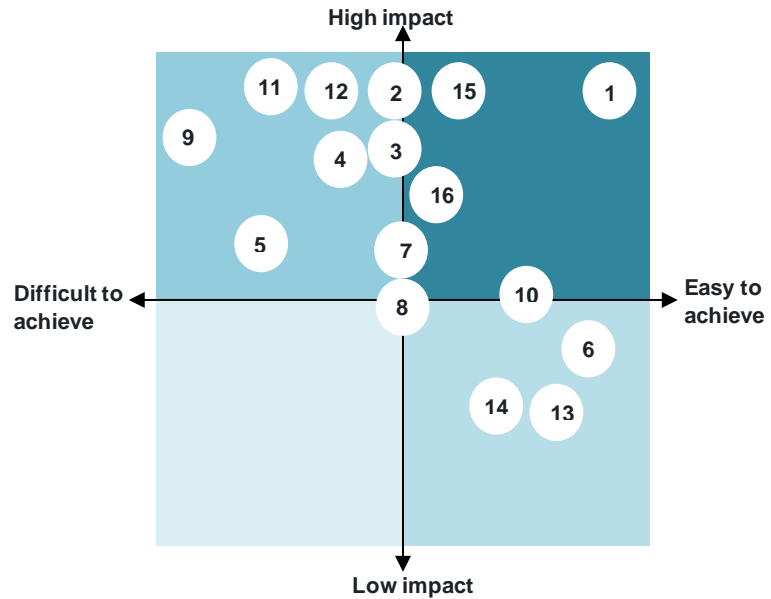
13. Create opportunities for districts to raise their own funds in a legal manner, including through capacity building (training, manuals, processes, etc.).
14. Apply the co-government duties in current situation based on Article 1 of the Spatial Planning Act allowing much more to be done by the district commissioners and board.

### *Automation and Digitization*

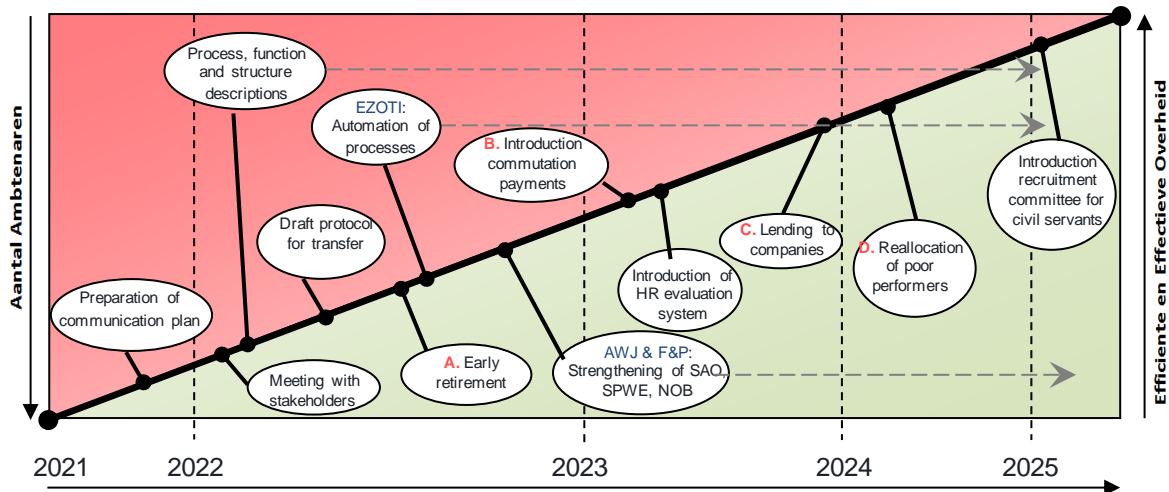
15. The government has recently proven that a small team can be used at the Central Office for Civil Affairs (with 43 offices nationwide) to digitize small processes that have a major impact on its customers, namely digitizing the request for extracts needed at certain institutions, such as banks. This same team should be used to digitize (relatively simple) processes one by one in the same successful way. In this context, the following is important:
  - a. Government purchases (where all contracts concluded by the government are also available for public inspection)
  - b. Document tracking management system
  - c. Human resource management
  - d. Collection of funds

*Collaboration and positioning*

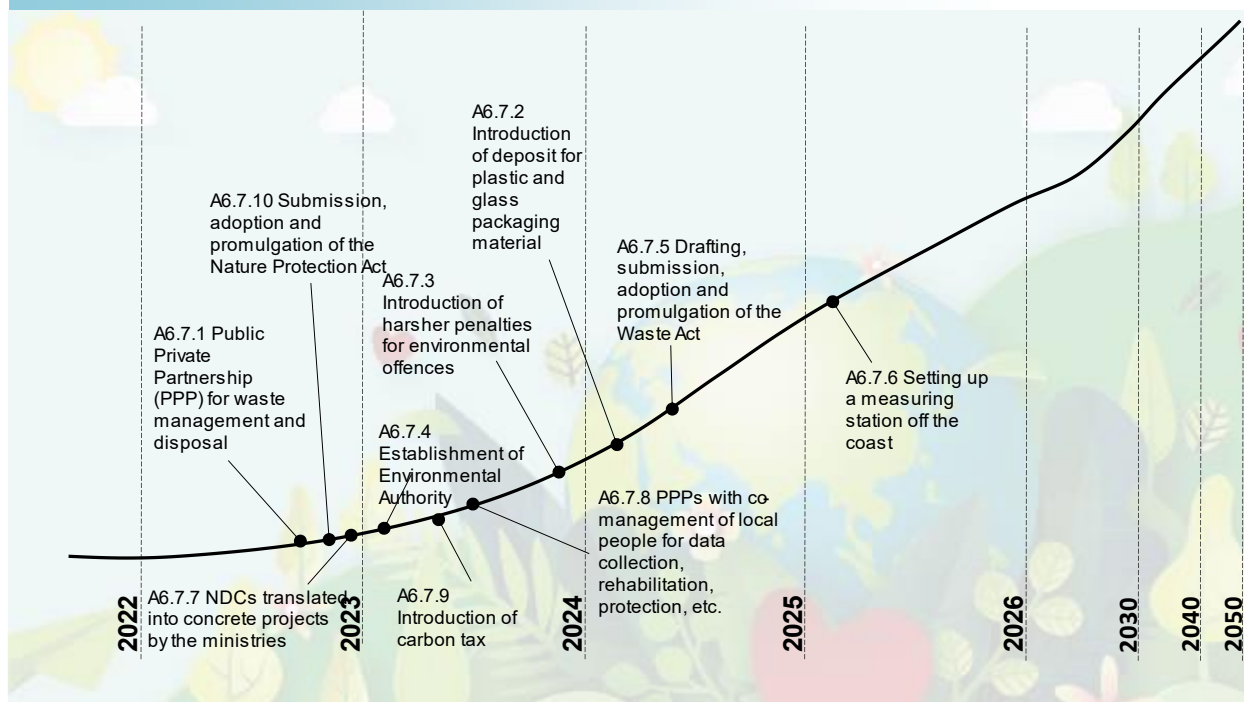
16. The strategy set out in this Development Plan must be promoted by the government through its embassies and consuls abroad. The Ministry of BIBIS must be clear in this matter by forging good partnerships with the various line ministries in order to achieve international cooperation through the foreign posts, which will give substance to the strategic action points per ministry as included in this document.



Box A6.6.1: Elaboration of strategic action items A6.6.2 and A6.6.3



## A6.7 Nature and Environment



In the vision of environmental planning, both acute environmental problems and medium-term environmental issues should be addressed. The objective of environmental planning is to maintain the beneficial functions of ecosystems, thereby enabling sustainable socio-economic development. Some environmental issues, which Suriname faces, are climate change, pollution, waste management, deforestation, and use of toxic substances such as mercury. Deforestation is addressed in the forestry section (A6.8), and use of hazardous substances in the section on gold (A6.14).

### 6.7.1 Climate change

Climate change poses a serious threat to our country; estimates suggest that a 1-meter rise in sea level would affect more than 6.4% of Suriname's GDP, 7% of its population and 5.6% of its agricultural land. Indigenous and Maroon communities are at risk because of their economic situation and location in remote areas where extreme droughts and floods have been recorded in the past. **Failure to take this reality into account can lead to serious consequences for the economy and for people**<sup>1</sup>. To this end, Suriname has committed itself - as part of the "Paris Agreement" - to the establishment of the Nationally Determined Contribution (NDC's).

<sup>1</sup>

<sup>1</sup>State of the Climate Report Suriname, Summary for Policy Makers, Inter-American Development Bank, July 2021

Caribbean countries are extremely vulnerable to climate change and natural disasters. Extreme weather events are common: the region experienced a record number of storms in the 2020 hurricane season. The latest IPCC report also indicates that extreme weather events can strike more frequently and severely; the entire annual GDP of a small country can be wiped out, with the poorest suffering the most. Building financial resilience and investing in preparedness (disaster relief, health care, and social safety nets) are critical to reducing the large human and economic costs resulting from climate change.

### 6.7.2 Waste management

There is a lack of information on the amount of waste generated and collected in Suriname. Based on research by the University of Suriname, it is estimated that in Paramaribo and Wanica (the two most populated districts) each person generates an average of 0.5 kg of waste daily, of which more than 10% is plastic material. Most of Suriname's collected waste is dumped at the Ornamibo open dump controlled by the Ministry of Public Works in the district Wanica. The proximity of this dump site to residential areas causes numerous very serious environmental and health problems, including degradation of natural vegetation, contamination of water sources and air pollution<sup>2</sup>. Most countries in the region have operational waste legislation and sanitary landfills. This also allows for the production of the necessary data related to "Waste Disposal Quantities"; **however, Suriname is an exception to this**<sup>3</sup>.

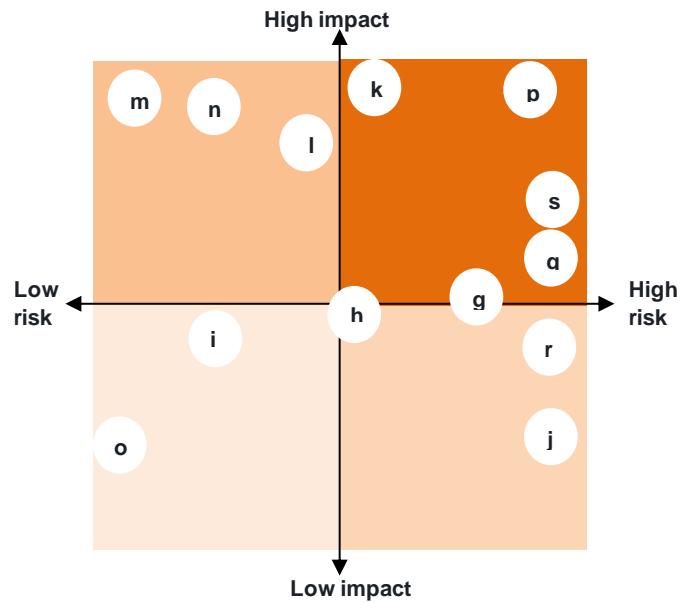
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<sup>2</sup> <https://blogs.iadb.org/caribbean-dev-trends/en/run-out-of-waste-day-in-suriname/>

<sup>3</sup> Solid Waste Management in the Caribbean. Proceedings from the Caribbean Solid Waste Conference, April 2016, Inter-American Development Bank

## 6.7.2 SWOT

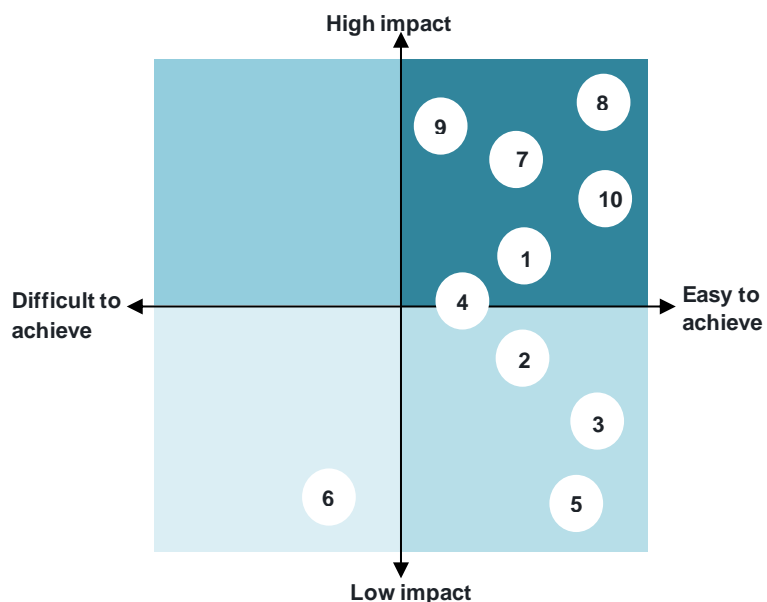
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>a) Small population density</li> <li>b) Second largest freshwater reservoir</li> <li>c) Net oxygen producing and net carbon dioxide absorbing land</li> <li>d) Environmental framework law</li> <li>e) Low absolute greenhouse gas emissions</li> <li>f) Relatively stable weather conditions and enormous wealth of natural resources</li> </ul>	<ul style="list-style-type: none"> <li>g) Inadequate coordination, both at the institutional level and between institutions</li> <li>h) Insufficient financial resources</li> <li>i) Inadequate waste management and disposal</li> <li>j) Insufficient measures for recycling, re-use, repurpose</li> <li>k) Lack of political will</li> <li>l) Low environmental awareness</li> </ul>
<ul style="list-style-type: none"> <li>m) Sustainable management of forests</li> <li>n) Financing opportunities for sustainable forest management, including setting up data and monitoring systems for forest and land use and climate change tracking</li> <li>o) Creation of new jobs for environmentally friendly and cleaner technologies</li> </ul>	<ul style="list-style-type: none"> <li>q) Sea level rise and extreme weather conditions due to climate change</li> <li>r) Increased mercury impacts on the environment</li> <li>s) Salinization due to salt water intrusion</li> <li>t) Effects of environmental degradation from mining, forestry and agriculture</li> </ul>
Opportunities	Threats



## Strategic Action Items

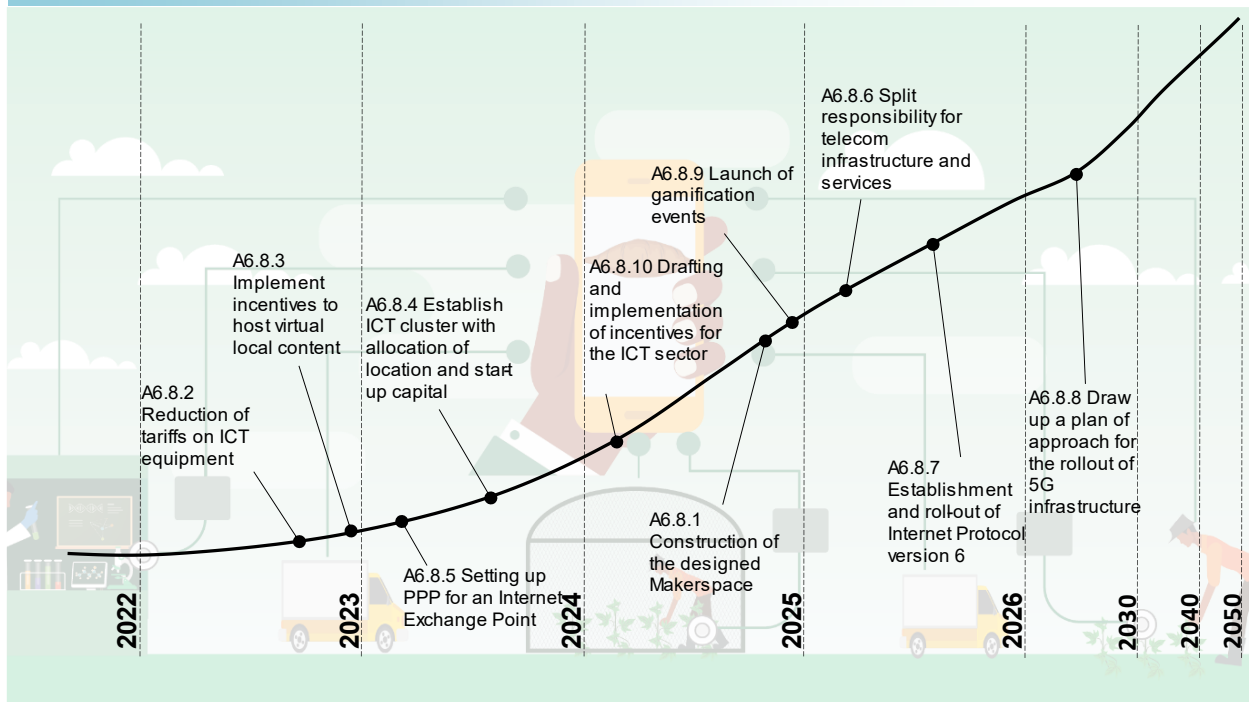
(Strategic action items related to surveillance and use of toxic substances are included in A6.5 and A6.14)

1. Public Private Partnership (PPP) for waste management and treatment, where the possibilities for a nationwide system of separate waste collection and a formalized infrastructure for reuse of waste (recyclable waste) are the necessary requirements and a "Sanitary Landfill" set up according to international requirements.
2. Introduction of a deposit for plastic and glass packaging materials (research has shown that with an investment of 2-3 million USD, almost 60% of these packing materials can be recycled).
3. Introduction of harsher penalties for environmental crimes (e.g. uncontrolled burning of waste).
4. Establishment of an Environmental Authority responsible for the technical implementation of environmental policy, with the means to take corrective and incentive action.
5. Drafting and promulgation of waste law to regulate collection and disposal.
6. Establishment of a monitoring station in the sea off the coast of Suriname.
7. Conversion of NDCs into concrete projects by the ministries.
8. PPPs with local and international NGOs with co-management of local populations of natural areas - and their biodiversity - for:
  - the establishment of data collection systems in order to secure green financing
  - rehabilitation (including reforestation) of damaged areas
  - see strategic action item A6.10.3 with respect to NTFP development
9. Introduce "carbon tax" on greenhouse gas emissions of multinational actors in the extractive non-renewable sectors, such as oil & gas, gold, bauxite, etc.
10. Adoption of Nature Protection Act (already in draft).





## A6.8 Information and Communication Technology



### A6.8.1 Overview

As of January 2021, there were approximately 352,100 internet users in Suriname. This was an increase of 37,000 (+12%)<sup>4</sup> between 2020 and 2021. The internet penetration rate<sup>5</sup> is 58,7% in January 2021. There were approximately 1.03 million mobile connections in Suriname in January 2021. This was an increase of 1.4% between January 2020 and January 2021. The number of mobile connections is equivalent to 174.5% of the total population. The ICT sector (accounting for 7,000 jobs) needs a major boost to grow to the level of services used by the offshore oil and gas industry.

The E-Government Development Index (EDGI)<sup>6</sup> reflects the state of e-Government development of United Nations member states. In addition to assessing the patterns of website development in a country, the EDGI includes access characteristics, such as infrastructure and educational level, to reflect how a country uses information technologies to promote access and inclusion for its residents. The EDGI is a composite measure of 3 key dimensions of e-Government namely delivery of online services<sup>7</sup>, telecommunication infrastructure<sup>8</sup> and human capacity<sup>9</sup>.

<sup>4</sup><https://dataportal.com/reports/digital-2021-suriname>

<sup>5</sup> Internet penetration rate corresponds to the percentage of the total population of a given country or region using the Internet

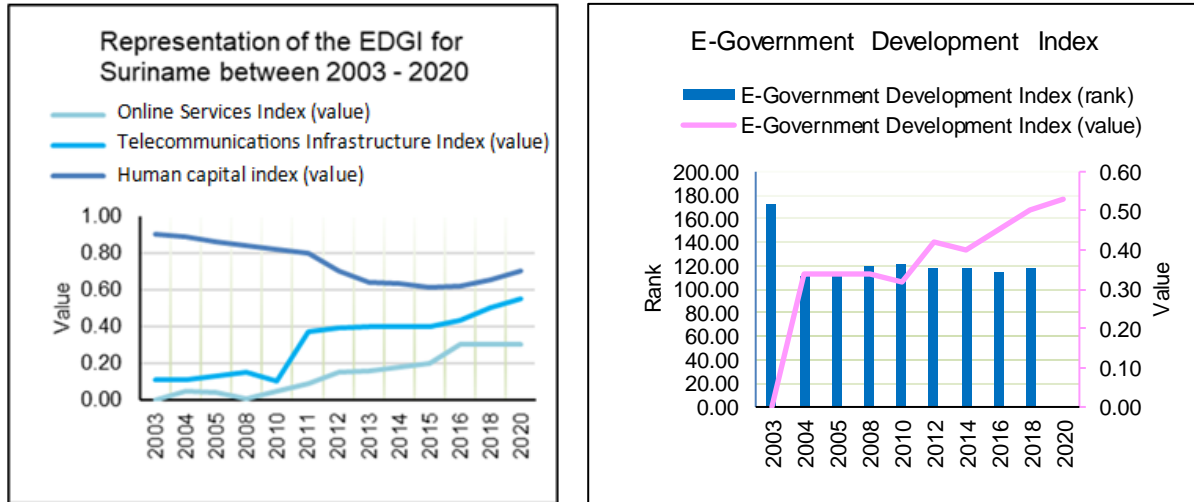
<sup>6</sup> The EDGI is a performance rating that compares different national governments.

<sup>7</sup> This index measures the ability and willingness of a government to provide electronic services and communicate with its citizens.

<sup>8</sup> This measures the existing infrastructure required for citizens to participate in E-Government.

<sup>9</sup> The human capital index is used to measure the ability of citizens to use - public services.

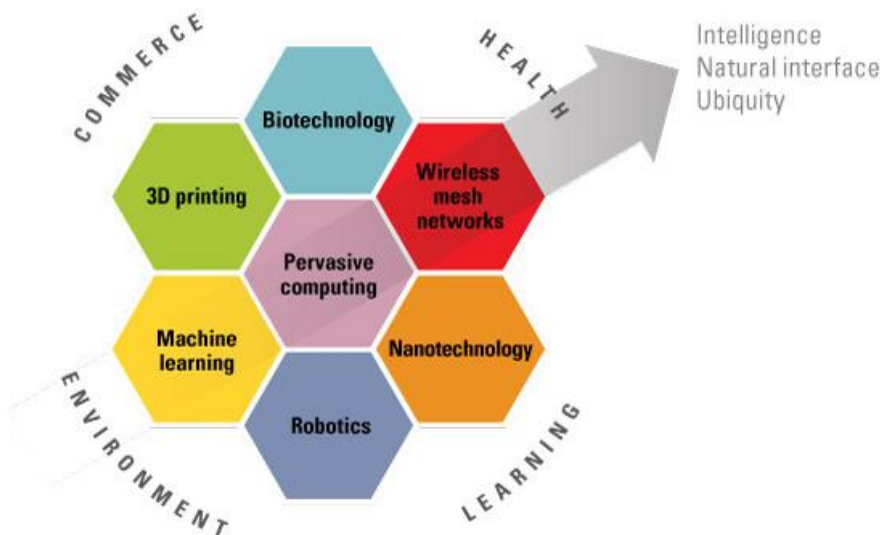
Graphs A6.8.1 (Source: UN) and A6.8.2 (Source: UN)



### A6.8.2 International trends

Information and communication technologies (ICT) are being used worldwide to increase productivity, value creation and (hence) competitiveness in all sectors of the economy. It is an effective tool that can be used to reduce poverty, expand health services, increase educational opportunities and generally improve the quality of life of its inhabitants. This is reflected in the figure below:

Figure A6.8.1: Strategic framework of the seven technologies (Source: MIT Executive Guide)



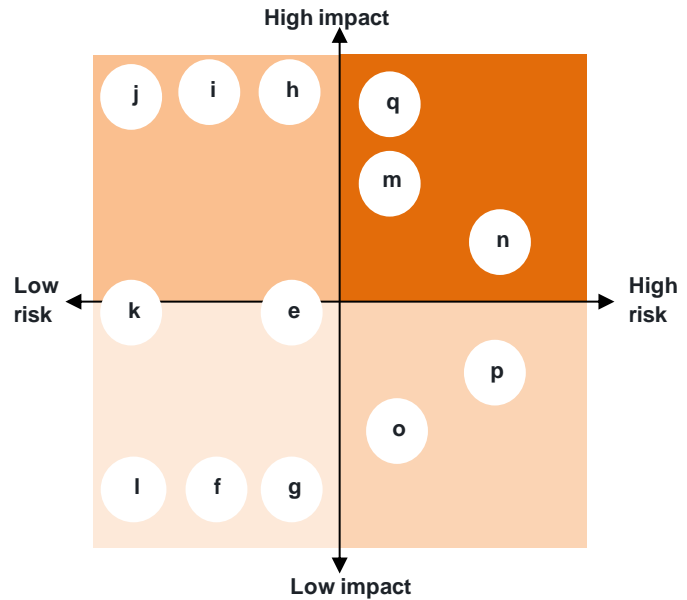
ICT plays an important a strategically important role in relation to the SDGs. In doing so, a link should be made with the goals of the Broadband Commission for Sustainable Development of the International Telecommunication Union (ITU) and UNESCO. The ambitious goals of this commission include:

1. Having a "broadband plan" for each country;
2. Availability of affordable internet;
3. Increasing internet penetration;
4. Developing digital/ ICT skills;
5. Increasing use of "Digital Financial Services";
6. Increase connectivity for Micro-, Small- and Medium-sized Enterprises (MSMEs);
7. Strive for gender equality in all the aforementioned goals.

The goals mentioned are strongly related to the SDGs and can in part even be seen as prerequisites for being able to achieve several SDGs. These goals therefore form a part of this MOP when it comes to the strategic direction in the field of ICT.

### 6.8.3 SWOT

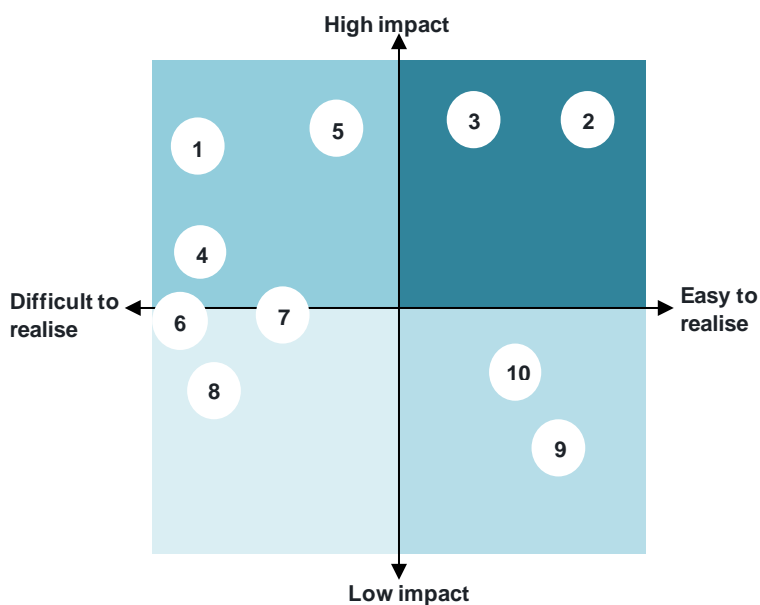
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>a) A modernized telecommunications network</li> <li>b) The Telecommunications Authority Suriname (TAS) has a supervisory role</li> <li>c) An extensive wireless infrastructure with a coverage that includes a large part of the Surinamese territory (including the interior)</li> <li>d) A well organized ICT association with a long term vision</li> </ul>	<ul style="list-style-type: none"> <li>e) Lack of the right ICT statistics</li> <li>f) No universal access: digital (among other things, due to lack of scale advantage)</li> <li>g) Shortage of technical management</li> <li>h) Outdated equipment of Telesur</li> <li>i) No internet exchange point</li> </ul>
<ul style="list-style-type: none"> <li>j) (Further) liberalization of the telecommunications sector</li> <li>k) National and international partnerships</li> <li>l) Developing telecommunications markets in neighbouring countries, in particular Brazil</li> <li>m) ICT in other sectors (e.g. health care)</li> </ul>	<ul style="list-style-type: none"> <li>n) Increase in cybercrime</li> <li>o) Competitive international and regional markets</li> <li>p) Laws and regulations, particularly the Electronic Communications Act, lag behind regional, international and technological developments</li> <li>q) Education is not sufficiently responsive to the sector</li> </ul>
Opportunities	Threats



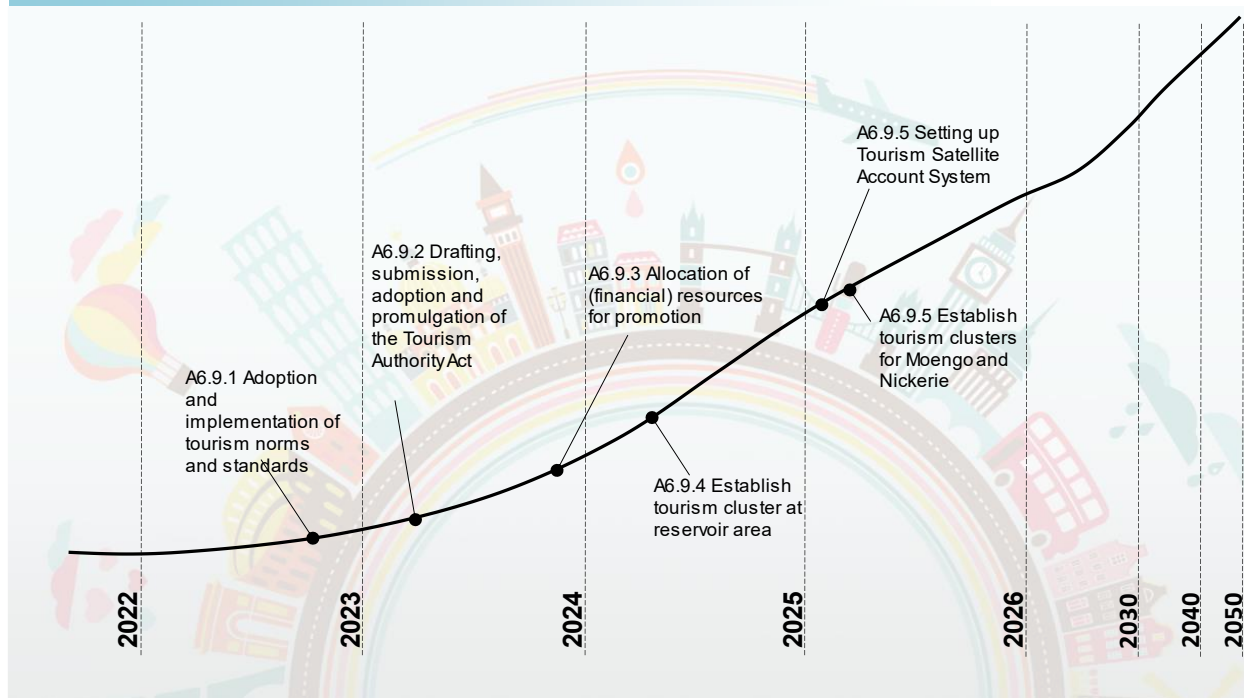
### Strategic Action Items

1. A Makerspace must be designed, built and commissioned (a FabLab costs about US\$500,000).
2. The ICT sector should be stimulated with very favorable tariffs on device imports. This can be done by removing the levy imposed in 2017 on imported ICT products.
3. A system of incentives must be set up for organizations to host local content in Suriname.
4. A specific location for local ICT companies, which together form a cluster organization. For example, the premises, such as the old building of the Ministry of Justice and Police, can be handed over in PPP form and further maintained by the cluster organization. The cluster organization can be further shaped by the India funded Center of Excellence.
5. An Internet Exchange Point should be set up in PPP form.
6. There should be a level playing field between telecom service providers and the owners of (entry/exit) infrastructure (especially the international sea cables); to this end, as in the energy sector, Telesur should be split up.
7. Use of IPv6 will have to become a fact; a survey must be carried out of all firm-, soft-, and hardware present that needs to be upgraded or even replaced.
8. 5G wireless technology can have a major impact on productivity and value creation for businesses. A plan for this needs to be put in place for the entire territory.
9. The government should initiate gamification events (possibly in PPP context) that can contribute to solving social issues (possibly with the help of foreign partners).
10. Suriname, with its cheap labor force and multilingualism, has a unique opportunity to expand Business Process Outsourcing (BPO) sector. This sector is quite labor intensive with a small footprint. Foreign companies have already made significant investments in Suriname to this end. Despite the

fact that BPO is increasingly done in a fully automated way (e.g. by artificial intelligence), there is still ample room for growth in the segment of more complex processes. The government must draw up a coherent package of incentives to attract investors in this sector (foreign partners may be able to help in this context).



## A6.9 Tourism



### A6.9.1 Global Developments

- Safe destinations (security): effects of terrorist attacks and Covid-19 on the travel market in recent decades have led some 45% of travelers to be seriously concerned about safety and security nowadays, and a third prefer to choose safe destinations.
- Millennials: they spend more money on travel than any previous generation.
- By extension, the importance of bloggers can also be mentioned, as bloggers share experiences on social media and rely heavily on user reviews when making trips.
- Authenticity; culture and locals: a trend that has been going on for years is the desire for authenticity. In well-known and popular destinations, tourism is taking on unprecedented proportions, increasing the need for unique destinations.
- Green untouched nature: increasing interest in untouched nature and wildlife.
- Sustainable tourism and ecotourism: sustainable tourism takes full account of its current and future economic, social and environmental impacts, and that meets the needs of visitors, industry, environment and local communities. Ecotourism is responsible travel to natural areas that preserves the environment, supports the well-being of local people, and involves interpretation and education.
- Airbnb: by far the largest provider of accommodation, surpassing the world's top five hotel brands, including Marriott International, Hilton Worldwide, and Wyndham Worldwide.

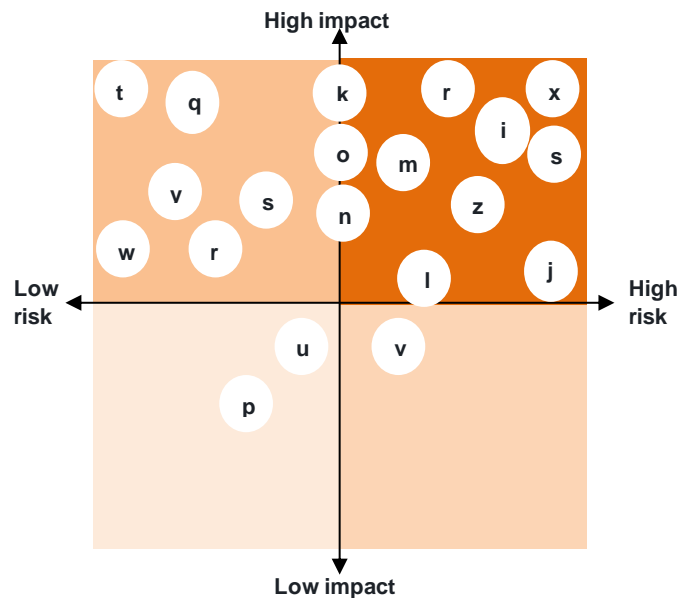
- Social media: More and more travelers are going online for their future travel destinations and accommodations and surfing the Internet for travel inspiration and peer validation.
- Individualism: according to experts, the days of organized tours for a vacation destination are long gone and a contemporary traveler prefers to rent a car to explore the country on their own rather than participate in an organized tour with a group of visitors accompanied by a travel guide.

### **A6.9.2 Suriname and international developments**

- Safety: Suriname still ranks among the safest countries.
- Millennials: for millennials Suriname may at first sight seem a less attractive destination. After all, there are no sparkling or spectacular attractions available for tourists in that age group, but if we look at the millennials in the Surinamese diaspora market and we take into account the trend of nostalgic vacations, then Suriname could be an interesting vacation destination for the second and third (and maybe the fourth) diaspora generation of Suriname and even millennials who don't have roots in Suriname but have spent part of their youth in Suriname could be an important new market for the country's tourism industry.
- Authenticity; culture and locals: Suriname lends itself extremely well to the experience of authentic cultures, including heritage, culinary tourism and integration with locals or even tribal communities. However, the cultural products on offer are not yet sufficiently developed and/or promoted.
- Green Unspoiled Nature: Suriname is known for its pristine nature, although gold mining, logging and other uncontrolled activities form a serious threat in this context.
- Sustainable Tourism and Ecotourism: With regard to sustainable tourism and ecotourism, Suriname as a vacation destination cannot yet fully comply with the strict guidelines of these forms of tourism.
- Airbnb: private homes, apartments, and the larger hotels are affiliated with Airbnb.
- Social Media: this medium is still insufficiently used for promotion.
- Individualism: tourists arrange their travel mostly through a tour operator. Although this is not in line with the need to travel around independently, the risks that can be associated with a self-organized trip to the interior do not outweigh a safe group trip booking with a reliable tour operator in Paramaribo.

### A6.9.3 SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>a) Culture, cultural heritage, multilingualism</li> <li>b) Flora and fauna, and landscape of the jungle (core product)</li> <li>c) Sector in part organized in SHATA, UTGS and Hospitality Collective</li> <li>d) Draft norms and standards</li> <li>e) Draft Tourism Authority Law</li> <li>f) Many attractive private investments (bike trail Commewijne, Bigi Pan resort, resorts on the reservoir, etc.)</li> <li>g) Indigenous and maroon cultures</li> <li>h) Road connection with Guyana and French Guiana</li> </ul>	<ul style="list-style-type: none"> <li>i) Destruction of nature mainly due to gold mining</li> <li>j) Norms and standards are not tested among/with the industry</li> <li>k) Insufficient number of attractions and accommodations (including in the interior)</li> <li>l) Draft Tourism Authority Act does not have sufficient coercive and incentive mandates</li> <li>m) Inefficiencies in the tourism value chain</li> <li>n) Inadequate promotion</li> <li>o) Product offered not consistent in quality resulting in unbalanced price-quality ratio of national tourism product</li> <li>p) Limited crossing facilities with Guyana and French Guiana</li> </ul>
<ul style="list-style-type: none"> <li>q) Global increase in green and nature tourism</li> <li>r) Suriname is a relatively safe destination</li> <li>s) Visitor potential from the US with American Airlines;</li> <li>t) Sufficient potential for accommodation and other facilities near the reservoir (core attraction)</li> <li>u) Potential for cross border tourism: Moengo and Nickerie</li> <li>v) Influx of foreigners related to offshore oil and gas</li> <li>w) TUI resumes package tours to Suriname</li> </ul>	<ul style="list-style-type: none"> <li>x) Threat to nature from (illegal) gold mining and logging, where interests play a major role</li> <li>y) Continued pandemic</li> <li>z) Due to recent offshore discoveries, insufficient attention for the tourism sector</li> </ul>
Opportunities	Threats

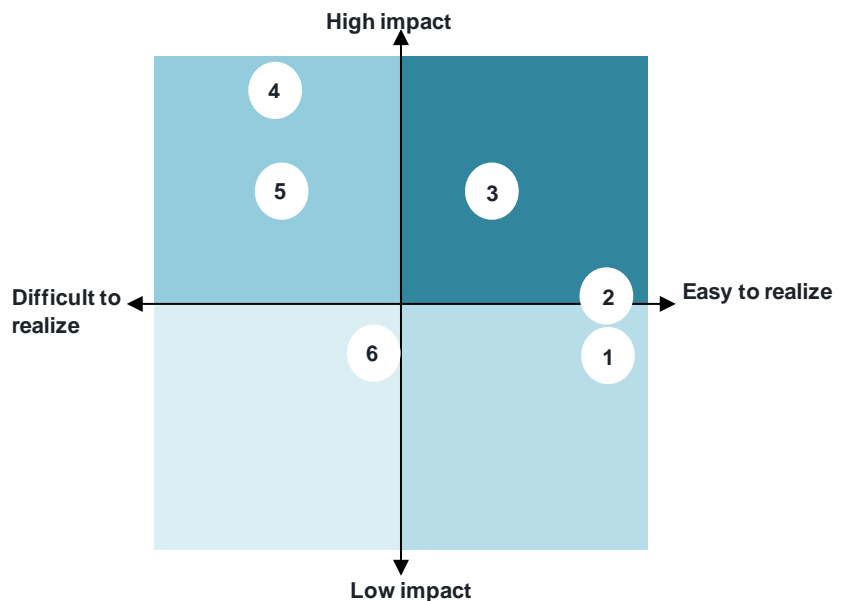


### Strategic Action Items

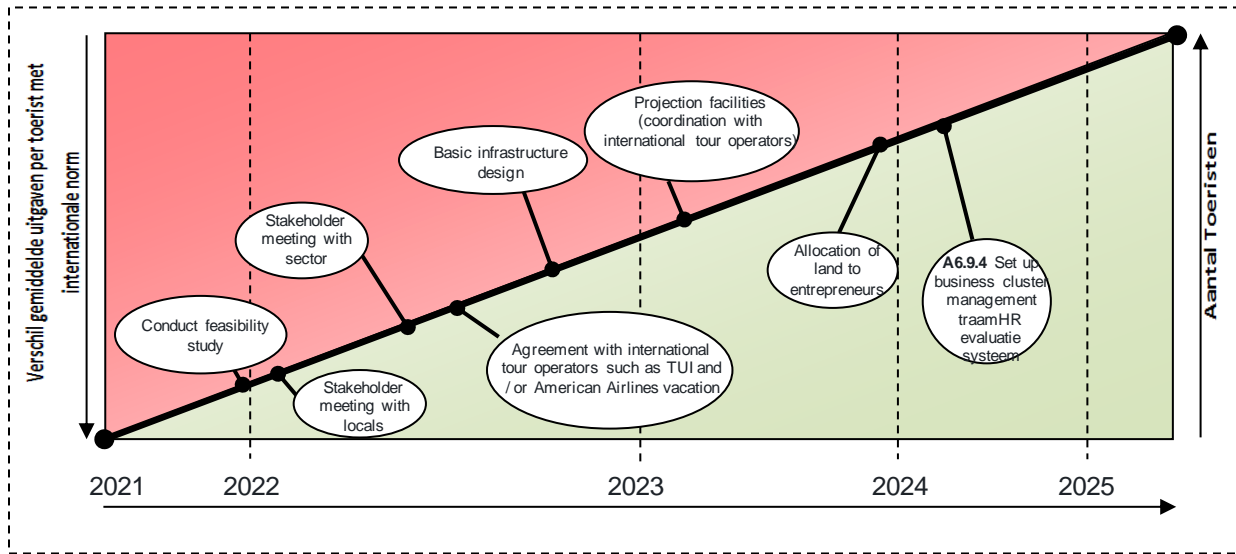
1. Adoption and implementation of norms and standards: to ensure the quality of the services and products offered, concepts of norms and standards for lodges, apartments, etc., and linked to the CrossQ Caribbean standards, have been prepared.



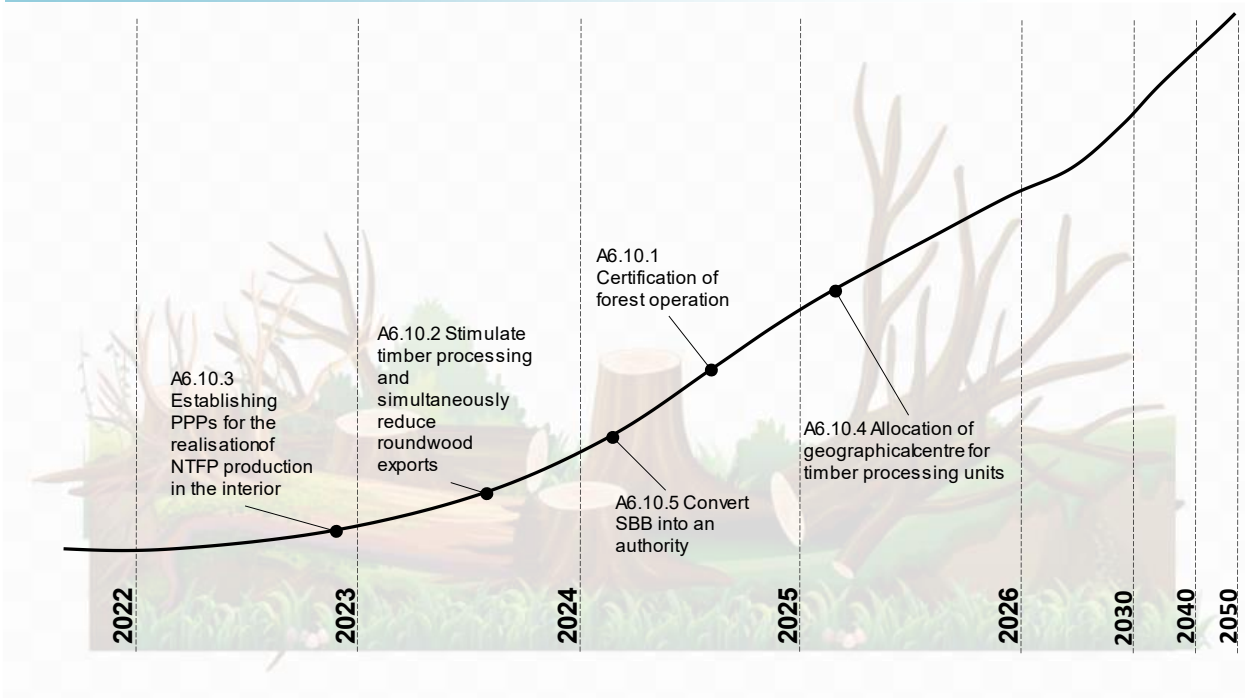
2. Adoption of the Tourism Authority Act (and the Tourism Framework Act): the Act should be provided with clear mandates for the authority to conduct inspections for compliance with norms and standards, with fines in cases of non-compliance.
3. Promotion: funds should be spent annually on promotion of Suriname's tourism product through participation in various trade shows in major tourist-generating countries, promotion through social media and the Internet, billboards, television spots, etc.
4. Establishing a tourism cluster in a PPP context: creating high-quality accommodation capacity and other facilities at a strategic location in the interior of Suriname: the Brokopondo reservoir area, which lends itself perfectly to all kinds of activities and is attractive because of the biodiversity present. A suitable piece of land along the lake is allocated and the government invests in basic infrastructure (possibly in a PPP context). Surinamese and foreign entrepreneurs will then be given the opportunity to invest in accommodation and other facilities to create sufficient capacity. This proposal will be discussed with and adapted by international travel agents (TUI, American Airlines Vacation, etc.), who in turn will offer package tours to Suriname at competitive rates through mass purchases. This will lead to: an increased number of visitors, more affordable travel, supply of a differentiated package of tourism facilities and services geared to international trends in tourism, significant direct and indirect employment opportunities for the local population, and a significant positive effect for the development of the tourism industry in the capital Paramaribo.
5. The same initiatives can be undertaken in Nickerie (Zeedijk) and Moengo.
6. Set up Tourism Satellite Account System.



Box A6.9.1: Elaboration of strategic action item A6.9.4



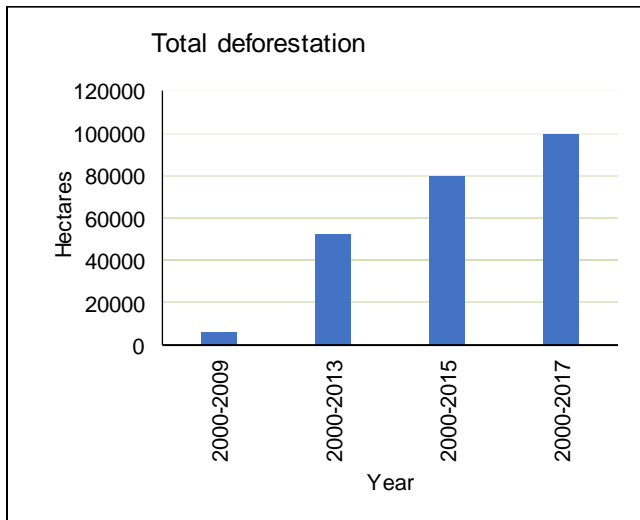
## A6.10 Forestry



### A6.10.1 Overview

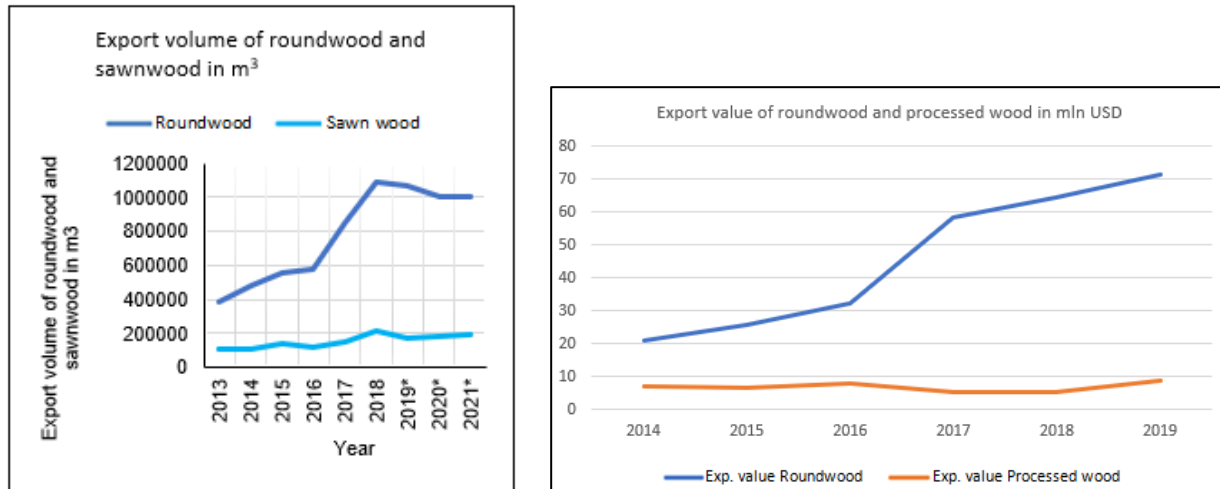
Deforestation in Suriname has increased dramatically in the past 20 years, and doubled in the past 10 years. This is partly due to the substantial increase in roundwood exports (up to as much as 1 million m<sup>3</sup> annually), which is also taking place in an illegal and insufficiently regulated manner.

Graph A6.10.1 Total deforestation (Source: SBB, Adaptation: SPS)



Roundwood production and exports exceed local wood processing by 5 times, while the export value for sawn timber is more than 2 times that of roundwood. Sawmilling also provides many more skilled jobs; a large 3.3 m<sup>3</sup> log provides enough work for 30 man-months.

Graphs A6.10.2 Export volume of roundwood and sawnwood in m<sup>3</sup> and A6.10.3 Export value of roundwood and processed wood in mln USD



This is because most of the processing companies are located in the coastal area while the roundwood is taken from the hinterland. The transport of round wood by road causes major problems every year, because roads are not built for this heavy transport. In addition, law enforcement in the hinterland is not optimal. The formal financial sector is reluctant to finance investments in the interior, resulting in outdated production facilities, no targeted training, high drop-out rates (40-60%), etc. The distribution of production activities is inefficient, so opportunities that could arise from full utilization of material released during processing are not realized.

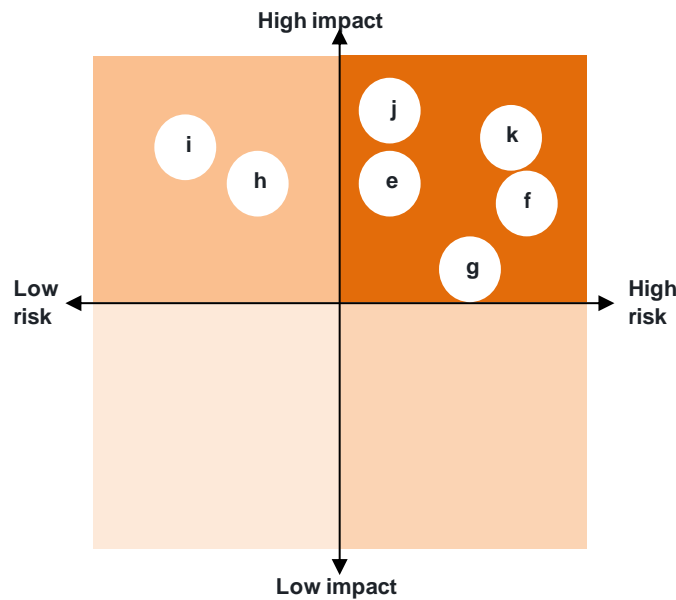
## A6.10.2 International trends

Global trends in the forestry, consumption, and construction sectors include the following:

- Certified logging is increasingly being required as a requirement for timber exports
- Increasing demand for wood-based energy products e.g. pallets and briquettes
- Use of wood in large-scale building and construction
- Innovation in the use of wood in bio-chemicals, bio-fuels, and biocomposites
- Growing demand for wood products for consumption, such as paper
- Increasing interest in eco-friendly furniture: interest in products made from wood sourced from sustainable forestry operations; production conditions must be environmentally friendly and working conditions must be optimal

### A6.10.3 SWOT Analysis

Strengths	Weaknesses
a) Approximately 93% of the territory is covered with forest b) Great biodiversity c) Strong product for nature tourism d) Offer carbon credits for big polluters in the west	e) Increase in mining activities f) Forest degradation has been increasing sharply in recent years g) Risk of decline in tourists due to mercury pollution
h) Strengthen bodies responsible for control and monitoring and impose sanctions i) Involve people from the interior in monitoring and provide alternatives that reduce small-scale gold mining and mercury pollution	j) Stronger increase in forest degradation in the absence of sanctions against violators k) Further expansion and intensification of small-scale mining
Opportunities	Threats



### Strategic Action Items

(Action items related to the impact of the artisanal gold sector is included in the Gold section)

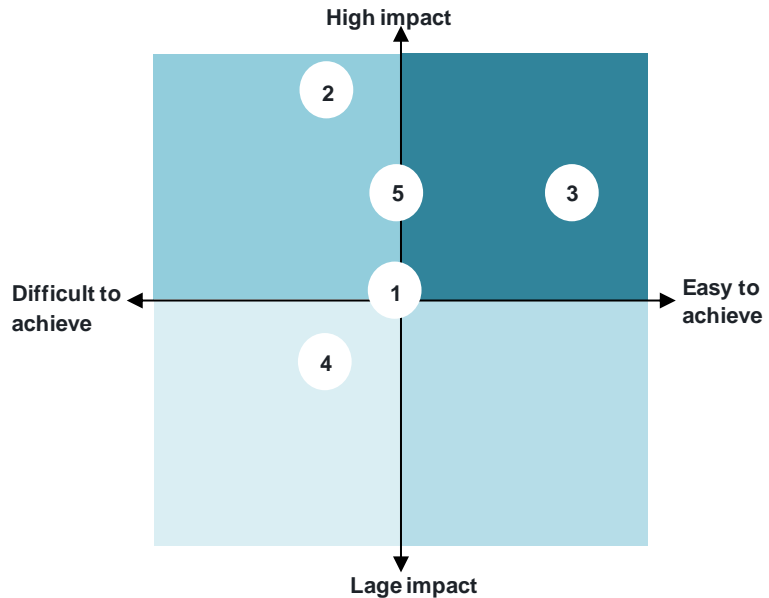
1. Forest operation certification: export markets of the United States of America and European Union require wood and wood products to be certified. According to the Foundation for Forest Management and Forestry (SBB), it appears that only a few forest operators have done this. Most operators indicate that this process is too costly for them to do this independently. In the meantime, roundwood exports to the Asian market, where such requirements are not applied, have been greatly increased. These countries levy high tariffs on processed wood products. The ambition of Suriname to get more income from the sector, creation of quality jobs for Suriname, and sustainable forest management,

makes it important that this process of certification of Suriname's forest operators is seen as a top priority: companies must be identified and funding must be arranged for certification, which must be made a requirement.

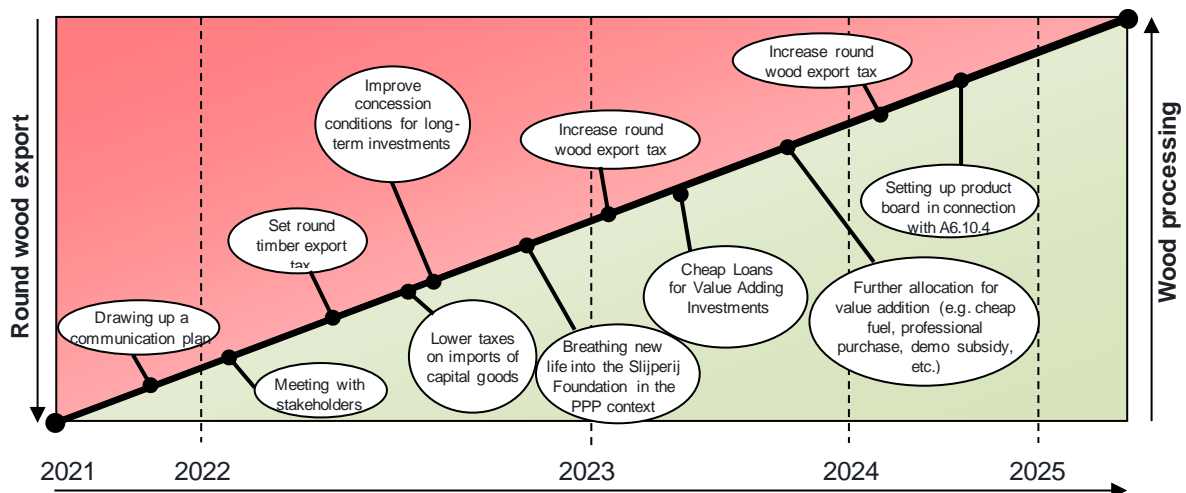
2. Encourage wood processing instead of roundwood exports: the government should discourage this by taxing the export of roundwood and square-cut poles. Local processing can be encouraged by giving conditional incentives such as:
  - Cheap capital and exemption from import duties for investments in processing capacity. This can be increased if in addition, jobs are created
  - Invest in the Stichting Slijperij (Foundation for Grinding) to provide training
  - Support businesses that are less strong, especially small and medium businesses, by employing former civil servants for whom the government pays part of the wages.
3. Non-timber forest products (NTFP): PPPs should be actively promoted by the government with local and international organizations in cooperation with local communities to conduct (market) research on NTFPs, build networks for product purchase, training, and provide machinery for processing. Studies and pilot projects by, among others, Conservation International and Amazon Conservation Team have shown that this creates employment for the local communities, the forest and its biospecies are better protected with the local commitment (see also section Nature and Environment), and products with relatively high added value are exported.
4. Designate a geographical location for wood processing plants. In the past, a location along the Suriname River was designated for this purpose (plantation Zelden Rust, Groot-Chatillon and Restaurada). Companies located in or near residential areas must be willing to vacate these places after a certain period of time and relocate to the production centers. There should be sufficient landing facilities, factory sites, utilities, infrastructure, etc.
5. Transform SBB into an authority (including by amendment of the Forest Law) with the right to intervene more quickly when actors are not certified or do not comply with the rules for certification and illegality is detected.

Table A6.10.1: Exotic Oils and their Application

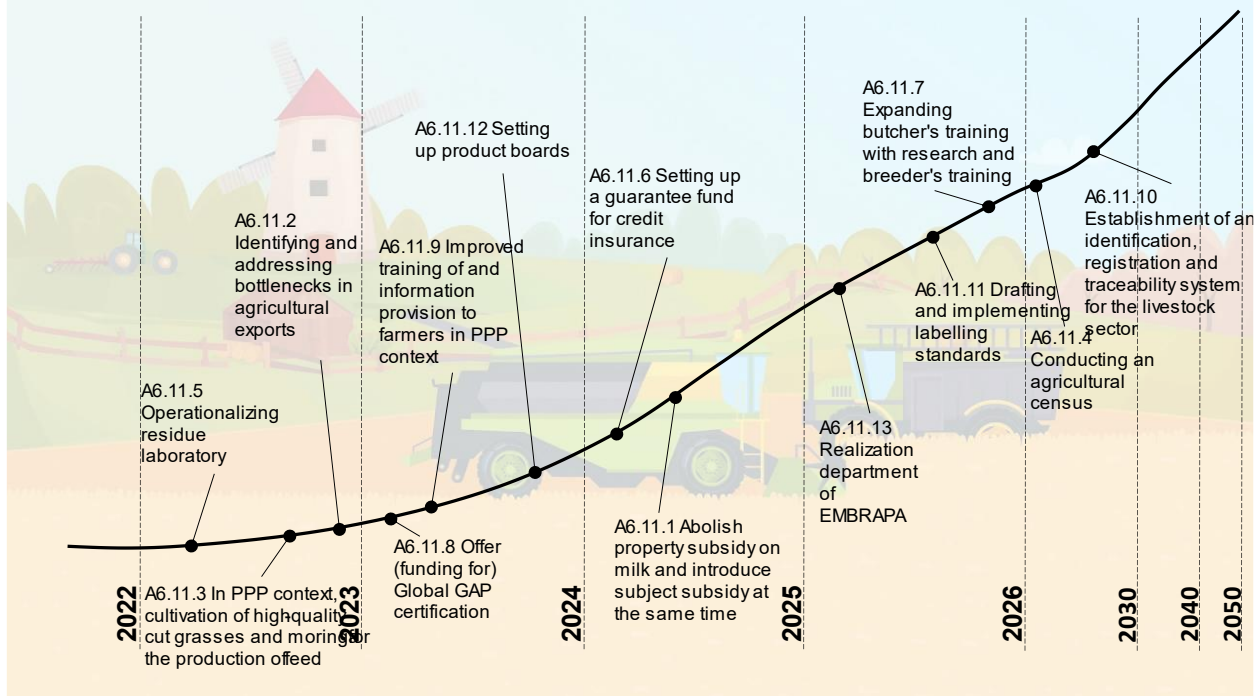
Nr.	Oil type	Application
01	Babassu (Maripa)	Cooking, hair growth, against rheumatism, skin care, antioxidant
02	Tucuma (Awara)	Skin care, damaged hair, biodiesel, xeroftalmia, sunburn
03	Amana	Hair beautification, medicinal (earache, sore throat)
04	Bacaba (Koemboe)	Hair growth, skin care
05	Andiroba (Krappa)	Skin care, analgesic, insect repellent, hair tonic
06	Copaiba (Hoepel)	Biodiesel, kills bacteria and germs, anti-inflammatory, disinfects
07	Buriti (Mauritie)	Dry skin, eczema, psoriasis, sunburn, restores hair, ageing skin
08	Brazil nut (Inginoto)	Rich in protein, hair growth, hair strengthening, anti-dandruff, skin care, cooking



Box A6.10.1: Elaboration of strategic action item A6.10.2



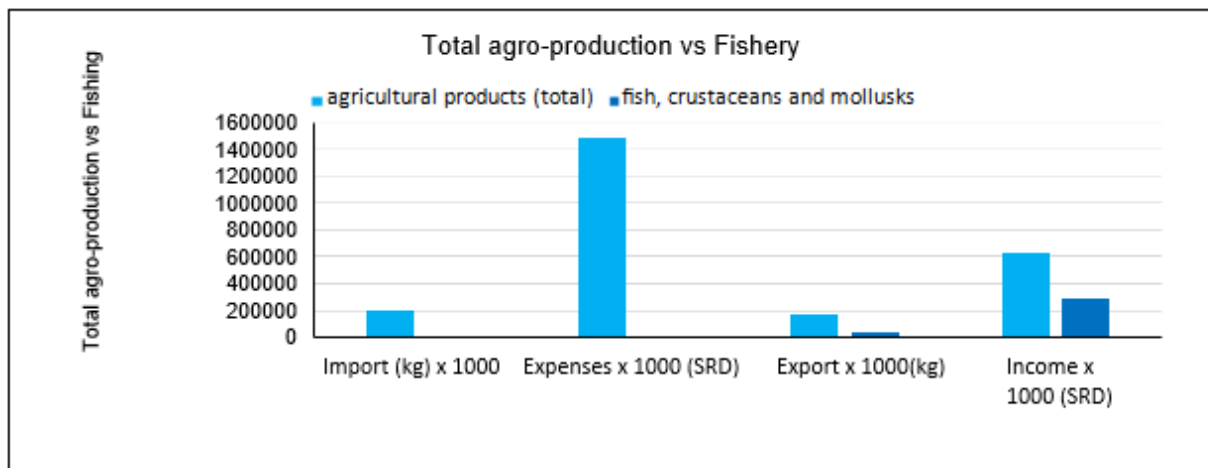
## A6.11 Agricultural Production



### A6.11.1 Current Situation and Potential

Exports of agricultural products amounted to SRD 633.39 million in 2019, while imports were more than double, SRD 1,488.50 million, in the same year; export revenues were 42.6% of expenditures on imports in 2019. The share of GDP in the same year was 6%, with the bulk of the income coming from fisheries (see section Fisheries).

Graph A6.11.1: Selective data from the Agricultural Production Sector





Studies conducted specifically for the Surinamese situation have shown that in Barbados, Trinidad and Tobago, the Netherlands, Guyana, Curaçao and French Guiana have outlets for Surinamese products such as tomatoes, bitter melon, yam, pepper, ochre, cabbage, eggplant, pumpkin and Chinese cabbage (see Table 1). Furthermore, studies have shown that the products of vanilla and cocoa <sup>10</sup> also offer good prospects for both production and export.

Table A6.11.1: Export opportunities by product and country (Source: LR Group)

Country / Product	Opportunities for vegetable exports	Opportunities for milk product exports	Opportunities for broiler exports	Opportunities for table eggs exports
<b>Caricom</b>				
<b>Barbados</b>	1. Seasonal vegetables (tomatoes) 2. Non-traditional vegetables (Lettuce, Broccoli, Cauliflower, Carrots)	Ice-cream, Yogurt Flavoured milk	No	Christmas season eggs Frozen eggs
<b>Trinidad &amp; Tobago</b>	1. Traditional vegetables (Bitter Melon, Taro, Pepper, Ochre, Cabbage, Eggplant) 2. Non-traditional vegetables	Ice-cream, Yogurt	No	
<b>Guyana</b>	Non-traditional vegetables	Ice-cream, Yogurt, Butter, Cheese	No	Hatching eggs
<b>EU</b>				
<b>The Netherlands</b>	Traditional products	No	No	No
<b>Curacao</b>	1. Non-traditional vegetables 2. Traditional vegetables (Pepper, Chinese Cabbage, Green Beans, Pumpkin, Chinese Tayer, Bitter Melon)	Yogurt, Gearoma- tiseerde melk, Kaas	No	No
<b>Frans-Guyana</b>	1. Traditional vegetables (Tomatoes, Cucumber, Green Beans, Cabbage, Peppers) 2. Non-traditional vegetables	Potential for milk	No	1. No potential for table eggs 2. Potential for hatching eggs

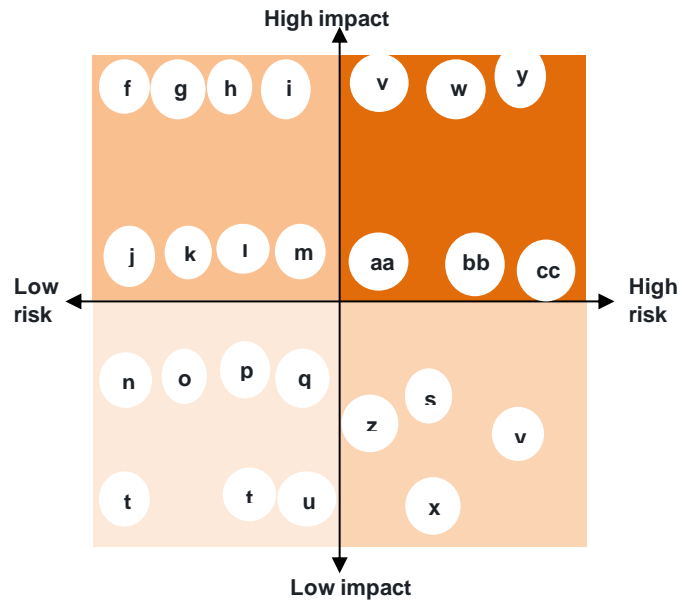
#### New crops

No.	Crops	Conditions and Opportunities
01	Vanilla	Good growth conditions and excellent market opportunities
02	Cocoa	Good growth conditions and good market opportunities

<sup>10</sup> The National Master Plan for Agricultural Development in Suriname, March 2016

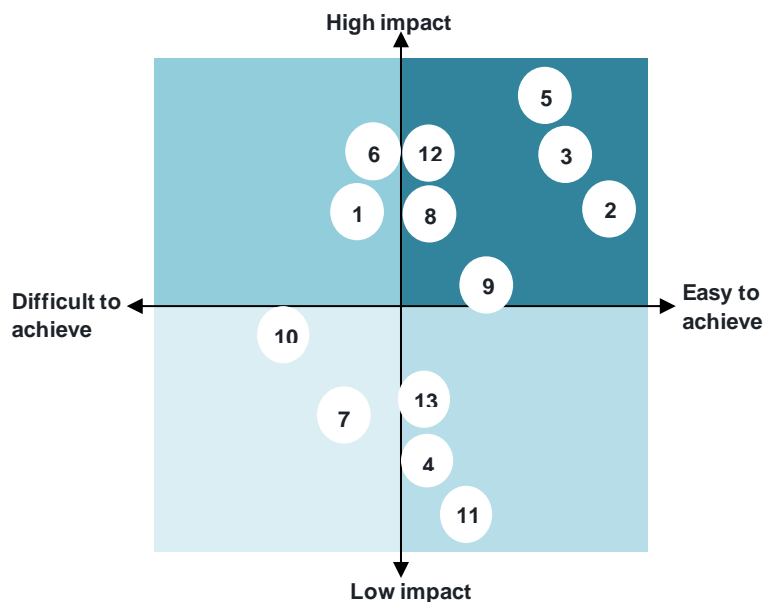
## A6.11.2 SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>a) Relatively high production and export of fish, shellfish, and molluscs</li> <li>b) Fertile soils available</li> <li>c) Field visits to farmers to provide extension services</li> <li>d) Pilot stations (gardens) available in different districts</li> <li>e) Sufficient fresh water available (for irrigation purposes)</li> </ul>	<ul style="list-style-type: none"> <li>f) Production does not (yet) adequately meet national and international standards</li> <li>g) Failure to make optimum use of modern production systems</li> <li>h) Inadequate water management (irrigation and drainage)</li> <li>i) Inadequate maintenance of infrastructure</li> <li>j) Inadequate business clusters and collaborating cooperatives</li> <li>k) High import and low export of agricultural products</li> <li>l) Relatively low production and export of agricultural crops, livestock and poultry</li> <li>m) Inefficiency in use of agricultural inputs</li> </ul>
<ul style="list-style-type: none"> <li>m) Production of oil palm, oils, cocoa, spices and cattle feed</li> <li>n) Increase/implement greenhouse farming, hydroponics and vertical farming</li> <li>o) Training in Good Agricultural Practices (GAP)</li> <li>p) Increasing export opportunities</li> <li>q) Attracting investors</li> <li>r) Stimulating public and private partnerships</li> <li>s) Making affordable loans available to farmers</li> <li>t) Activating water authorities</li> <li>u) Conducting an agricultural census to update data</li> </ul>	<ul style="list-style-type: none"> <li>v) Water nuisance during extreme rainfall</li> <li>w) Low purchasing power among the Surinamese population</li> <li>x) Limited access to the regional and international market</li> <li>y) Unpredictable risks due to climate change, extreme weather, natural disasters and diseases and pests</li> <li>z) Use of fertile land for non-agricultural purposes such as land parceling</li> <li>aa) High transport costs (exports)</li> <li>bb) Lack of provision of incentives</li> <li>cc) Inadequate functioning of water authorities</li> </ul>
Opportunities	Threats

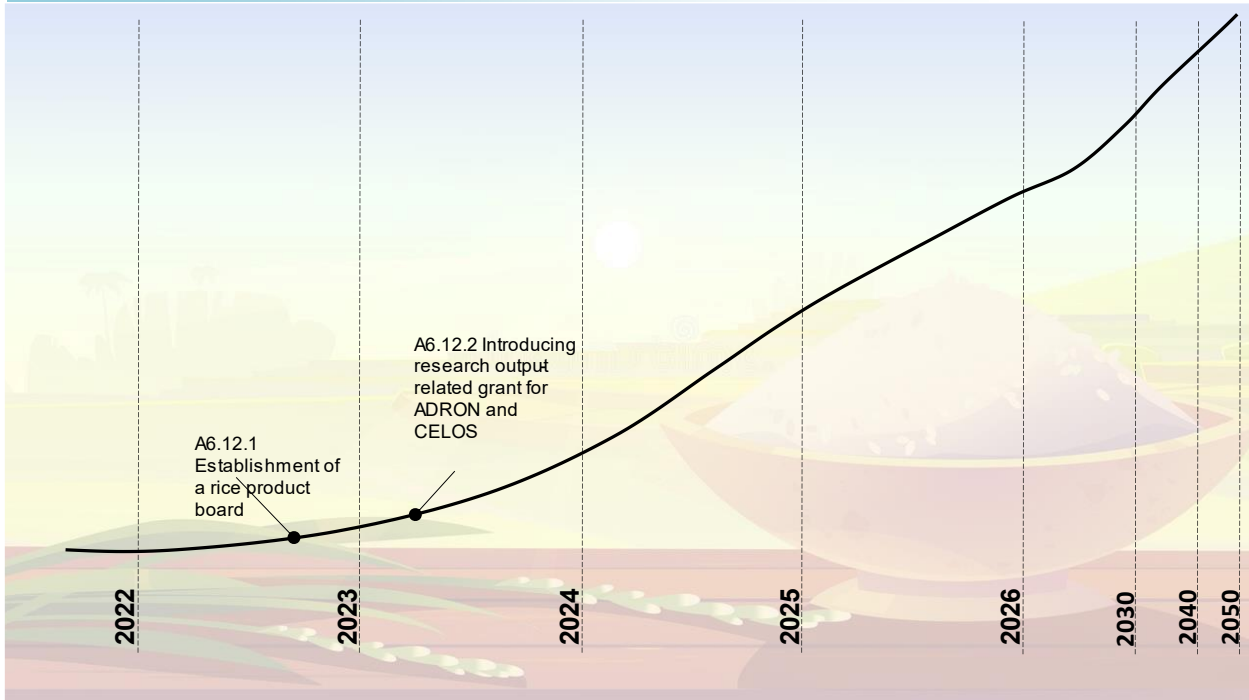


## Strategic Action Items

1. Switch to subject subsidy for milk, and let the milk price (if necessary in PPP, see point 12 and strategic action item A6.6.9) depend on supply and demand (possibly linked to the international price of milk powder).
2. Carry out a complete assessment of the export logistics, addressing the issues identified.
3. (Possibly in PPP context) the cultivation of high quality nutritious grasses and moringa for the production of feed for livestock, poultry and fish (as import replacement and potential export) to the southeast of Paranam. This production model is import replacement, already completely worked out, and is also made available for multiplication.
4. Conduct agricultural census.
5. Operationalize residue and veterinary laboratory.
6. Establish a guarantee fund for credit insurance.
7. Expand butcher training to include research and grower training.
8. Offer (funding for) Global GAP certification (possibly using NOB's Technical Assistance Fund).
9. Improve training of and outreach to farmers in PPP context (possibly with foreign assistance from e.g. The Netherlands, Israel and China).
10. Establish an identification, registration and traceability system for the livestock sector.
11. Adequate labeling.
12. Establish business clusters for fruit/horticulture (Groningen), livestock (Reeberg), and possibly poultry (see strategic action item A6.12.1).
13. Establish branch of EMBRAPA (Brazilian agricultural research institute).

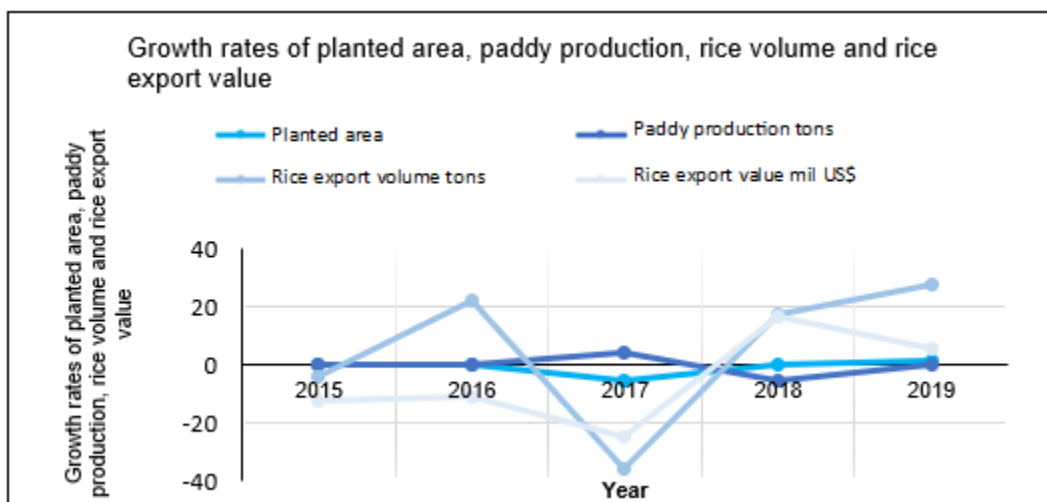


## A6.12 Rice

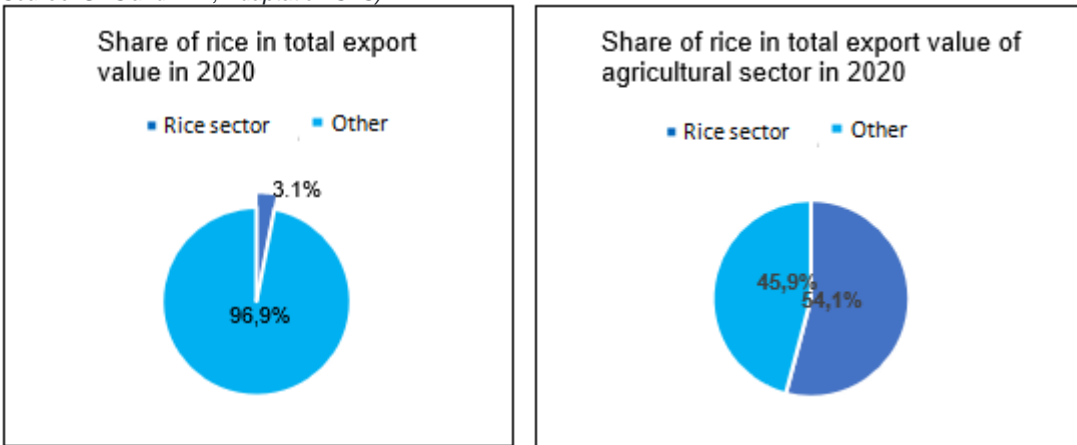


Agricultural production is largely determined by the rice sector with paddy rice production averaging 64 percent of total agricultural production by weight and occupying about 88 percent of the total planted area. The growing areas for rice cultivation are located in the districts of Saramacca, Coronie and Nickerie. The area available in these areas covers 5,000 ha, 7,000 ha and 43,000 ha, respectively. The demand for rice will continue to increase in the next decade. The world market price of rice shows an upward trend (see Figure 3) in the period 2020-2035. According to forecast, the price of rice will increase by almost 6 percent in 2035 compared to 2021.

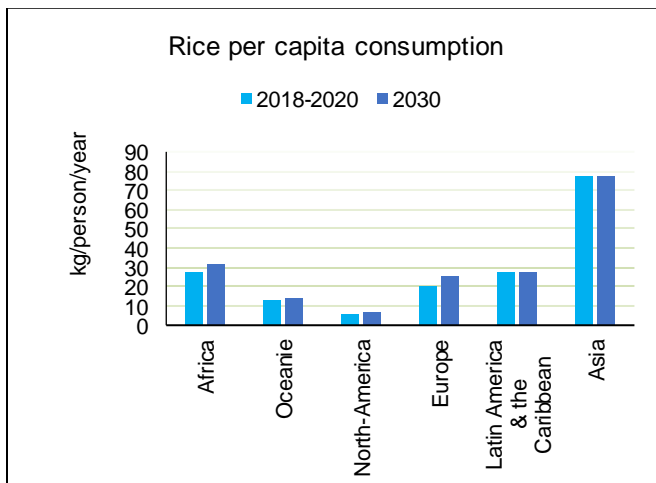
Graph A6.12.1 Growth rates of planted area, paddy production, rice volume and rice export value



Graphs A6.12.2 Share of rice in total export value in 2020 and A6.12.3 Share of rice in total export value of agricultural sector in 2020 (Source: GBS and LVV, Adaptation SPS)

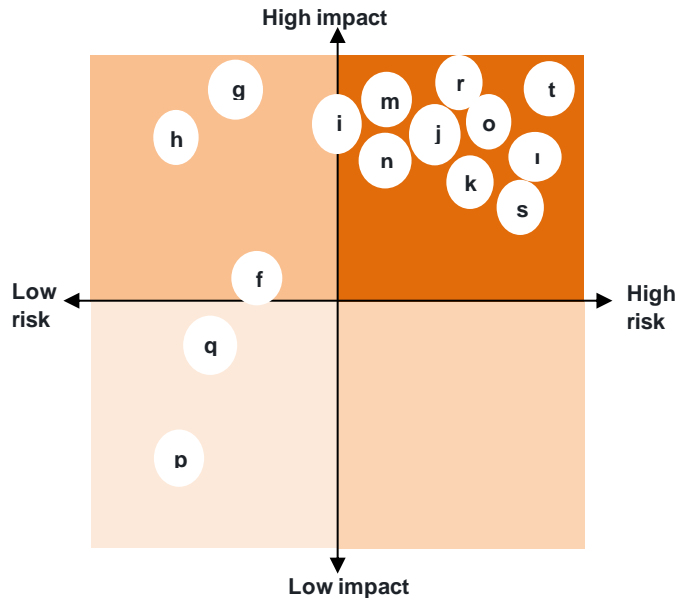


Graphs A6.12.4 Rice per capita consumption (Source: OECD/FAO 2021, Agricultural Outlook)



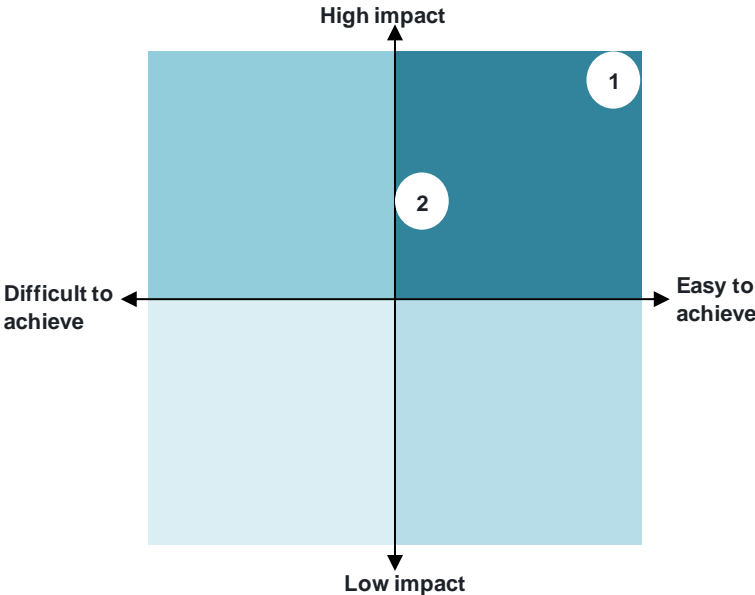
### 6.11.2 SWOT

<ul style="list-style-type: none"> <li>a) Experience in rice cultivation</li> <li>b) Suitable soil, water, sun</li> <li>c) Basic food supply</li> <li>d) Rice is the country's main agricultural export and 3rd foreign exchange earner, after gold and oil</li> <li>e) Mainly mechanized</li> <li>f) Despite declining production and other obstacles, there is continuity of production</li> </ul>	<ul style="list-style-type: none"> <li>g) The sector is divided. Insufficient communication and collaboration with stakeholders, resulting in major inefficiencies, low productivity and high costs</li> <li>h) Institutional instruments (ADRON, CELOS and AdeK) are inadequately used for research for the benefit of the rice sector</li> <li>i) Weak competitiveness, high costs, reduced production, weak organizational capacity</li> <li>j) Small farmers dependent on buyers/processors in terms of paddy purchase price</li> <li>k) Ageing population in the sector.</li> <li>l) Backlog of maintenance of dry and wet infrastructure.</li> <li>m) High import component in terms of inputs including machinery, tools, spare parts, chemicals, fertilizers</li> <li>n) Limited access in regional and international markets</li> <li>o) Poorly functioning water authorities</li> <li>p) Lack of incentives</li> <li>q) Lack of market information system</li> </ul>
<ul style="list-style-type: none"> <li>r) Value-added products: cereals, soups, baby food, snacks, crackers, cakes, pasta etc.</li> <li>s) Increase in international rice price</li> </ul>	<ul style="list-style-type: none"> <li>t) Unpredictable risks due to climate change, extreme weather, diseases and pests</li> </ul>
<b>Opportunities</b>	<b>Threats</b>

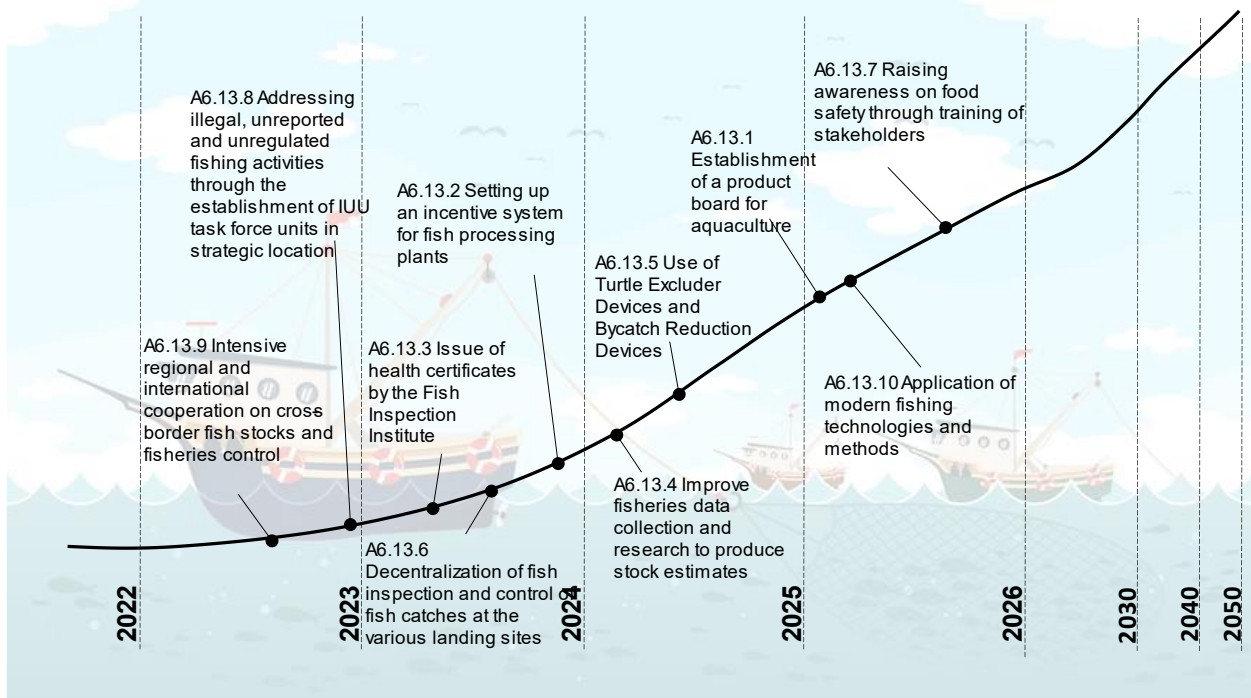


### Strategic Action Items

- 1. Establishment of business clusters for the benefit of the rice sector. Draft legislation for business clusters has been completed. This should be submitted, adopted and promulgated (see A6.2). Subsequently, various business clusters can be set up, including for the rice sector.
- 2. Introduce research output-dependent subsidy for ADRON, CELOS and ADEK to conduct scientific research for the benefit of the rice sector (among others), including:
  - a. Research and production of high quality seed
  - b. Research of new rice varieties
  - c. Diversify existing rice varieties



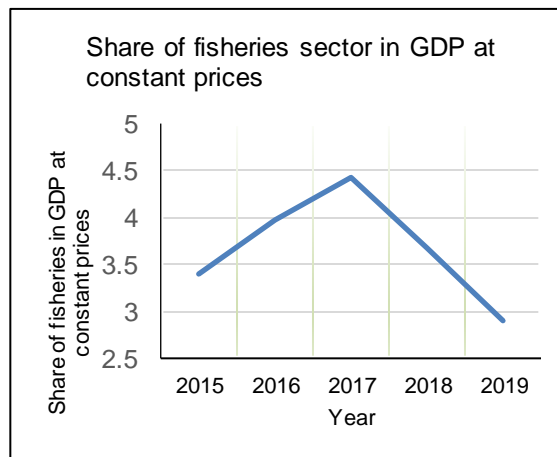
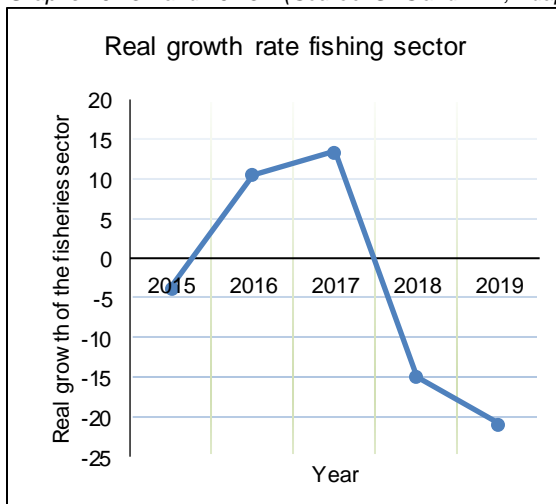
## A6.13 Fisheries



### A6.13.1 Overview

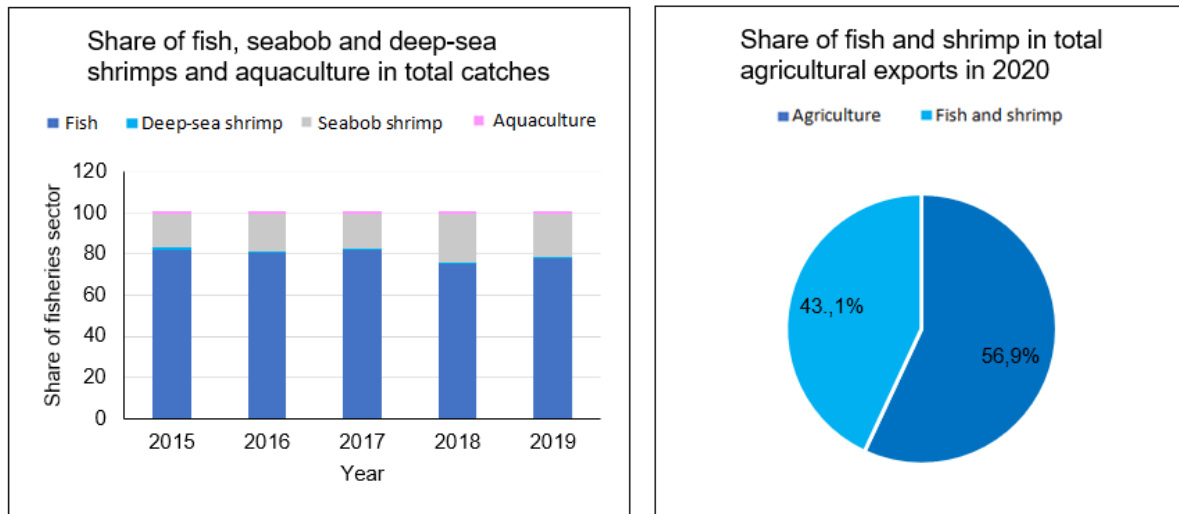
Suriname officially has 15 fish processing companies that export fish and three companies exporting shrimp. The total production of the fishing industry fell sharply in 2018 and 2019 (see below). The cause of the sharp decline could be attributed to overfishing, underreporting, or the landing of fish from artisanal fisheries outside Suriname. It is estimated that approximately 7,000 people find employment in the sector.

Graphs A6.13.1 and A6.13.2 (Source: GBS and LVV, Adaptation: SPS)





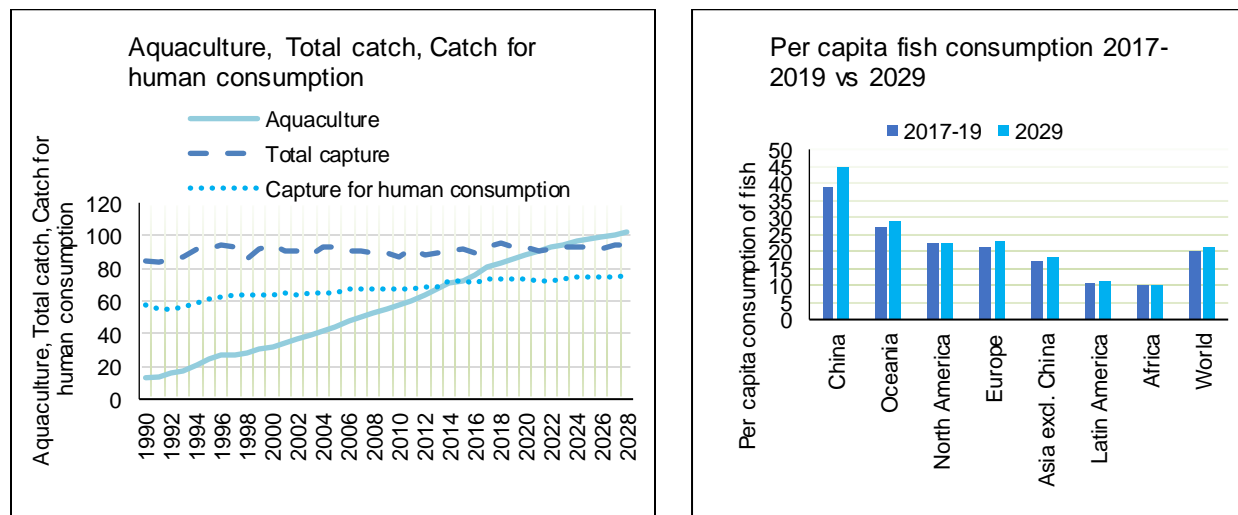
Graphs A6.13.3 and A6.13.4 (Source: GBS and LVV, Adaptation: SPS)



### A6.13.2 Global developments

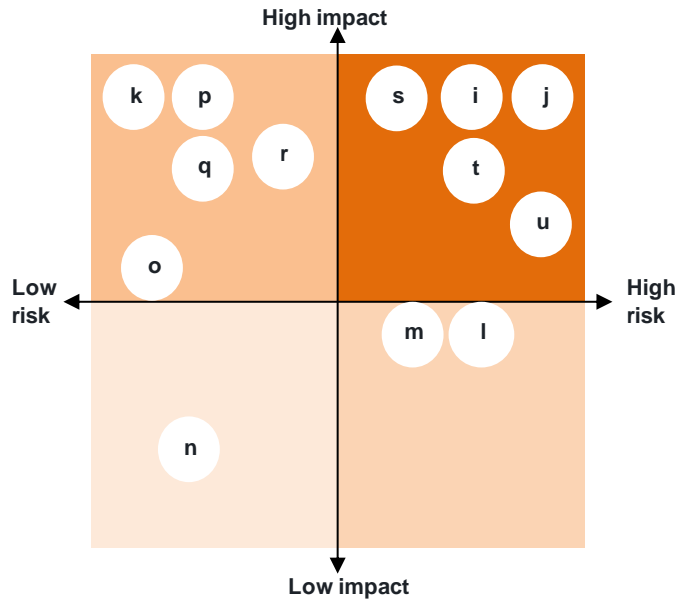
Figure A6.13.5 shows the evolution of aquaculture and fish catches over the period 1990-2019 and projections 2020-2030. The outlook of the aquaculture sector looks very favorable. Projections indicate that aquaculture production will exceed fish production in the coming years. Figure A6.13.6 illustrates the consumption of fish per capita worldwide in the period 2017-2019 and forecast for the year 2029. The figure shows that **the world's demand for fish products continues to grow.**

Graphs A6.13.5 and A6.13.6 (Source: OECD/FAO - Agricultural Outlook)



### A6.13.3 SWOT

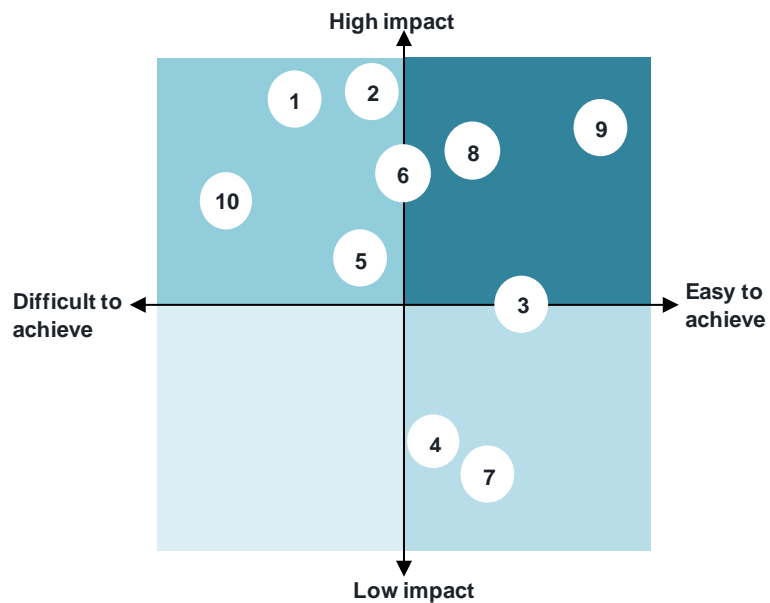
Strengths	Weaknesses
<p>a) Vessel Monitoring System mandatory for fishermen.                      b) Fishery Management Plan (FMP) 2021-2025 formulated                      c) Suriname complies with all EU export requirements                      d) National Institute for Food Safety Suriname                      e) Fish Inspection Institute operational                      f) Seabob shrimp has obtained the Marine Stewardship Council label and is certified in 2011.                      g) The Agricultural Credit Fund has been renamed National Development Fund for Agri-business (NOFA)                      h) Mandatory Turtle Excluder Device and Bycatch Reduction Device in shrimp trawling.</p>	<p>i) Failure to adequately protect fishing grounds from illegal fishermen                      j) Insufficient cooperation among authorities responsible for monitoring compliance with legal regulations.                      k) Little value addition in processing.                      l) Adequate knowledge, data and information systems are lacking to formulate policies.                      m) Outdated fisheries law and aquaculture law.                      n) High dependence on foreign fishermen in deep sea and coastal fisheries</p>
<p>p) High demand for value-added fisheries products in the local and international markets                      q) Aquaculture has huge export potential.                      r) FAO willing to provide technical support</p>	<p>s) Illegal, Unreported and Unregulated fishing activities.                      t) Current surveillance by the Navy is not adequate.                      u) Mercury-contaminated freshwater fish caused by mercury use in gold mining</p>
Opportunities	Threats



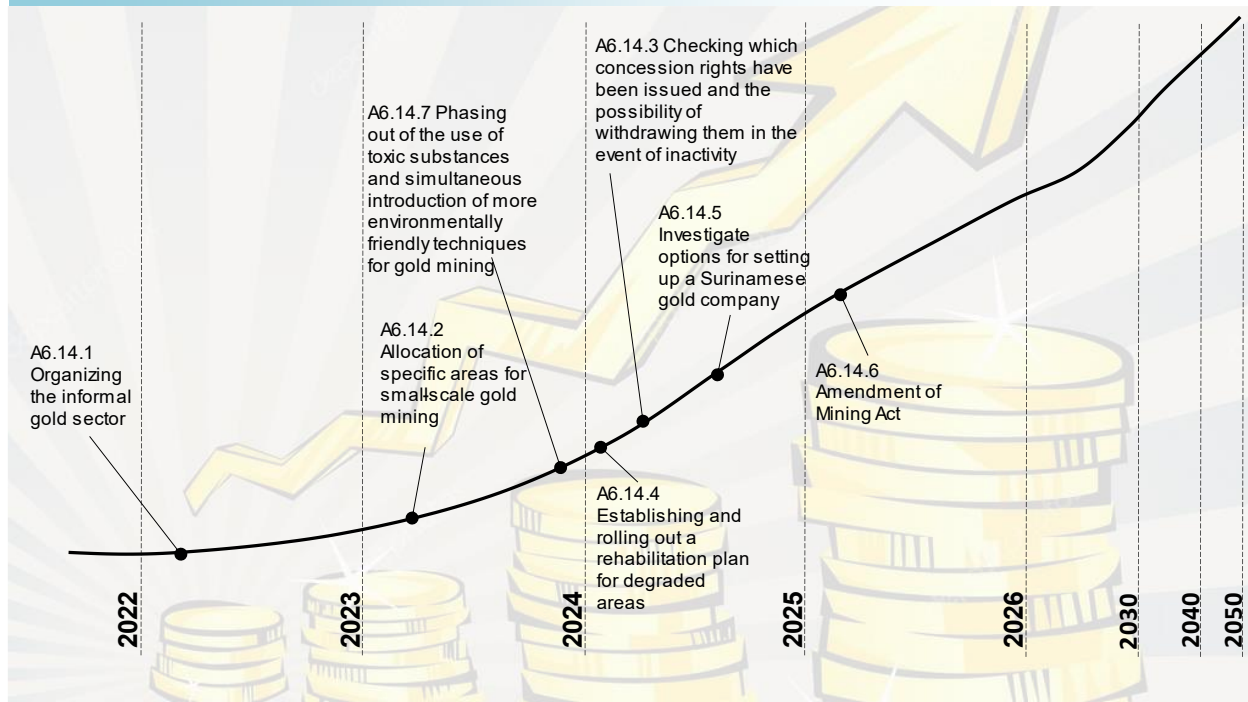
## Strategic Action Items

(Action items related to monitoring of illegality in the sector is included in A6.5).

1. Establish business cluster for aquaculture.
2. Set up incentive system for processing companies (e.g. producers of frozen products).
3. Issuing health certificates by the Fish Inspection Institute.
4. Improve fisheries data collection and research to produce stock estimates.
5. Reduce impacts on the marine ecosystem from the fishing industry through the use of Turtle Excluder Devices (TED) and Bycatch Reduction Devices (BRD).
6. Decentralizing fish inspection and control of fish catches at the various landing sites.
7. Increase food safety awareness through training to stakeholders.
8. Address illegal, unreported and unregulated fishing activities through the establishment of IOO task force units at strategic locations.
9. Intensive regional and international cooperation regarding transboundary fish stocks and fisheries control.
10. Application of modern fishing technologies and methods, and MSC standards. .



## A6.14 Gold



### A6.14.1 Overview

The following are some key data regarding the gold sector in Suriname:

- Contribution to GDP (gross domestic product) is 21.5%
- Contribution to the state treasury in 2020 is 125 million USD
- Number of employed people within the (formal) gold sector in 2020 was 2829
- The average gold production of the large-scale mining industry in 2020 was about 24,000 kg and of the small- and medium-scale mining companies about 15,000 kg

Deforestation was discussed in A6.8; part of the cause of deforestation is found in mining, especially artisanal gold mining. In addition, the quality of the forest is decreasing: there is serious damage from deforestation, digging, waste and toxic chemicals. The mines are not closed and replanted after completion. The wide distribution of this form of gold mining causes:

- Forest degradation causing a decline in the biodiversity of ecosystems
- Severe (mercury) pollution poisoning the land and aquatic life in rivers and creeks.
- Water turbidity with (health) effects on the aquatic life system and on those people who depend on that water

- Disruption of the natural system of water management, including damming of creeks causing flooding
- Construction of infrastructure to the interior making it more accessible to local residents but also allowing for further expansion of other illegal activities such as logging and hunting of endangered species

The map in Figure A6.14.1 depicts the small- and medium-sized gold mining companies in Suriname.

Figure A6.14.1: Gold mining locations

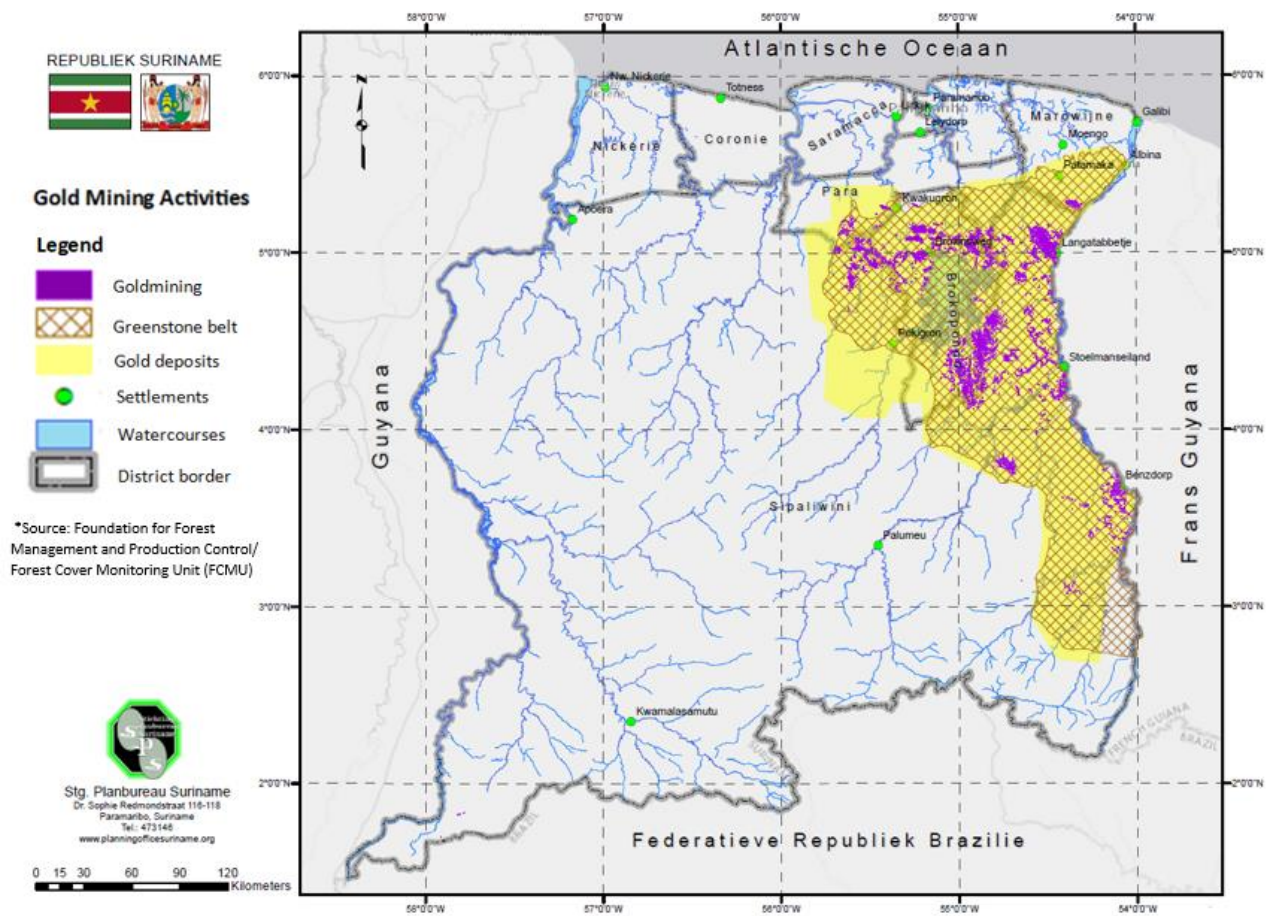


Figure A6.14.2: Aerial photo below Brownsberg Nature Park taken in 2012 (Source: WWF Guianas)



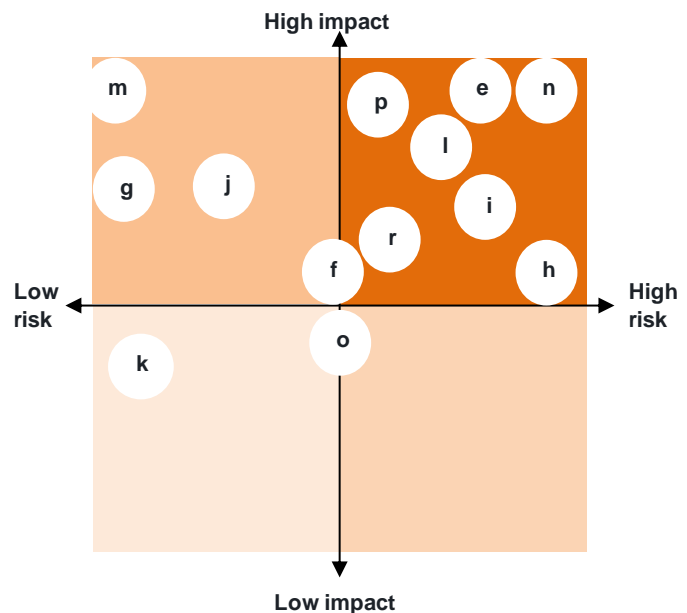
Various agencies are predicting that the gold price will eventually rise (significantly). This will make gold exploitation more lucrative, but the danger is that unstructured small-scale gold mining will accelerate with more disastrous consequences for the already severely degraded environment.

Table A6.14.1: Forecasts for the international gold price (Source: J. Clark)

No.		Year 2021 (in USD \$)	Long-term
01	AG Thorson, CMT	2,300.00	
02	Bank of America	2,063.00	
03	Bloomberg Intelligence		4,500.00
04	Capital Economics	1,900.00	
05	CIBC	2,300.00	
06	Citigroup	2,100.00	
07	Commerzbank	2,300.00	
08	CPM Group/Jeff Christian	1,922.00 Agv.	Significantly higher than \$2,000.00
09	Credit Suisse	2,200.00	
10	Edelweiss		\$2,600.00-\$2,800.00 in a few years
11	Frank Holmes/ US Global		\$4,000.00 in 2023
12	Goldman Sachs/Jeff Currie	2,300.00	
13	iGoldAdvisor		Significant increase during 2023
14	Kitco News Survey/ Average	2,300.00	
15	Kimble Charting Solutions		\$3,000.00
16	Lyn Alden Advisor		Gold price may rise far above high outcomes of many models
17	Mark Mead Baillie/FX Empire	2,401.00	
18	Metals Focus	2,100.00 or higher	
19	Peter Krauth	2,300.00	
20	Ross Norman/Metals Daily	2,275.00	
21	PM Analyst Lawrence Williams	2,225.00	

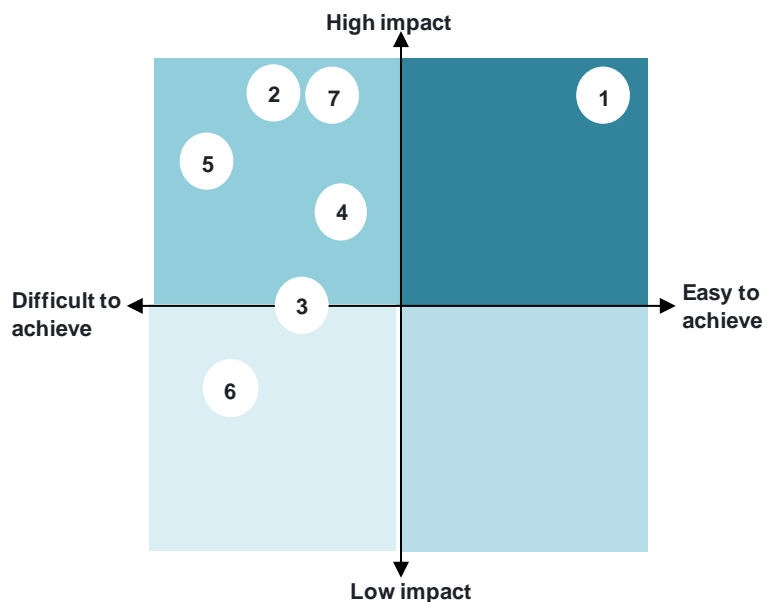
## A6.14.2 SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>a) Large gold reserves in Suriname</li> <li>b) Demand for gold is high, however the prices fluctuate</li> <li>c) High wages and stable labor supply (but low labor rate)</li> <li>d) Suriname intends to participate in the international Extractive Industries Transparency Initiative (EITI)</li> </ul>	<ul style="list-style-type: none"> <li>e) Mining has profound effects on the environment such as: - Large scale deforestation - Mercury pollution (small scale mining) -the harmful substances used or released</li> <li>f) On environmental rehabilitation, there is little or no communication with the multinational companies</li> <li>g) Little use of the "supply/local content" activities of the industrial gold sector</li> <li>h) High health and safety risks for the workers</li> <li>i) Production takes place in remote areas which makes compliance monitoring difficult</li> </ul>
<ul style="list-style-type: none"> <li>j) Local production of inputs used in the gold sector</li> <li>k) Ratification of the Minamata Convention by Suriname, which creates momentum for eliminating the use of mercury.</li> </ul>	<ul style="list-style-type: none"> <li>l) Fluctuations in the world market price</li> <li>m) An environmental disaster in the event of a major spill from the cyanide storage facility</li> <li>n) Further accumulation of mercury in the environment if the production methods of the small-scale gold mining cannot be modernized, such as mercury poisoning of humans and animals</li> <li>o) Continued and intensified conflicts between small-scale and large-scale gold mining</li> </ul>
<b>Opportunities</b>	<b>Threats</b>



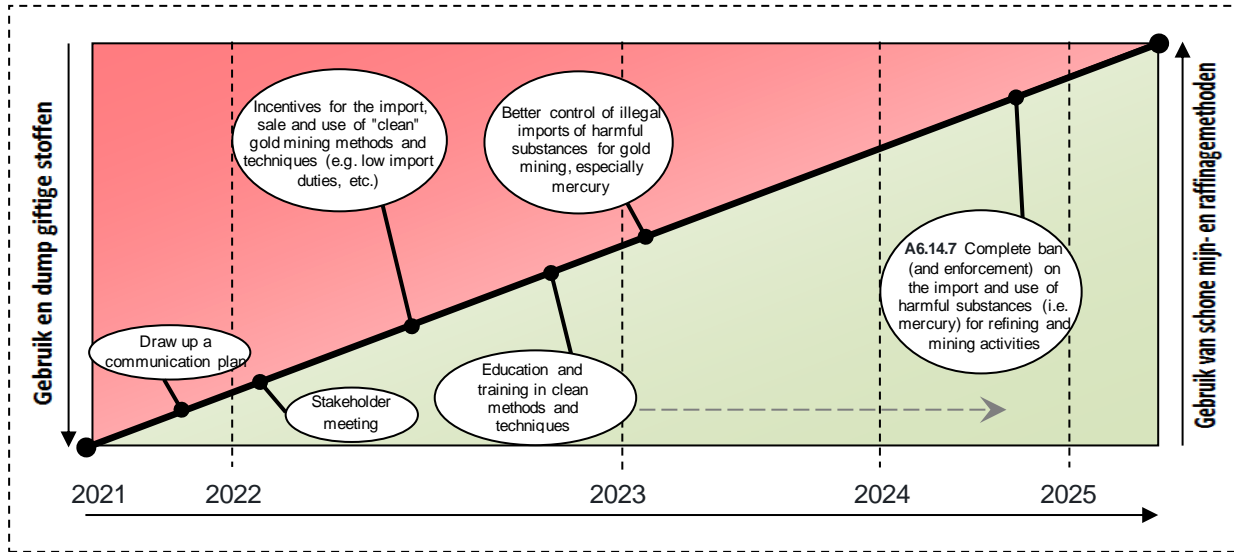
## Strategic Action Items

1. The informal gold sector needs to be (re)organized. The people there are entrepreneurs, so the first thing that needs to be done is to map out the number of entrepreneurs and the activities.
2. Specific areas must be designated for small-scale mining, in order to limit further damage to the environment and health.
3. Identify what rights have been issued and see what the options are for revocation, especially in the case of inactivity.
4. Establish a rehabilitation plan for those areas already degraded, which can be implemented through internationally available funds.
5. The process of gold mining and refining is relatively simple, especially compared to bauxite/alumina and oil. Moreover, gold is readily tradable. Serious options should therefore be explored for setting up a Surinamese gold company (in line with the experience with the State Oil Company), or at least buying a substantial share from the foreign companies currently carrying out exploration activities. In the case of a parastatal company, pension funds, and local individuals can be enabled to buy shares; for the investment, the rule of thumb (in Asia) is US 3,000 per troyounce of production on an annual basis.
6. The mining law dates back to 1984 and needs to be updated / renewed. A new law should set clearer rules for rehabilitation, the informal gold sector, and issuance policy.
7. Implementation of gold mining without the use of toxic substances (the knowledge is already in Suriname), with in particular a phase out of the use of mercury.

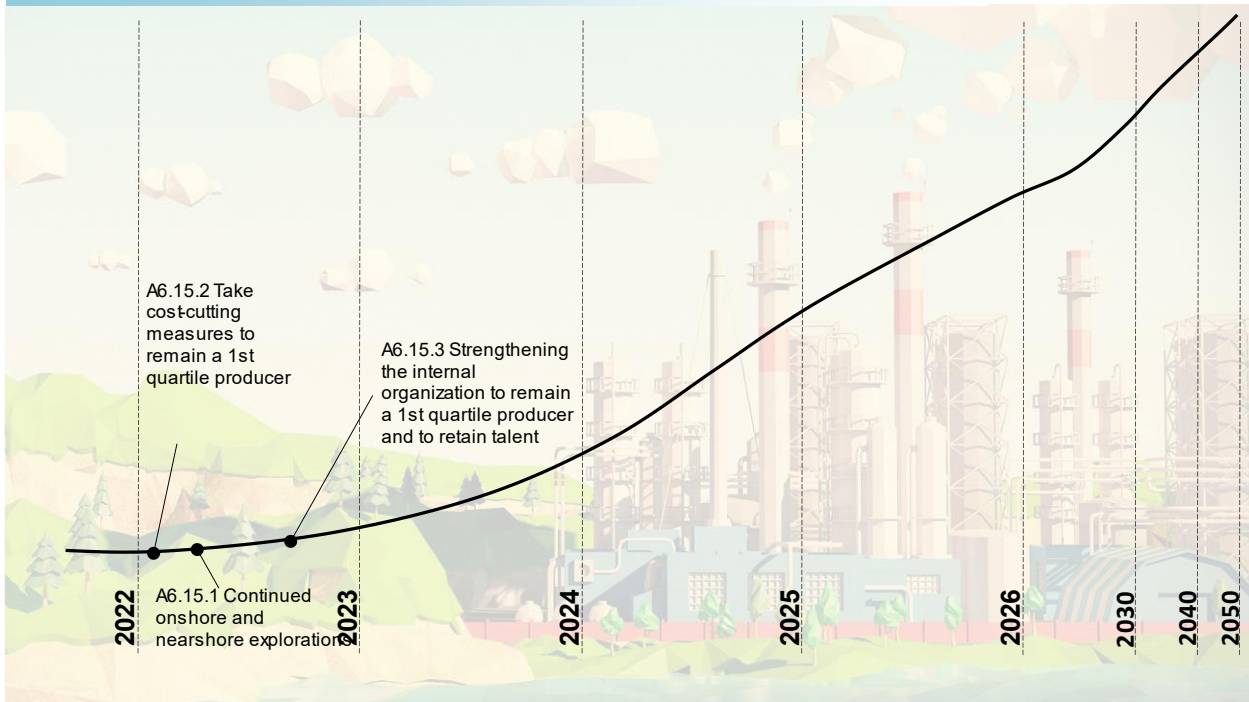




Box A6.14.1: Elaboration of strategic action item A6.14.7



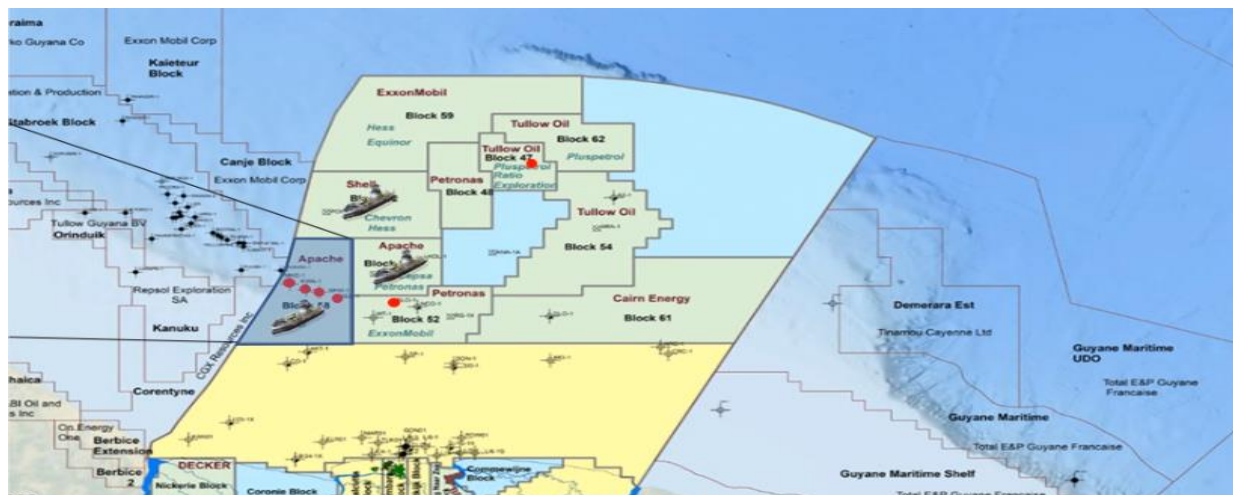
## A6.15 Onshore Oil



### A6.15.1 Introduction

Over the years the State Oil Company N.V. has continued to grow and today has a daily production of 16,500 barrels of crude oil. With this result and the various shares in Gow2 electricity, Bunker C and gold, the State Oil Company contributed about \$148 million to the state treasury in 2020. As a result, the sector contributed 9.2% to GDP. With recent offshore oil and gas discoveries, daily production of 650,000 barrels of crude oil has been forecast by Rystad Energy. The State Oil Company and the Surinamese government want to maximize the benefits of the onshore and offshore oil sector.

Figure A6.15.1: Offshore exploration locations



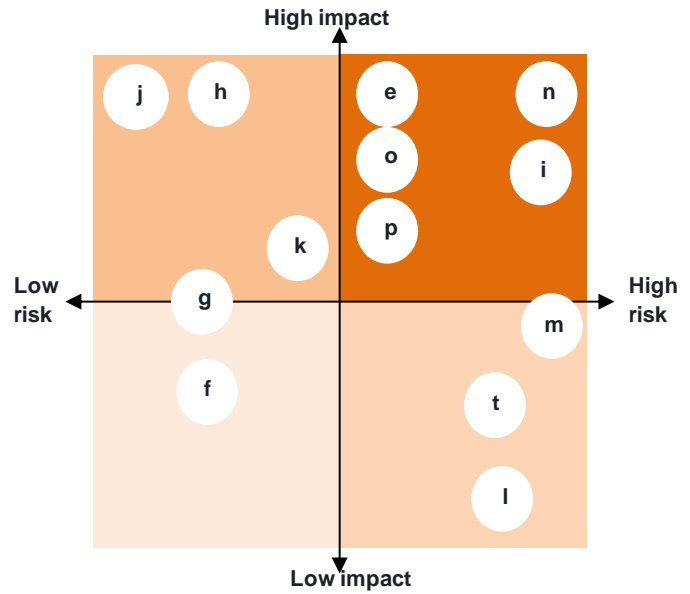
Further, the government can make very little investment within the oil sector because there is a significant lack of capital. As a result, foreign companies must be brought in to perform certain operations. So far, the financing models of offshore operations are still in the study phase. The main areas of concern for the offshore oil and gas industry have been discussed earlier in A6.1.

### A6.15.2 Developments in the oil sector

The developments in 2021 within the sector indicate that the price for a barrel of oil received the highest quote of about \$75 per barrel, the highest in the past 2 years. For the longer term, there are clear trends that the State Oil Company and Suriname can benefit from. The first clear trend is that the financial world (banks, insitutional investors, etc.) want to green their portfolio and therefore invest less money in fossil fuels. This has two consequences: there is more investment in green technology for the electricity and transportation sectors, and it is becoming more expensive for oil and gas companies to get cheap capital. The second trend is climate change, which is having increasingly profound effects which increases the demand for green technology. However, it is expected that the implementation of green technology (despite recent successes) over the next 10-20 years will not be able to keep up with the growing global absolute demand for energy (especially the growing middle class in China and India). This tension results in an expected increase in international oil prices, which are expected to remain at relatively high levels. For Suriname, this is an advantage considering the imminent exploitation at the end of 2025 of offshore oil deposits; the country can earn relatively more from the sector.

### A6.15.3 SWOT

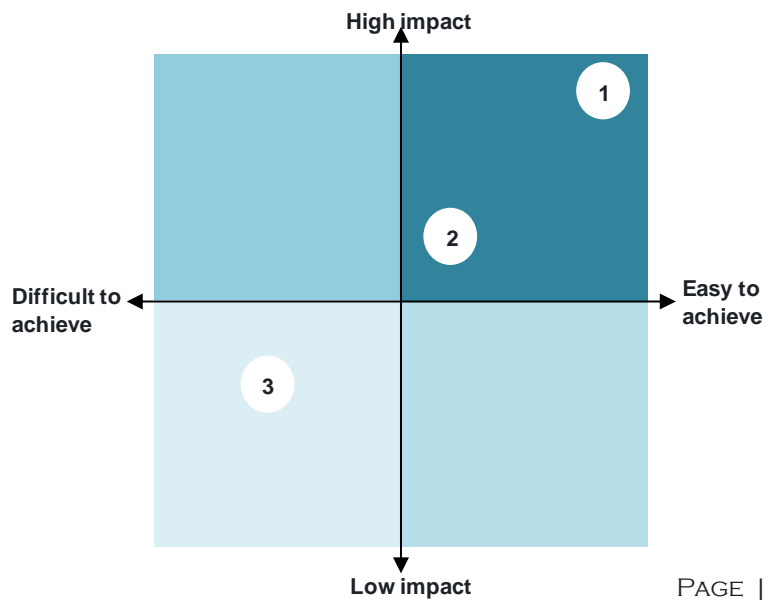
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>a) A lot of international eyes on Suriname</li> <li>b) Large oil reserves on and offshore</li> <li>c) State Oil Hydrocarbon Institute (SHI)</li> <li>d) Good quality oil onshore (sweetoil)</li> </ul>	<ul style="list-style-type: none"> <li>e) Capital shortages, which limit the ability to invest</li> <li>f) Shortage of specialist staff</li> <li>g) The curriculum of primary and secondary technical schools is still not aligned with the needs of the sector</li> <li>h) Alternative energy sources have not been adequately studied and projected.</li> </ul>
<ul style="list-style-type: none"> <li>i) Finding more commercially recoverable oil onshore</li> <li>j) Oil price projections have an upward trend for the next few years.</li> <li>k) Production of other products downstream of oil and gas</li> </ul>	<ul style="list-style-type: none"> <li>l) Clean (green) energy</li> <li>m) International restrictions on CO2 emissions</li> <li>n) Political interference in corporate affairs</li> <li>o) Depletion of current onshore resources</li> <li>p) Loss of 1st quartile cost position</li> </ul>
Opportunities	Threats



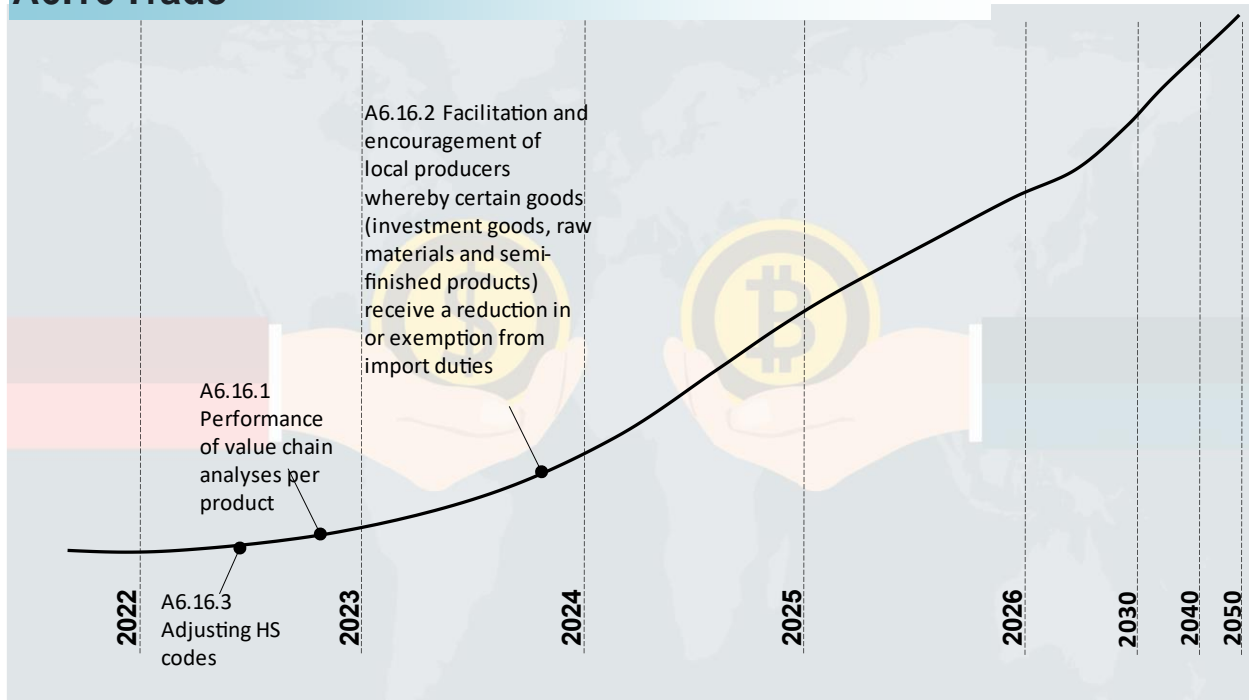
### Strategic Action items

(Strategic action points related to electricity production are included in A6.19)

1. Continue on- and near-shore explorations, whether in joint ventures or not.
2. Implement cost reduction measures to remain a 1st quartile producer.
3. Strengthen internal organization to remain a 1st quartile producer and to retain talent with the expected increase in demand for workers in the oil and gas industry.



## A6.16 Trade

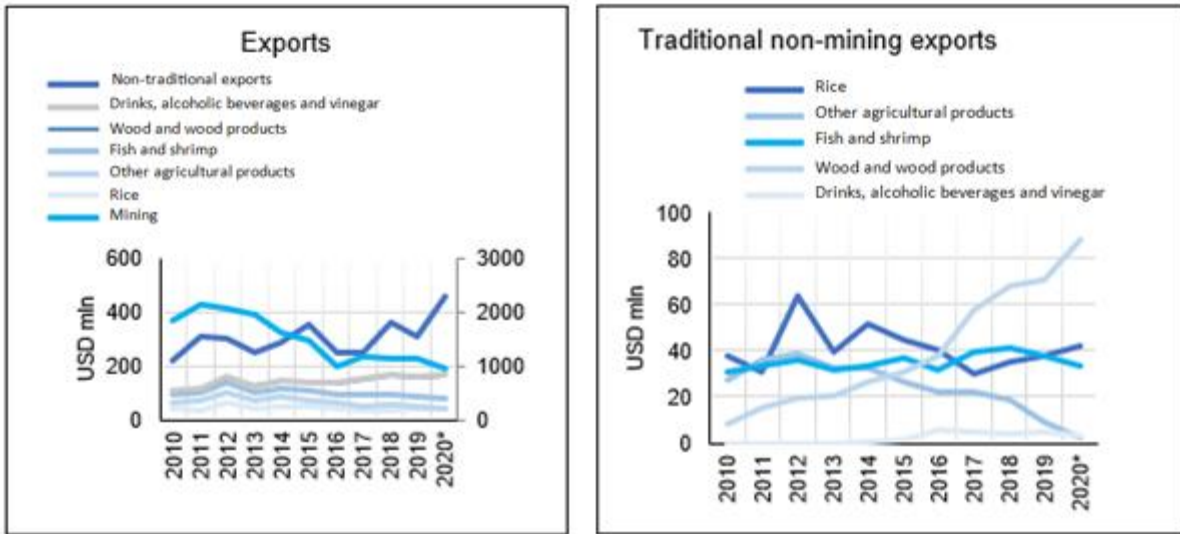


### A6.16.1 Overview

There needs to be a focus on export promotion of high value-added finished goods/products, further diversifying exports, import substitution and increasing export destination countries. However, as can be observed in the graphs below, Suriname has a one-sided export base, with dependence on mining exports being very high. On average, the mining sector<sup>11</sup> accounts for about 82 percent of export revenues in the period 2010- 2020. In addition, exports consist largely of products that undergo minimal processing .

<sup>11</sup> Mining exports as indicated in the figure consist of the products alumina, non-monetary gold, crude oil, crushed stone and cement. The last shipment of alumina took place in the first quarter of 2016.

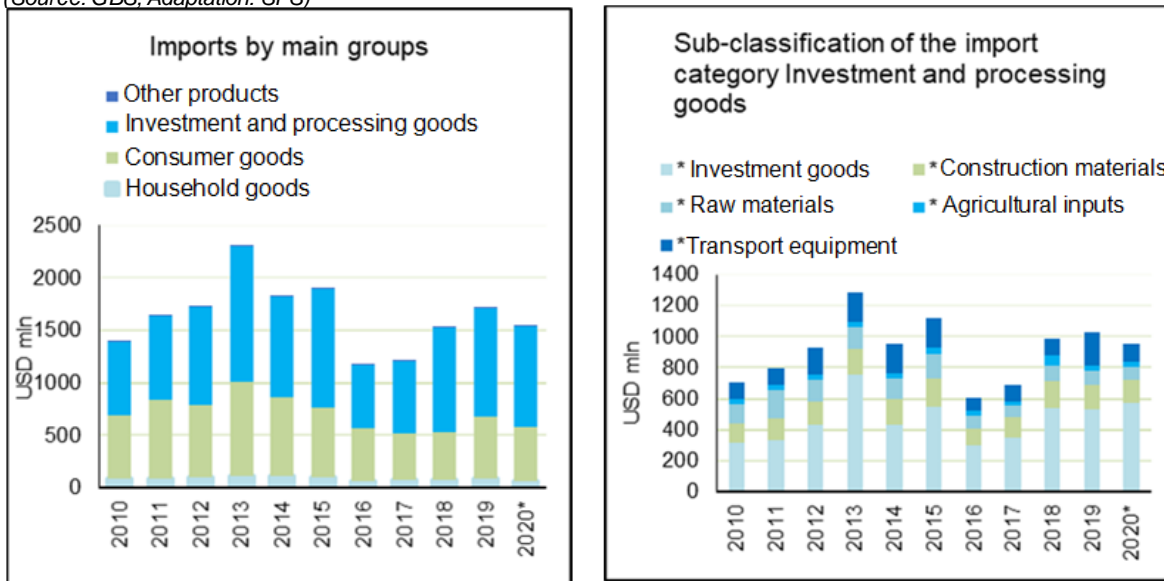
Graphs A6.16.1 Exports and A6.16.2 Traditional non-mining exports (Source: GBS, Adaptation: SPS)



Note:\* preliminary data

The standing graphs below incorporate Suriname’s imports by main groups. The share of investment and processing goods plus consumer goods averages 94 percent of Suriname’s total import values over the period 2010 - 2020.

Graphs A6.16.3 Imports by main groups and A6.16.4 Sub-classification of the import category Investment and processing goods (Source: GBS, Adaptation: SPS)



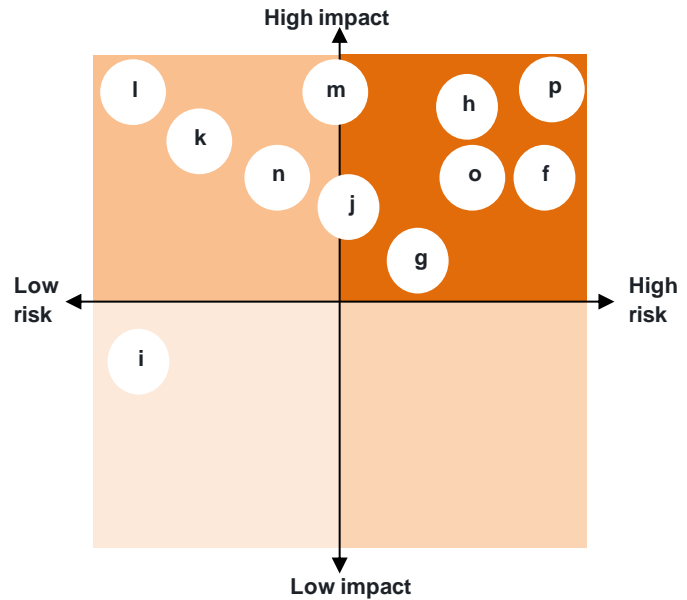
Note:\* preliminary data

The small scale of the economy makes it unprofitable to produce and export certain goods locally; continuous value addition is therefore a necessity in order to 1) have less competition and 2) because of

higher margins have the opportunity to cope with the relatively high transport rates abroad. Suriname therefore has to rely mainly on export-oriented production. However, in the period 2010-2020, the trade balance with CARICOM is consistently negative. About 17 percent on average of Suriname's international trade (imports plus exports) in the period 2010-2020, consists of intra-CARICOM trade. The export share going to CARICOM compared to total exports is about 13 percent on average. The CARICOM share of imports compared to the total averages 22 percent during the reporting period. Despite the current form of cooperation, Caricom Single Market and Economy (CSM&E), gaining access to member countries' markets is not a given. Suinamese exporters face non-tariff barriers in the initial phase of exports, which are put up by official bodies to make market access difficult. In French Guiana, European standards and regulations apply to imports, as the country is a sub-region of France. The export of agricultural products, among other things, is subject to strict conditions. Also, especially in Brazil, there are additional taxes on the domestic market, which makes the wholesale and retail price of Suriname's products lose competitiveness .

**A6.16.2 SWOT**

<b>Strenghts</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>a) Trade agreements for market access</li> <li>b) Commodities (gold, wood, oil, gas, crushed stone)</li> <li>c) Peaceful coexistence</li> <li>d) HFLD status</li> <li>e) Cultural diversity</li> </ul>	<ul style="list-style-type: none"> <li>f) One-sided export base</li> <li>g) Poorly developed production chains</li> <li>h) Lack of attractive innovation climate</li> <li>i) Low level of industrialisation</li> <li>j) Lack of physical infrastructure</li> </ul>
<ul style="list-style-type: none"> <li>k) Proximity to border countries</li> <li>l) ICT/innovation</li> <li>m) Offshore oil and gas industry</li> <li>n) Caricom market</li> </ul>	<ul style="list-style-type: none"> <li>o) Environmental damage to production areas caused by human activity</li> <li>p) Climate change/sea-level rise</li> </ul>
<b>Opportunities</b>	<b>Threats</b>



## Strategic Action Items

(Action items regarding the business climate are included in A6.1)

1. Perform value chain analyses per (high value) product (agricultural products - such as honey, West Indian cherry, hemp, ornamental and floriculture, highland rice -, medicinal plants, tourism product, manufacturing, wood products, etc.) to gain insight into:
  - specific bottlenecks
  - network of actors (input providers, distributors, transporters, etc.)
  - potential to add value
  - production infrastructure, processes, methods and techniques
  - quality, effectiveness and affordability of input supply, including raw and auxiliary materials, labor, investment and expansion capital, physical and economic infrastructure (transportation and storage, communications, energy generation and supply)
  - demand conditions, including packaging, quality, safety, and environmental standards, delivery time, continuity, and certification

The result of the research on the weaknesses faced by these entrepreneurs will determine the support policies and facilities that will be set up while working on the framework conditions (value chain and supply chain).

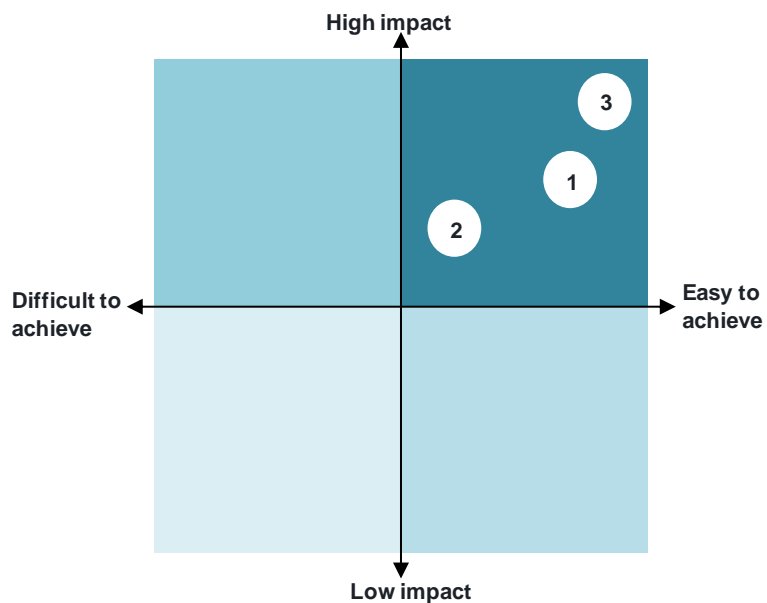
2. Facilitation and encouragement of local producers, with certain goods (investment goods, raw materials and semi-manufactured goods) receiving a reduction or exemption from import duties, tariffs for goods that compete with local production being raised (if possible), and standards being set for the



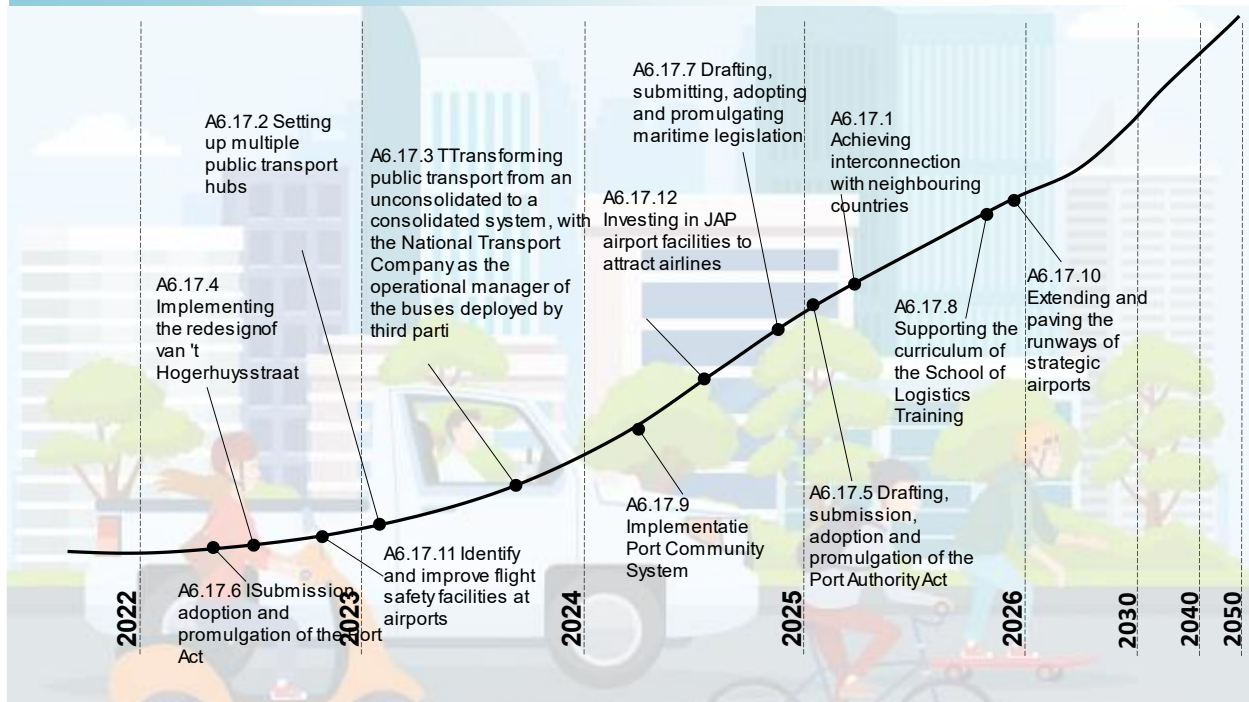
import of certain goods (e.g. chemicals). Current non-mining export sectors, including manufacturing, process, services (tourism, ICT), and agro-industry sectors can be supported.

A number of issues need to be considered here:

- Analyze support needs of enterprises operating in the sector (raw materials, auxiliary materials, packaging materials, chemicals, machinery), and determine tariff adjustment in consultation with stakeholders;
  - Contribute to the standards set in this Development Plan, such as for example duty reduction on the import of solar panels, solar water heaters, urban wind turbines, insulation materials, ICT products, medical equipment, etc;
  - Analysis of net foreign exchange earnings of the product;
  - Identification of imports for the purpose of production;
  - Cost calculation in case of reduction of import duties (improvement in competitiveness due to low cost);
  - Effect of reduction on government income;
  - Consider consequences of tariff reduction (bilateral and multilateral trade agreements);
  - Review current laws and regulations on tariff adjustment (commodities act);
  - Check for conflicts with other sectors;
  - Check for improper use of special provisions by companies;
  - Check on effectiveness of provision;
3. Broadening of HS codes from 8 to 10 digits for transparency of the flow of goods



## A6.17 Transport



### A6.17.1 Overview

The annual average growth rate of passenger traffic through the four gates and freight traffic in tonnage was 5.4% and -2.4% respectively between 2010 and 2015 and -5.6% and -4% respectively between 2015 and 2018. The integration of the South American countries provides a direct market of more than 120 million consumers, worth USD 300 billion.

Graph A6.17.1 Passenger transport at airports and border stations (Source: GBS)

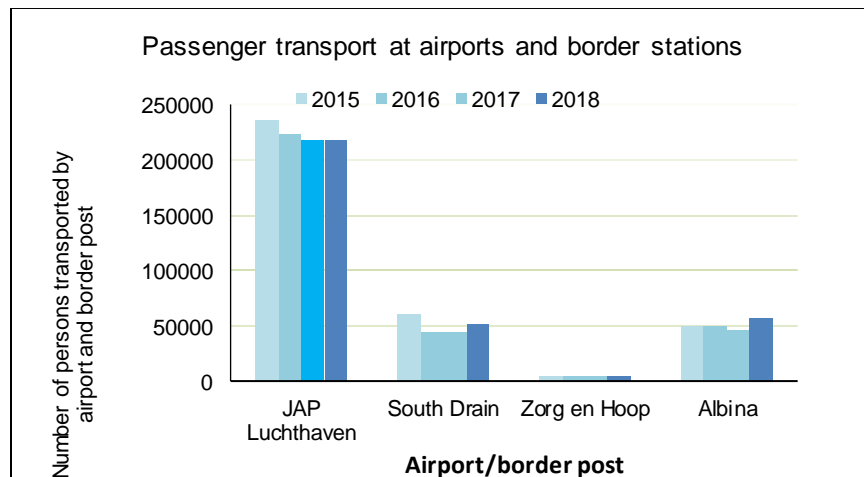
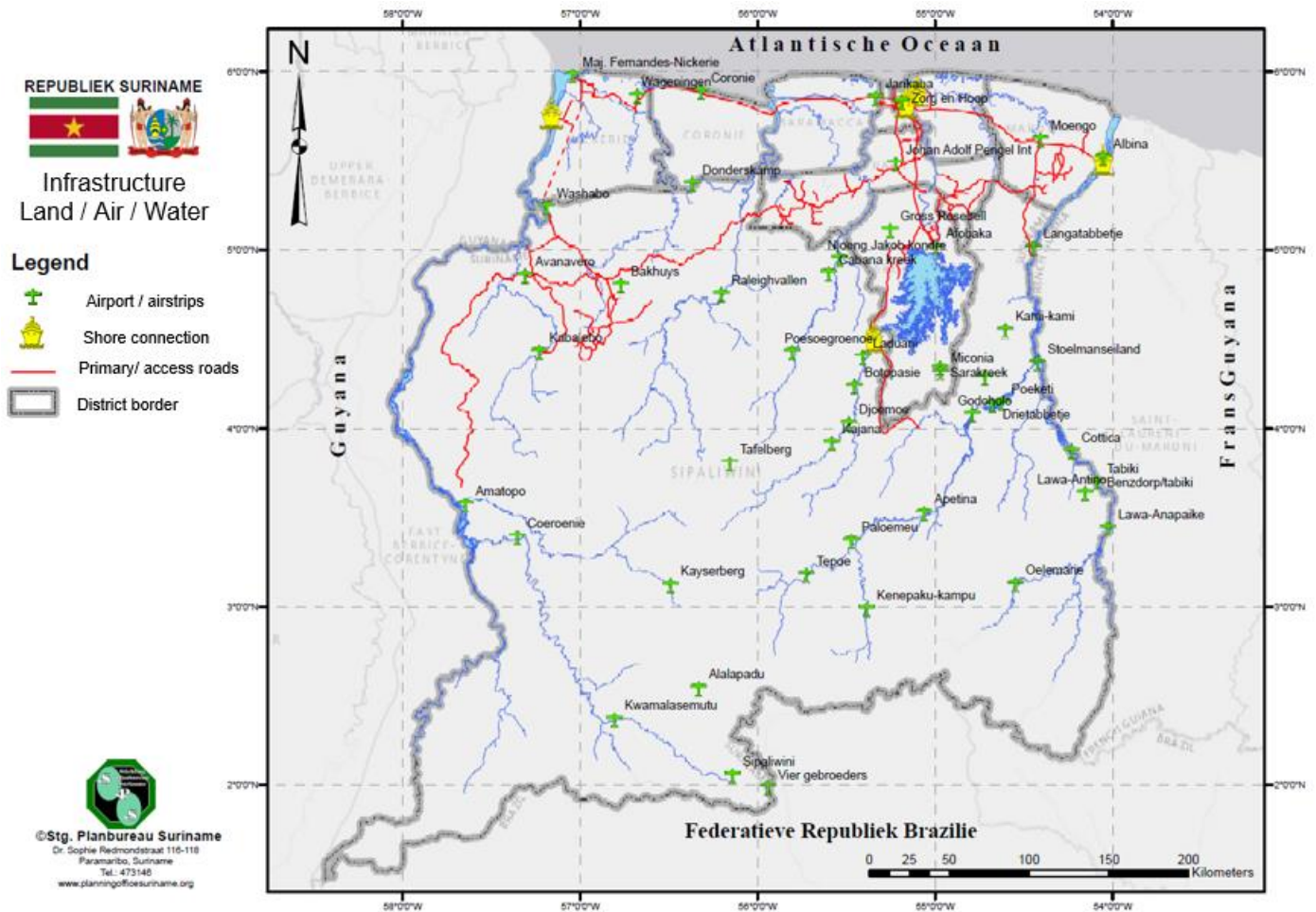


Figure A6.17.1: Primary land, air and water infrastructure



## A6.17.2 Air Transport

### National

The current legislation is outdated, resulting in actors within the aviation chain unable to act quickly, efficiently and purposefully (including incidents and accidents within our airspace and at the international airport). The aviation sites in the interior are well maintained and qualified air traffic controllers are in charge of these sites, however, the staffing of these positions is minimal. The runway length of the airstrips is a maximum of 800m and 98% of these are not illuminated. In the rainy season, the airstrips cannot be used. Many airstrips in the interior are used improperly.

### International

The open sky policy to mainly the Caribbean region that is being implemented is not yet fully realized, because cooperation with the CARICOM and ACP countries in the area of aviation is not yet optimal. Suriname's good location to serve as a hub to Europe, Africa and South America offers the possibility to

play a central role between the South American mainland, Asia, Europe and the other ACP countries, with special commutative advantages for the country. The JAP airport meets aviation standards, but suffers from partly outdated equipment and limited handling capacity. The number of aircraft movements over JAP shows an upward trend. JAP should expand, but is challenged in this context by the issue of land rights.

Figure A6.17.2: Presentation of possible international air connection (Source : CESWO)



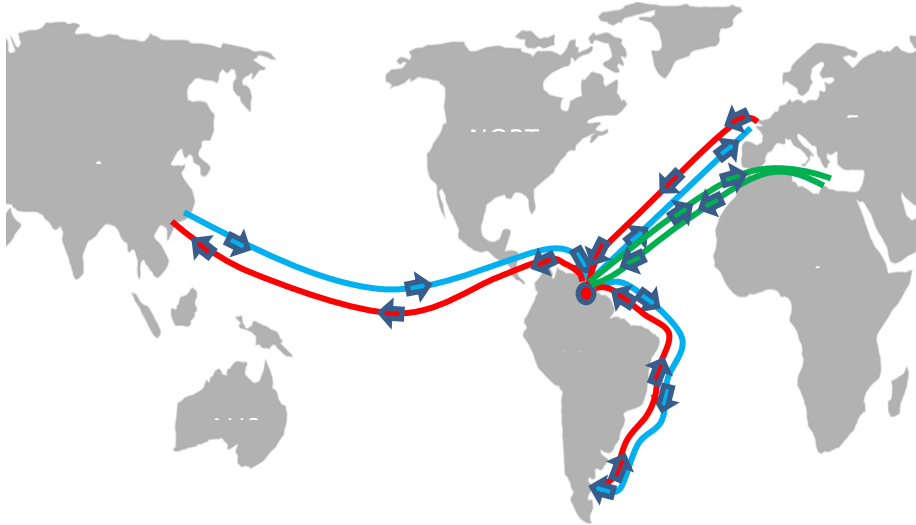
## A6.17.3 Water transport

### International

Within the water transport sector, freight transport is the largest component. More than 80% of Suriname's trade volume is transported via water. Passenger traffic within the sub-sector is more focused on inland waterway transport. The navigability of the Surinamese rivers, especially their shallow draught, determines, as it were, the entire water transport system of our country. The shallow draught is in fact a very limiting factor. The silting up of the mouths of the rivers is an obstacle for sea-going vessels to sail on these rivers. The major part of the imports and a considerable part of the exports of Suriname are shipped through the port 'Nieuwe Haven'.

Suriname is geographically well situated in the Western Hemisphere to be used as a springboard between Africa, Asia, Europe and South America. Trade between the US and Brazil is USD 60 billion per year. China has to wait an average of 5 days for the largest port in the Caribbean (Jamaica). It is known that in the next 10 years, Brazil plans to invest USD 30 billion in its own ports, while the Panama Canal has undergone a widening that has increased the transport capacity through this channel. Brazil's trade balance is worth over USD 500 billion. Given Suriname's geographic location and Brazil's trade balance, deepening the channel of the Suriname River is justified in order to make it accessible to Panamax vessels for all kinds of transit port services.

Figure A6.17.3: Presentation of possible international maritime connections (Source: CESWO)



## National

Inland waterway transport is not developed. The legal and facility provisions to ensure the safety and quality of water transport are lacking or minimal. Because very little use is made of waterways for freight transport, which is relatively cheaper than road freight transport, roads are unnecessarily burdened. Rapid water transport has also not been developed, leaving transport methods behind in development. The Shipping Company Suriname (SMS) is making the interior accessible by maintaining 14 routes. Apart from the SMS, the National Transport Company (NVB) in the districts of Marowijne, Brokopondo and Sipaliwini maintains boat services to and from the various villages.

## A6.17.4 Land Transport

### National

The lack of a National Road Plan in combination with the opening up of residential and living communities across the country means that accessible and above all affordable public transportation is not within reach for everyone in Suriname. The road traffic within the Greater Paramaribo agglomeration is characterized by long traffic jams of buses, passenger cars and trucks on almost all main roads and connecting roads between Paramaribo and the districts. The prolonged delays result in relatively large labor time losses, air pollution, and higher costs for both passenger and freight transportation. Between 2010 and 2019, the increase in trucks, passenger cars, and buses has averaged 4.9%. The estimated population within the Paramaribo metropolitan area is **360,000**, with a population of people owning vehicles of approximately **170,000**. The 6 major access roads have to handle **120,000** vehicles daily; the estimated total length of

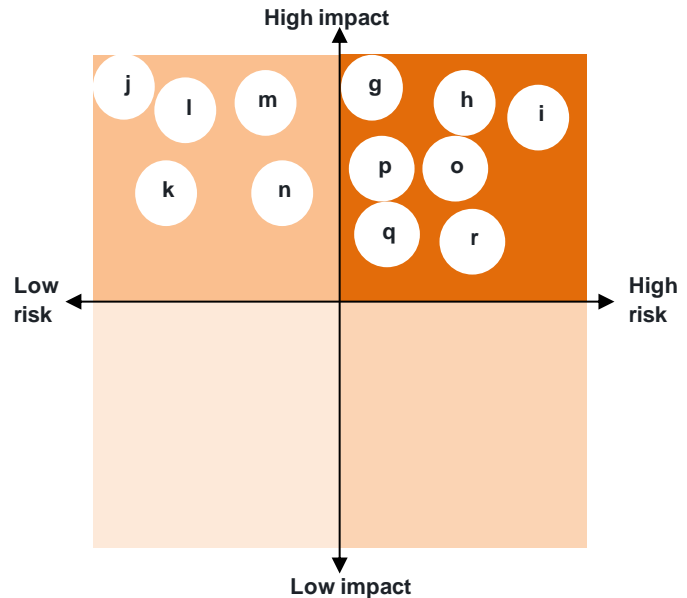
roads that this traffic has to handle is about 80 km, so an average of **1,500** vehicles per km per day in 1 peak period are handled.

### International

Implementation of the Pan American Highway brings with it both national and international responsibilities in the social, economic, and civic spheres. On the Highway, international rules will apply that must be controlled by both the police and other officials. Putting Suriname's production in perspective against the Pan American Highway that will be constructed and maintained (according to the projection within the integration process), results in a negative outcome. This Highway is therefore not a priority for now.

### A6.17.5 SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>a) Favorable geographic location to perform hub function between the Amazon, Europe and Asia</li> <li>b) Reasonable level of development of the population</li> <li>c) Very long runway capable of accommodating large aircrafts</li> <li>d) Reasonably efficient and safe ports: a) airport meets ICAO/(FAA) requirements; the port 'Nieuwe Haven' certified and awarded several times</li> <li>e) Relationship with Dutch port authorities potential access to technology, knowledge and skills</li> <li>f) Large stocks of drinking and industrial water</li> </ul>	<ul style="list-style-type: none"> <li>g) Small scale economy</li> <li>h) Connection to international transport systems due to lack of infrastructure, inadequate technology, economic networks and natural (physical) conditions</li> <li>i) Inadequate and/or insufficient infrastructure</li> <li>j) Poor promotion of the potential of the transport sector</li> <li>k) Weak medium and long term planning and implementation capacity</li> <li>l) Dominance of government business in the transport sector (especially in aviation and shipping)</li> <li>m) Outdated legislation (e.g. lack of maritime single permit window)</li> </ul>
<ul style="list-style-type: none"> <li>n) Hub in regional transport networks (passengers and cargo)</li> </ul>	<ul style="list-style-type: none"> <li>o) The ever-increasing concentration in the international transport sector</li> <li>p) Land rights issue</li> <li>q) Tightening of safety and environmental standards for the transportation sector</li> <li>r) Sea level rise</li> </ul>
Opportunities	Threats



## Strategic Action Items

### *Land transport*

1. In time, work should be done to interconnect the East-West link with the road system of our neighboring countries. Most of the economic activities of the three Guianas take place mainly in the coastal plain, and if the plans included in the other sections are implemented in full, the Surinamese business community can benefit from this.
2. Establishment of multiple public transport hubs, which will ensure that passenger and freight policies are tailored to the potentials and needs of the various regions.
3. Transform the public transport system from a non-consolidated to a consolidated system, with the National Transport Company as the operational manager of the buses deployed by third parties.

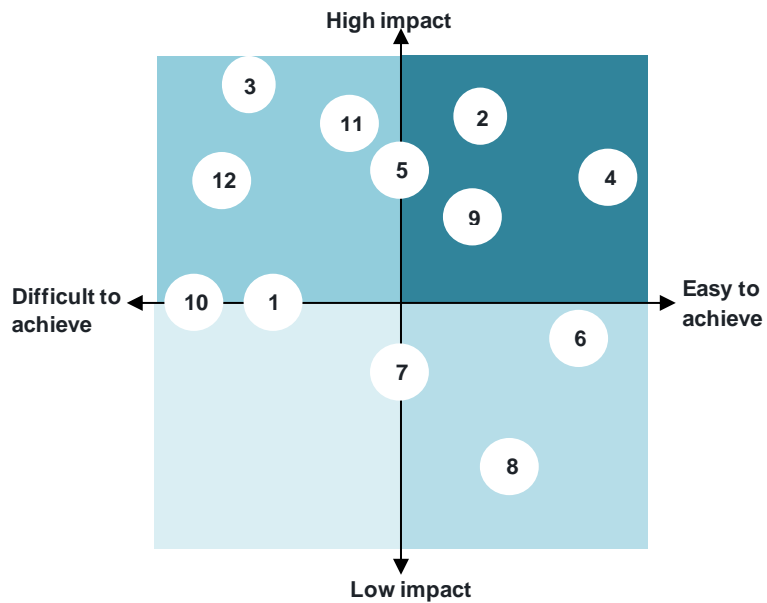
### *Water transport*

4. Supply and delivery via the port 'Nieuwe Haven' should be improved by the already elaborated redesign of the van 't Hogerhuysstraat.
5. With the arrival of a number of shore bases, and within the framework of this development plan business clusters, the role of N.V. Havenbeheer will extend over several locations. To this end, it is important that in time N.V. Havenbeheer, as previously stated for Telesur and N.V. Energie Bedrijven Suriname, is split up: 1 entity responsible for the management of the port 'Nieuwe Haven', and 1 entity responsible for the control of the various ports and terminal operators. The latter is the Port Authority, and a law needs to be conceived for this purpose.
6. Adoption of the Port Law.

7. Comprehensive maritime legislation is required in view of the expected increase in maritime activity related to offshore activities. This maritime legislation will cover safety requirements for vessels, environmental provisions, etc.
8. Support of the curriculum of the School of Logistics Training at the primary school level.
9. The development of a port community system that allows stakeholders to communicate electronically on a common platform. The implementation of this system should be coupled with a training program that enables stakeholders to fully utilize this program.

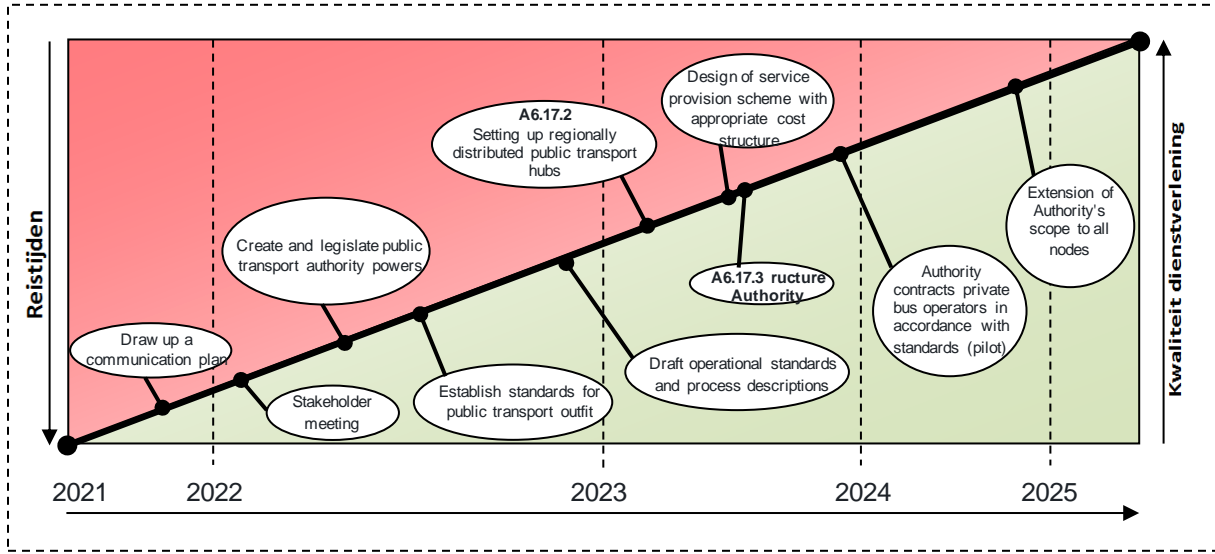
*Air transport*

10. To improve flight safety, combat cross-border crime and accessibility to communities in the interior, the runways of strategic airports will be extended and paved as necessary.
11. Improving air traffic facilities at airports to enhance security (possibly in PPP context), particularly radar systems that allow overflight zones.
12. Invest in JAP airport facilities to attract airlines, along with the other measures in this Development Plan 2022-2026 that generate airlift. Broadening of transport capacity (see also A6.9) lowers airfares.

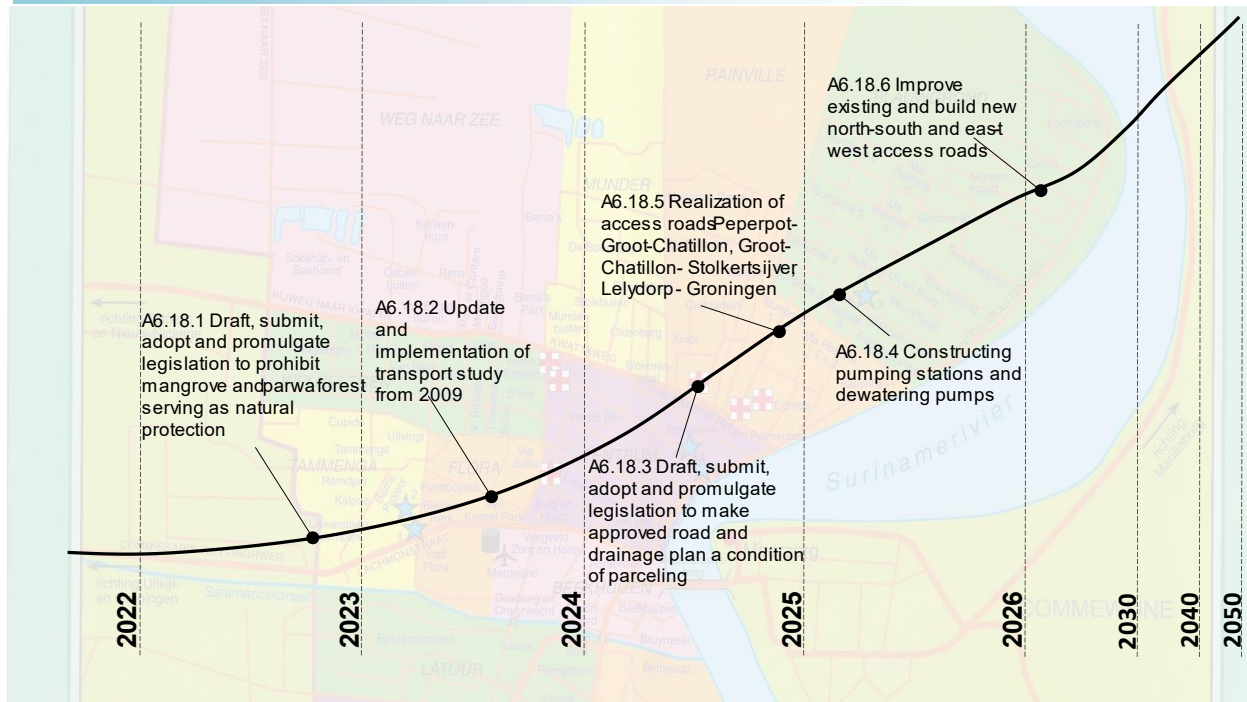




Box A6.17.1: Elaboration of strategic action item A6.17.3



## A6.18 Roads and Drainage



### A.6.18.1 Overview

In the course of time, extensive and unplanned land parceling took place, which is now reflected in the various problems that the populated areas are facing today. Problems in this regard include drainage, housing and public transport. A non-optimal regional distribution of the Surinamese population is partly the cause of numerous unfavorable developments in both the social and economic fields.

#### Roads

Almost **70%** of the road network is located in the coastal plain (see Appendix E). The coastal plain is accessible from East to West and is characterized by backlogs in maintenance due to the structural circumstance that the growth of the road network exceeds the financial capacity for maintenance. Less than **33%** of the roads are asphalted which makes management and maintenance very difficult especially during the wet season. The growth of the road network has lagged behind the growth of road transport both qualitatively and quantitatively.

**80% of the roads were designed for a road transport system with smaller axle loadings than the current ones according to outdated standards**, resulting in more rapid breakdown of roads, which is also a consequence of the fact that the growth of the road network system has lagged behind the growth of road transport causing overloading.

### *Irrigation & drainage*

Many irrigation and drainage works do not meet the minimum requirements to provide adequate drainage due to dimensions of drainage works that have become too small and insufficient storage capacity due to increased paved areas resulting in damaged roads. The lack of optimal laws and regulations on parceling activities, allowing anyone to engage in these activities as they see fit, has led to imbalances in drainage of areas, under-dimensioned drainage discharges and proportional growth of paved areas. In addition, many locks and pumping stations are not working optimally due to overdue maintenance. All this causes large areas to be inundated during thunderstorms. With the imminent rise in sea level this will get even worse.

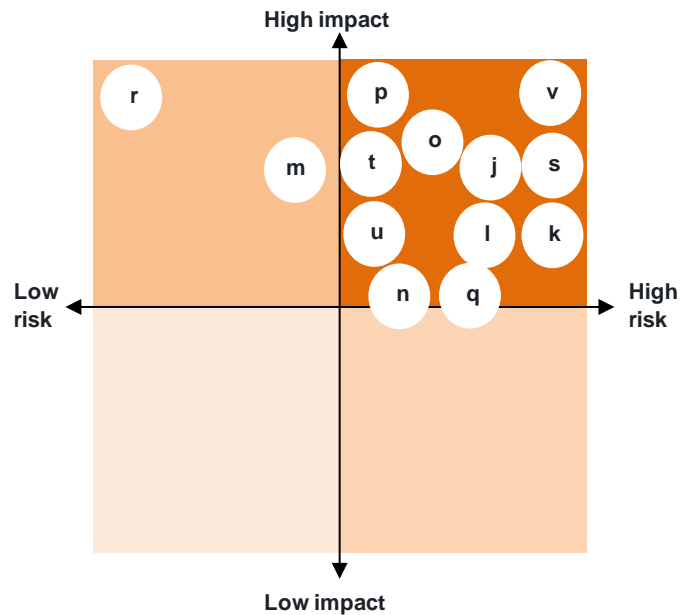
### *Coastal & Shoreline Protection*

The real rise in sea level as a result of climate change necessitates even greater attention to coastal protection; the young coastal plain is the location where most fertile agricultural land is located, where a network of infrastructural facilities exists and where the majority of Suriname's population lives. Lack of laws and regulations on activities in the coastal area, allowing anyone to engage in activities as they see fit can have very detrimental effects on this area.

The populated areas in the north, especially Paramaribo and Nickerie, are the most threatened as a result of rising sea levels. The raised sea dike on the coast of Nickerie is not sufficient to ward off the threat. The banks of the Nickerie River are still just as vulnerable to the advancing rise. The bank of Coronie is partially protected, but more measures need to be taken. The cutting away of parwa and mangrove along the coast has led to accelerated coastal erosion, which is especially noticeable along the coast of Coronie, Nickerie and the road to the sea. A direct consequence is salinization of the soil as a result of saltwater intrusion, rendering agricultural areas and fish-rich swamps unusable and leading to the disappearance of various types of flora and fauna.

## A6.18.2 SWOT

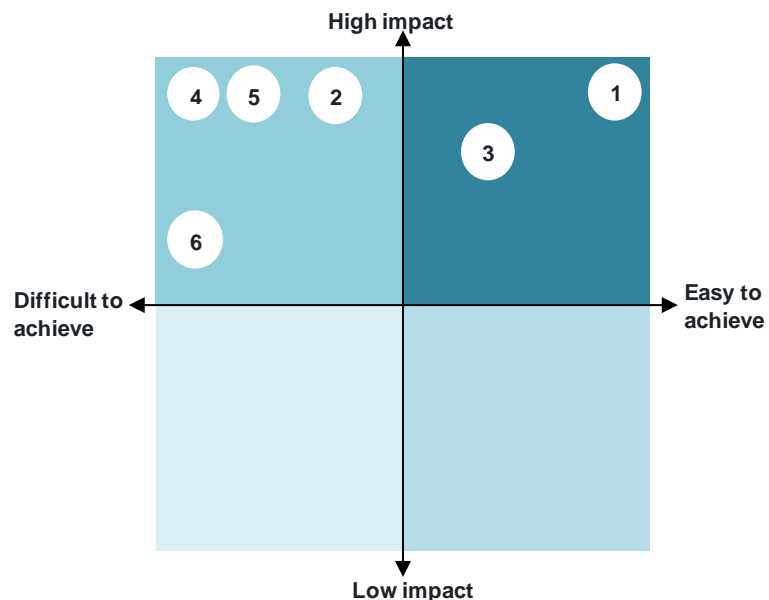
Strengths	Weaknesses
<ul style="list-style-type: none"> <li>a) Natural bank protection and self-regeneration</li> <li>b) Relatively large portion of the road network still intact</li> <li>c) Most fertile soils are found in the coastal plain</li> <li>d) Largest proportion of Suriname's population lives in the coastal plain</li> <li>e) Extensive network of drainage systems</li> <li>f) Most fertile soils are found in the coastal plain</li> <li>g) The coastal plain is accessible from East to West</li> <li>h) Existing road network structure in coastal plain</li> <li>i) The route of many forest access roads can be used to build inland access roads</li> </ul>	<ul style="list-style-type: none"> <li>j) Populated areas in the north</li> <li>k) No regulatory activities in coastal zone</li> <li>l) Coastal zone subject to sea level rise</li> <li>m) Many divers do not meet minimum requirements</li> <li>n) Overdue maintenance due to small scale of population and little available funding</li> <li>o) Uncontrolled parceling of land</li> <li>p) Absence of locks</li> <li>q) Less than 33% of roads are paved</li> </ul>
<ul style="list-style-type: none"> <li>r) There is US\$1 billion in committed funding from multilateral institutions that can be used for infrastructure</li> </ul>	<ul style="list-style-type: none"> <li>s) Inundation</li> <li>t) Salinization</li> <li>u) Disappearance of types of flora and fauna</li> <li>v) Flooding due to climate change</li> </ul>
Opportunities	Threats



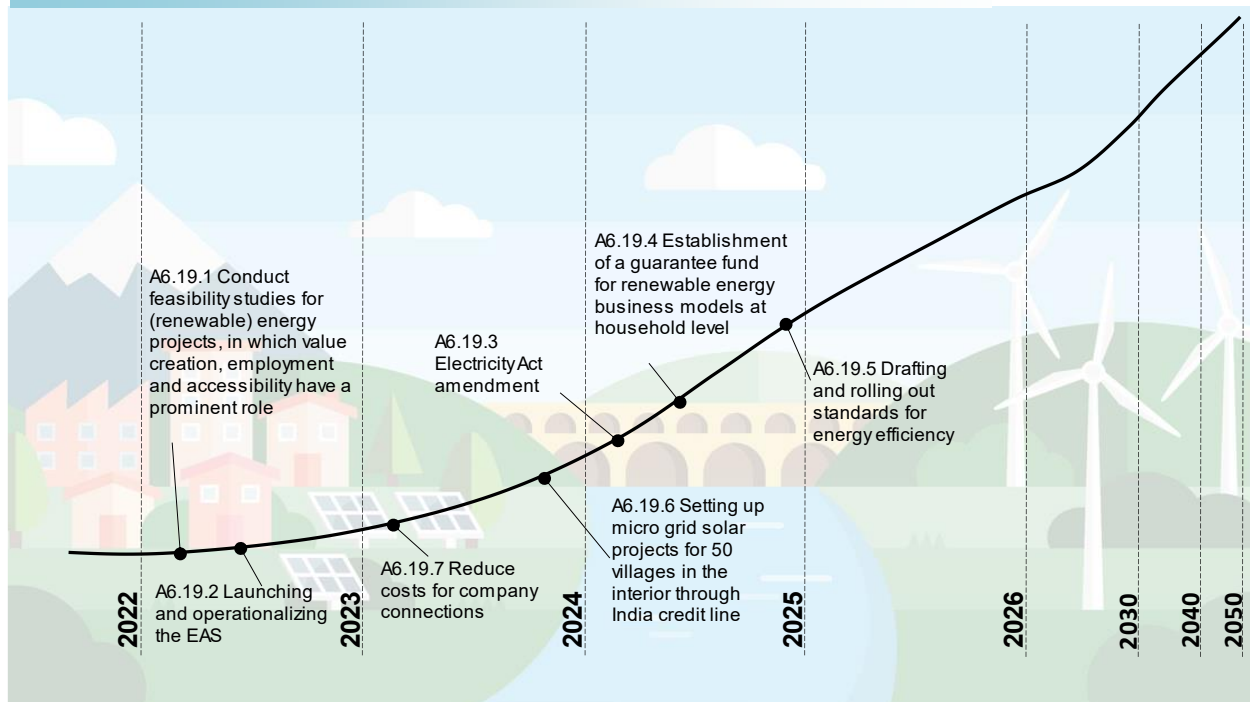
## Strategic Action Items

(designation of protected areas for coastal protection is included in A6.3)

1. Prepare the necessary legislation to prohibit the cutting of mangrove and parwa forests (draft Coastal Protection Act is already in place) and to restore them, so as to preserve the natural coastal strip and estuarine zones, as protection against the influences of climate change.
2. The 2009 Pantheia transportation study should be implemented in an updated form.
3. By law, it should be required that in the conditions for parceling of land, an approved road and dewatering plan is included. This should include the design and implementation of clear dewatering districts.
4. The construction of pumping stations and dewatering pumps will be undertaken with the same vigor as the clearing and excavation of main dewatering channels.
5. Harmonious development of regions is highly dependent on the constructed infrastructure network. In the framework of the business production clusters - as stated in A6.2 - the following access must be created in the long term (where possible in PPP with the same production clusters):
  - a) Lelydorp – Groningen
  - b) Groot-Chatillon – Stolkertsijver
  - c) Peperpot – Groot Chatillon
6. The improvement of existing and construction of new North-South and East-West access roads will facilitate more efficient transport and unlock (potential) development areas. The improvement and complementing of the second East-West connection Apoera - Zanderij - Carolina - Patamacca - Langa Tabbetje will expand the economic possibilities.



## A6.19 Electricity supply



### A6.19.1 Overview

The electricity supply sector includes the electricity company, the producers, the Installers and the inspection authority. Suriname has a fairly high per capita energy consumption compared to many developing countries: energy intensity both per capita and per GDP is on the high side. In 2019, total production was 1550 GWh. with a population of +/- 550,000. Thus, the electricity production was about 2818 KWh per capita in 2019. The Gross Domestic Product (GDP) in 2019 was US\$4,197,668. For each KWh of electricity produced, 0.27 US\$ cents was generated.

Currently, the demand for energy is growing at a rate of about 2% per year. However, due to the small scale of the economy and the imminent economic activities in the mining and related sectors, it is expected that the demand may far exceed this percentage (possibly to even more than 10%). In 2021 the installed electrical capacity will be 552 MW. According to planning by the Energy Authority Suriname (EAS), by 2025 731 MW, and by 2040 1600 MW will need to be installed to meet the demand. It is estimated that approximately 4,000 GWh of electrical energy will need to be produced in 2040.

The cost of electricity from the EBS is US\$0.07/kWh. The government has to use 4 to 5% of the gross domestic product (GDP) each year to subsidize electricity costs. The annual direct subsidies amount to more than SRD 1 billion. This is the main reason why the financial performance is substandard. Given that the EBS is forced to operate below its break-even point, with the electricity supply sector being capital-

intensive, the EBS must turn to government subsidies, development aid, and bilateral loans with financial institutions (both domestic and foreign), most of which are repaid by the government.

The Electricity Act and the Energy Authority Suriname (EAS) Act were passed by the National Assembly in 2016. With this, the first steps have been taken in the restructuring and regulation of the electricity supply sector. Main tasks of the Energy Authority Suriname are regulation, implementation of controls, and providing information and advice. The Energy Authority Suriname has to prepare an Electricity Sector Plan (ESP) at least once every five years, in consultation with the electricity supply sector, so that this plan can be adopted by state decree. The ESP consists of 3 parts:

- Strategic plan: the ESP lays down the strategic component for the sector. The strategic plan must indicate, with a time horizon of at least 20 years, how further sustainability of the sector will be achieved.
- Technical plan: the ESP identifies the needs for capacity expansion in terms of production, transmission, and distribution for the 5-year period, all of this incorporated into an overall financial projection of operational and other costs;
- Regulatory plan: in order to ensure that the implementation and supervision of the regulation of the sector by the EAS takes place on the basis of predictable business considerations, the ESP lays down rules based on the Electricity Act 2016 to which all actors in the sector are bound.

The main task of the sector is to ensure the affordability, reliability, availability, social acceptance and sustainability of electric power. In this context, it can be stated that the problems of the electricity sector are mainly regard the following:

- Increasing demand for energy
- Introduction of cost-recovery energy tariffs
- Consumer and producer inefficiency
- Electricity law is very protective of electric utility interests
- Blackouts on an annual basis are about 1 to 2. Area blackouts occur more often
- Poor coverage in the interior
- The transition to environmentally friendly forms of electricity and power generation
- Centralized generation of electricity, which is a major impediment in view of climate change, particularly sea level rise and extreme weather events

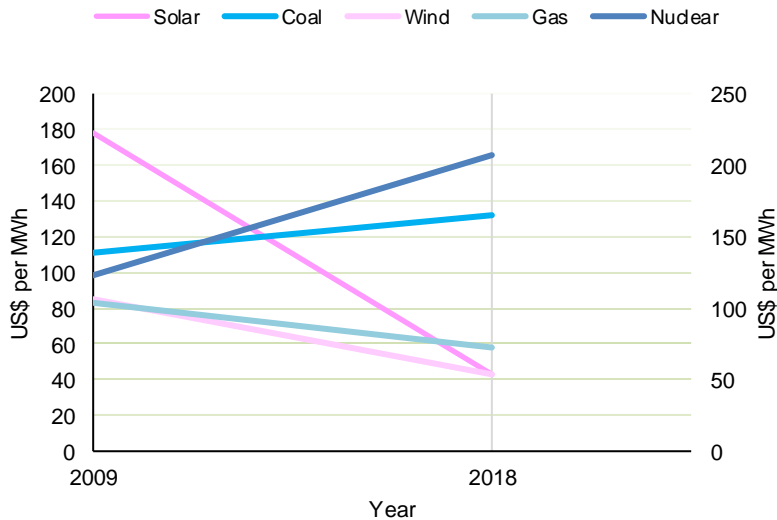
## A6.19.2 Global trends

The following trends are evident in the global energy sector:

- Increase in share of renewable energy in total supply
- Decrease in electricity prices from renewable sources
- Renewable energy is technically capable of providing baseload power using battery technology and electric cars, as well as reducing peak loads through appropriate business models
- Introduction of smart grids (where supply and demand are matched by communication)
- Growing number of microgrids, involving distributed energy generation with domestic self-generators
- Use of time-of-use pricing methodology
- Electrification of the transport sector

Graph A6.19.1 (source: IRENA)

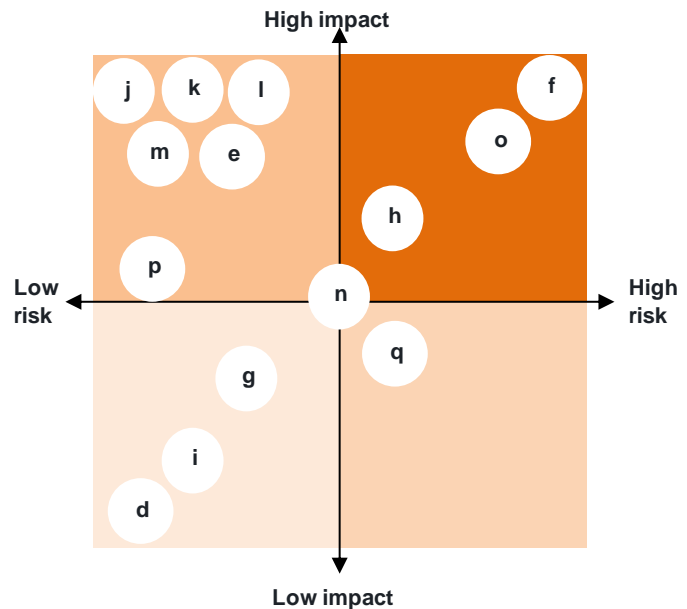
Electricity generation costs per technology





### A6.19.3 SWOT

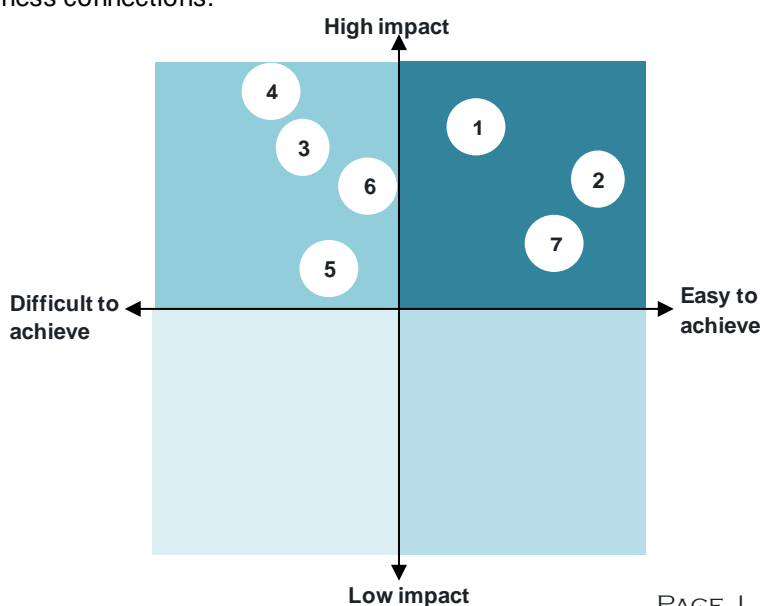
Strengths	Weaknesses
a) Reasonably developed technical framework to further develop and operate the electricity sector b) Central role of electricity supply c) Promulgation of the Electricity Law (E-law) and role and function of the Energy Authority Suriname	d) Smallness of scale e) Underdeveloped research and development capacity as well as renewable energy production capacity and services f) Centralized generation of energy g) Consumer and producer inefficiency h) Electricity law is very protective of electricity company interests i) Approximately 50 blackouts per year j) Poor coverage in the interior
k) Locally available renewable and non-renewable energy potential l) Electricity Law creates new opportunities, including for Public-Private Partnerships and Corporate Social Responsibility m) Implementation of a program for reduction of CO2 emissions and use of environmentally friendly electricity generation creates opportunities for the creation of new jobs and knowledge n) Plans for the establishment of a regional electricity network with the neighbouring countries	o) Climate change and new climate Protocols require a change in traditional technical business operations and production technologies p) Short-term, politically-determined filling of positions at the executive level which means there is no continuity of policy
Opportunities	Threats



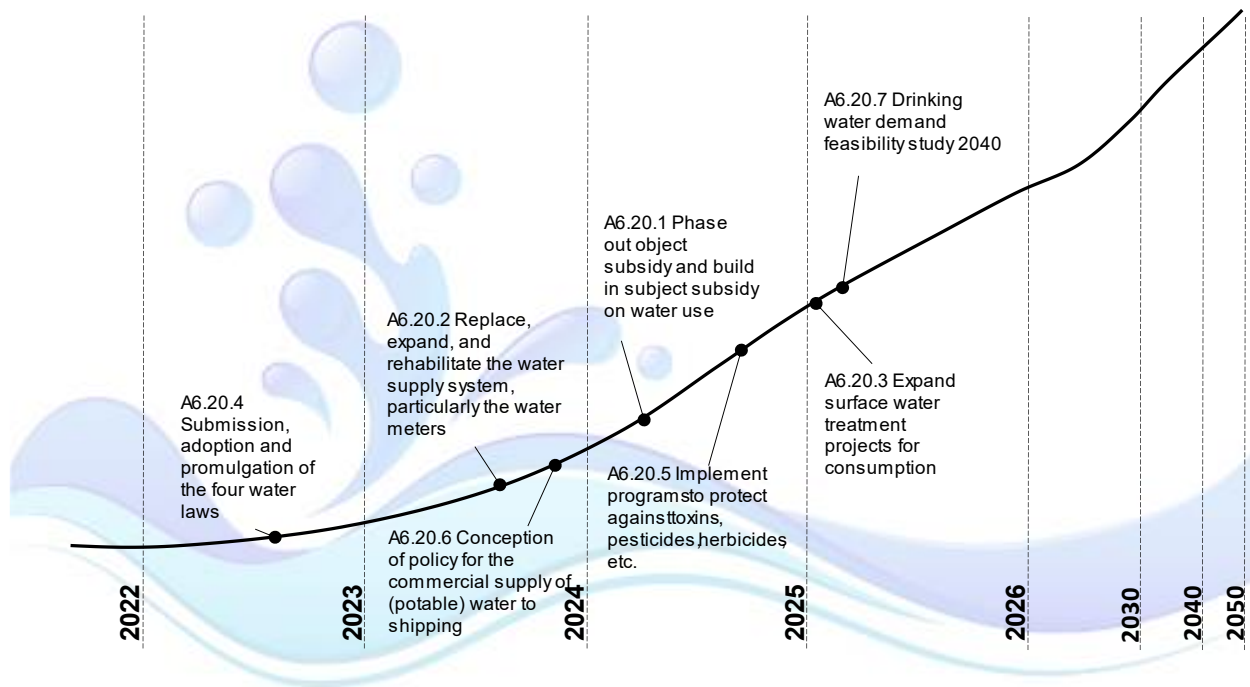
### Strategic Action Items

1. Conduct feasibility studies for renewable energy projects, as well as projects where possible offshore gas resources may play a role. Important in this context are feasibility studies for the Tapajai and Kabalebo projects, gas for the alumina/aluminum industry, etc.

2. "Consolidating the sustainability of the energy sector" project funded by the Inter-American Development Bank (US\$30 million). This includes start-up and operationalization of the EAS, restructuring of the EBS, dispute resolution, and preparation of an Energy Sector Plan (ESP). The ESP should (based on trends, global developments, and the SWOT described earlier) center on the following elements:
  - o Diversification of the energy technology portfolio in generation of energy as much as possible
  - o Geographically dispersed generation of energy (also for decentralized urbanization - see A6.27). There is also talk of exporting energy (in the form of gas or electricity), but exporting this comparative advantage for the benefit of foreign producers can be disadvantageous and counterproductive for local sectors.
  - o Framework for microgrids (with business models), mainly for the interior.
  - o Introduction of time-of-use pricing to influence electricity demand.
3. Adjustment of the electricity law, whereby autoproducers are not bound to a 50-50 supply-and-take quantity to the EPAR system.
4. Set up a guarantee fund at the CBvS with incentives for commercial banks (or only NOB) to provide financial products which pre-finance investments (purchase and installation) in renewable energy (mainly solar panels) for customers. For this renewable electricity the customer pays a tariff that is lower than the normal tariff over a pre-agreed period. The customer has a lower energy bill. Government buildings should take the lead in this.
5. Establish efficiency standards and incorporate them into standards for housing, spatial planning, road networks, etc.
6. Set up micro grids for villages in the interior (including through the India credit line).
7. Reduce the cost for new business connections.



## A6.20 Drinking Water Supply



### A6.20.1 Overview

Providing the population with good and affordable drinking water is in the interest of both public health and the socio-economic development of the country. The drinking water supply in the coastal strip, about 50 km inland from the ocean is realized by the Suriname Water Supply Company (SWM), a 100% state-owned company and by the Department of Drinking Water Supply of the Ministry of Natural Resources (NH/DWV). The SWM has taken over the drinking water facilities in the coastal plain from the DWV. There is close cooperation between the Suriname Water Supply Company (SWM) and the Department of Drinking Water Supply (DWV) of the Ministry of NH. The goal of this cooperation is to achieve synergy and efficiency in the production, transport and distribution of drinking water. Currently, approximately 75-80% of the population in the coastal plain and less than 40% of the population in the interior have access to safe drinking water. Drinking water supply in the interior of the country is free of charge.

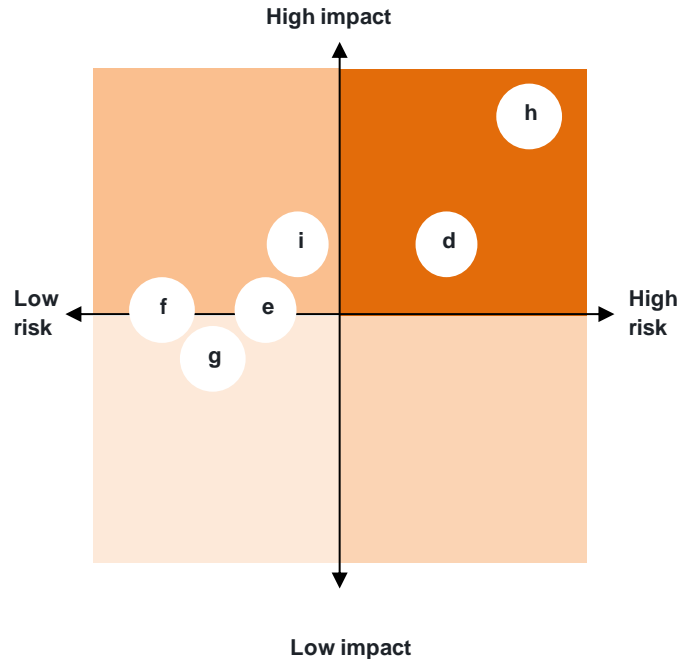
Suriname faces several significant constraints with respect to sustainable and integrated water management. These include the lack of drinking water in various regions of the country, risks due to flooding during heavy rains and shortages of irrigation water for the agricultural sector during dry seasons. Another common phenomenon is water pollution due to inadequate wastewater treatment, the use of pesticides and contamination from gold mining activities. These are major challenges to the quality of water.

The capacity of the pumping stations for drinking water supply is not yet sufficient. The infrastructure is partly outdated and not all areas are provided with water connections. Still in the year 2021 a large part of Commewijne will be supplied with drinking water by the commissioning of a surface water purification plant near Peperpot. The plant has a purification capacity of 500 cubic meters of water per hour, enough for 10,000 households. The residential areas beyond Tamanredjo along the east-west connection are not yet covered. In Commewijne, the necessary infrastructure is lacking in some places. Therefore, the water station at Morico, near Stolkertsijver, will have to be finished and put into operation.

The SWM is also in the process of assessing what the demand for water will be until 2040. For this, a feasibility study needs to be conducted. In a 2017 study entitled "Assesment of groundwater salinities in the aquifers of the coastal plain of Suriname," it was shown that the groundwater resources in the coastal plain are so large that they can certainly meet the water needs of the entire coastal plain, including Paramaribo, until the end of this century. This study used data from 60 deep wells that Staatsolie made available. Now that the study is complete, the projects can be offered for financing to funding organizations so that the need can be met. It is important to note that our groundwater resources, in the face of climate change, are strategic resources. These reserves should be conserved for posterity for as long as possible.

## A6.20.2 SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>a) Huge reserves of mineral and surface water. At current levels of consumption, the mineral water supply is sufficient for 900 years</li> <li>b) Sufficient knowledge and experience of Suriname in the sector to further develop the sector</li> <li>c) Central role of water supply</li> </ul>	<ul style="list-style-type: none"> <li>d) Insufficient legislation, regulations and institutions to protect our water resources and regulate the sector</li> <li>e) Despite transparent costing, the SWM and the Department for Drinking Water Supply have not been able to pass on a cost-recovery rate to their clients which is stagnating development and business operations</li> <li>f) Part of the water meters indicate a value that is too low and have a short life span (according to a pilot; information at Ministry of F&amp;P)</li> </ul>
<ul style="list-style-type: none"> <li>g) Opportunities for certified companies to increase the production of water for export</li> </ul>	<ul style="list-style-type: none"> <li>h) The effects of climate change, the social and environmental impacts of economic activities (including agriculture and mining) can render the availability and quality of surface and ground water resources unusable</li> </ul>
<b>Opportunities</b>	<b>Threats</b>

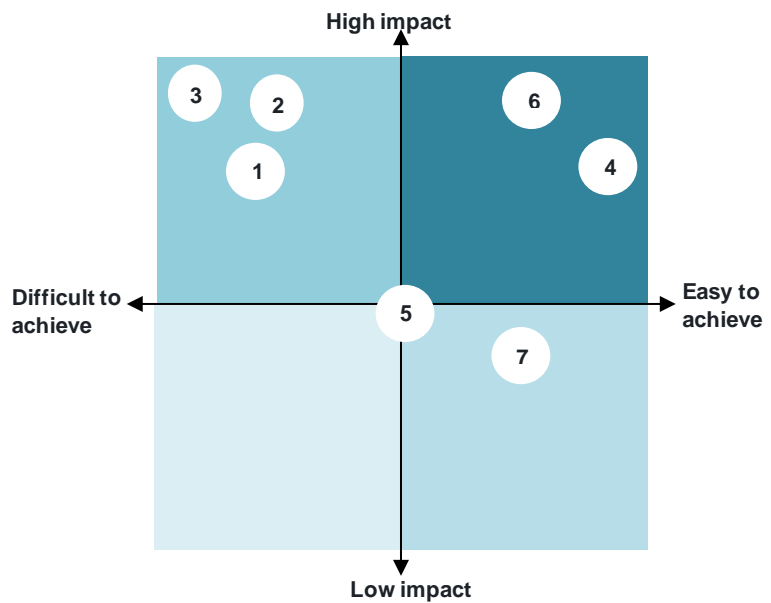


### Strategic Action Items

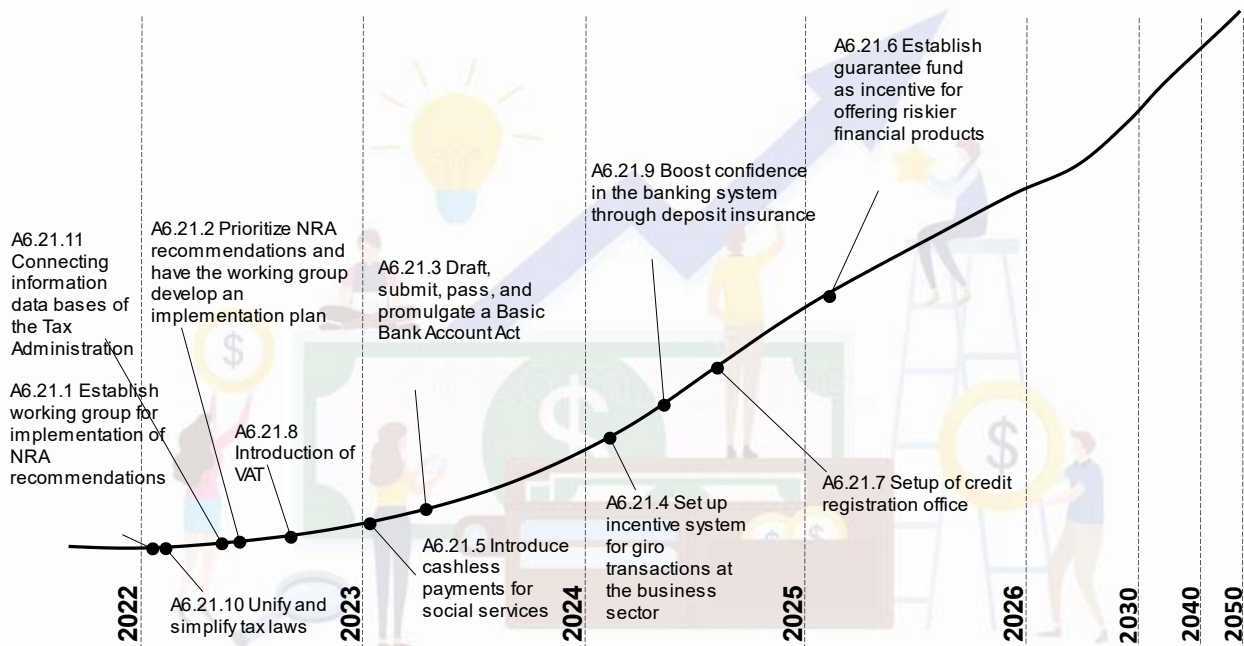
1. Phase out object subsidy and go to subject subsidy where necessary; this also leads to healthier operations to make investments.
2. Expand the number of projects, especially in the interior, to purify surface water for consumption. As early as 2021, a three (3) km pipeline network will start to supply drinking water to the village of Guyaba. This will be followed by the villages of Pamboko and Kajapati. In the period 2022-2026 a large part (of the more than 50 villages with over 50,000 inhabitants) along the upper reaches of the Suriname River should be provided with piped water.
3. Start with the replacement, expansion and rehabilitation of the water supply network in the various districts. This will result in the reduction of leakage losses and the so-called Unaccounted for Water (UfW), which together amount to around 45%. The optimization of the constructed infrastructure (production, purification, distribution stations, and pipes) as well as expanding the number of connections throughout Suriname.
4. Adoption of the four water laws (Drinking Water Quality Control Act, Groundwater Act, Groundwater Protection Areas and Water Authority Act), to implement Integrated Water Resources Management and protect groundwater.
5. Implementation of programs for protection from hazardous substances (for example) mercury, pesticides, herbicides and other harmful substances, application of environmentally friendly

methods that do not contaminate drinking water resources and participation in international cooperation around relevant environmental and climate treaties.

6. With the arrival of shore bases for offshore oil exploitation, and the business clusters mentioned in this Development Plan, it is to be expected that more ships will purchase (drinking) water. For this - and, by extension, the export of water - proper policies must be made regarding supply, prices, quantities, etc.
7. Implementation of feasibility study on water requirements 2040.



## A6.21 Financial Transactions



### A6.21.1 NRA, financial inclusion, and activity

Financial traffic consists of services that establish connections between local and foreign companies, individuals, governments, etc. Poor financial traffic therefore results in obstacles to business activity. This traffic must take place within a certain framework of laws and regulations, of which the regulations with regard to anti-money laundering & financing terrorism (AML/FT) are an extremely important element, especially in an international perspective. In this regard, a National Risk Assessment (NRA) has recently been carried out, which provides an overview of recommendations to better embed AML/FT in financial transactions, in order to make them safer and smoother (foreign companies, for example, do not want to do business if they think there is an increased risk). To identify the opportunities, threats, weaknesses, strengths, considering of the action points, etc., reference is made to this NRA document.

Monitoring of AML/FT can be better conducted when transactions are in view of the relevant agencies. To this end, it is important to accelerate the financial inclusion of individuals and (informal) businesses. This also has the advantage of reducing the informality of economic activities and creating more opportunities for people in the districts and the interior, a so-called "financial inclusion". To this end, it must be made easier for people and companies to open a bank account, payments via (mobile) internet must be made more attractive, government payments must increasingly be made by giro, more Point-of-Sale devices must be implemented, and more ATMs must be set up in the country.

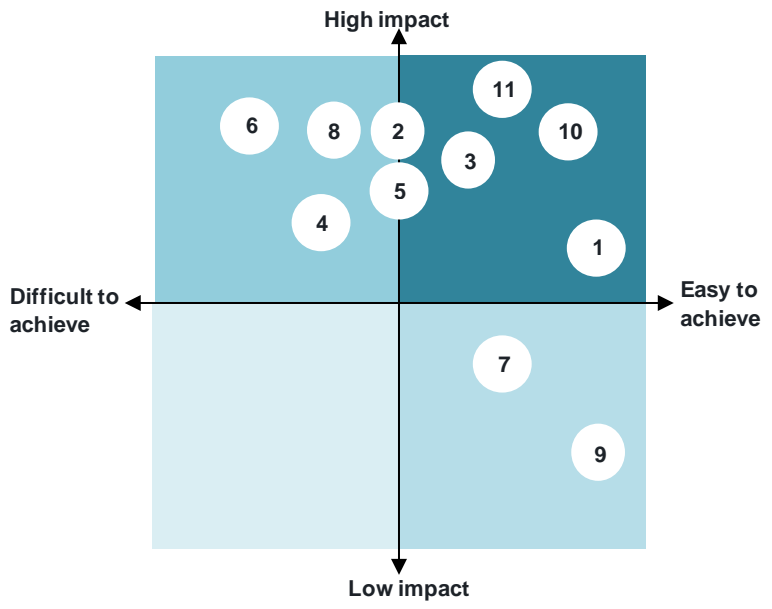
To further accelerate business, it is strongly recommended that the Central Bank of Suriname establish a guarantee fund to offer commercial banks riskier products (to them) in particular credit insurance and

specific "operating lease" products (the guarantee fund and the offering of these products can also be done through the National Development Bank). An example of the latter is the complete pre-financing of solar panels for residential properties, where the bank pays the importer and installer, and the homeowner pays the bank a rate for the electricity supplied over a predetermined period that is lower than the normal rate. Especially now with the advent of these action items, the establishment of a credit registration agency becomes a necessity.

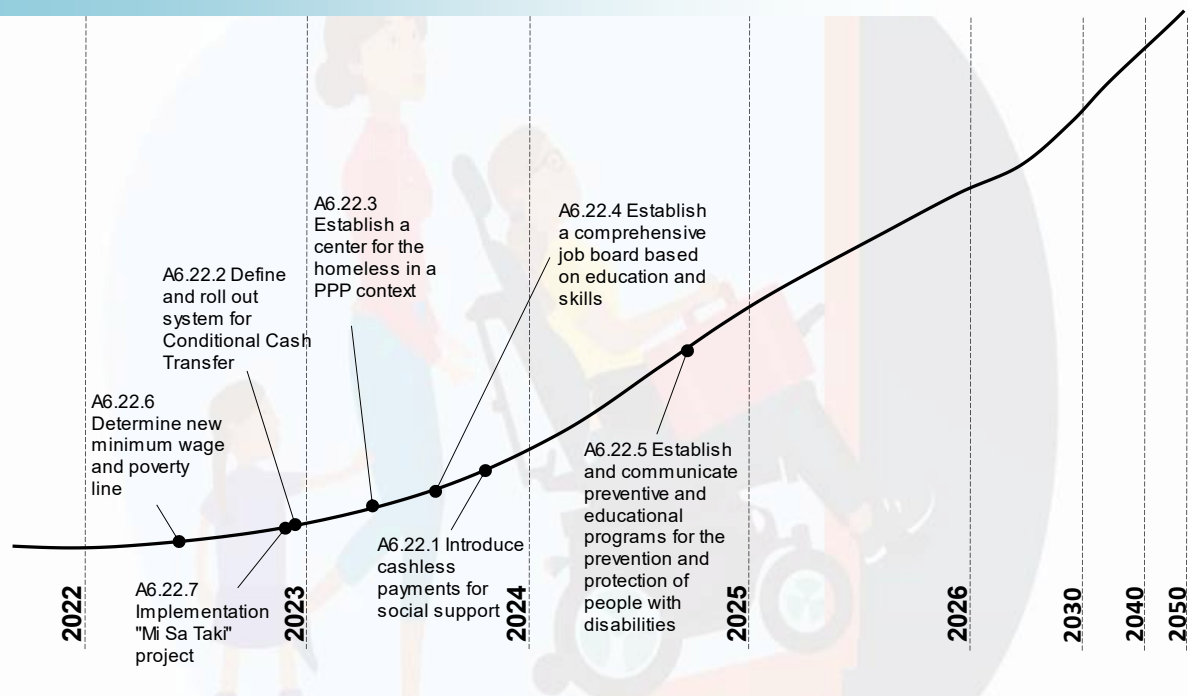
## **Strategic Actions**

1. Establish inter-ministerial working group on implementation of NRA recommendations with a clear mandate and with direct reporting and accountability to the Cabinet of the President.
2. Prioritize NRA recommendations and prepare an implementation plan by the working group.
3. Through a Basic Bank Account Act, enable every citizen to open an account, promoting financial inclusion while facilitating digitization of government and other transactions.
4. Establish a system of incentives for non-cash transactions to be implemented through the business community.
5. Gradual implementation of cashless payments for social benefits (e.g. AOV).
6. Establish guarantee fund as an incentive for offering riskier products, especially credit insurance and operating leases.
7. Establish credit registration agency with clearly defined processes.
8. Implementation of Value Added Tax (VAT).
9. Through a deposit guarantee, give citizens more confidence in the banking system, once the banking system is strengthened.
10. Unify and simplify tax legislation through the General Law on Customs, General Law on Taxation and Tax Collection Law.
11. Connecting information databases at the Tax Administration with other databases, such as at the banking and insurance industry, MI-GLIS, etc.





## A6.22 Social Protection

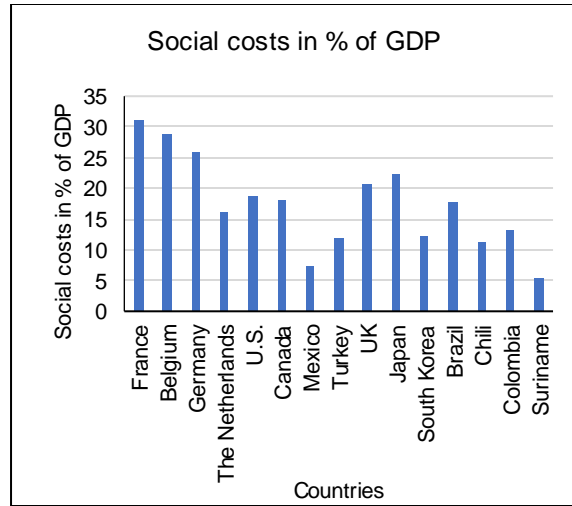
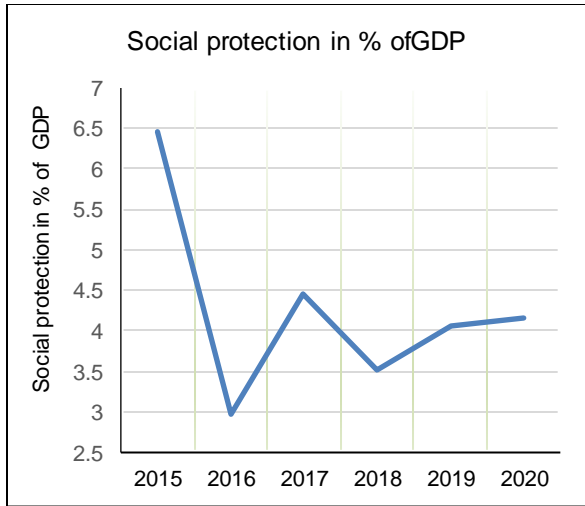


### A6.22.1 Overview

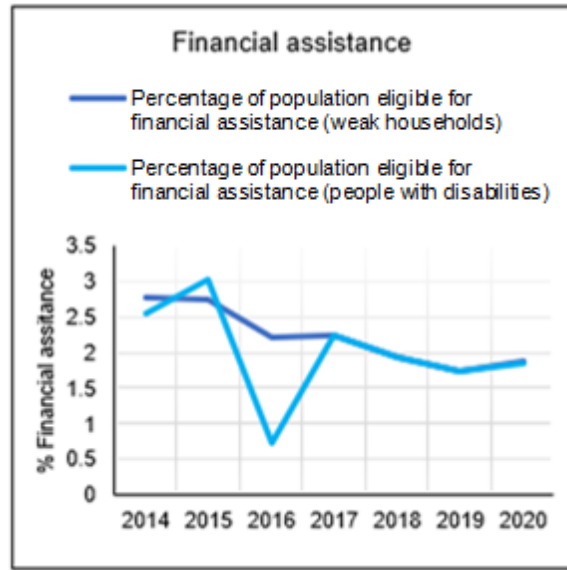
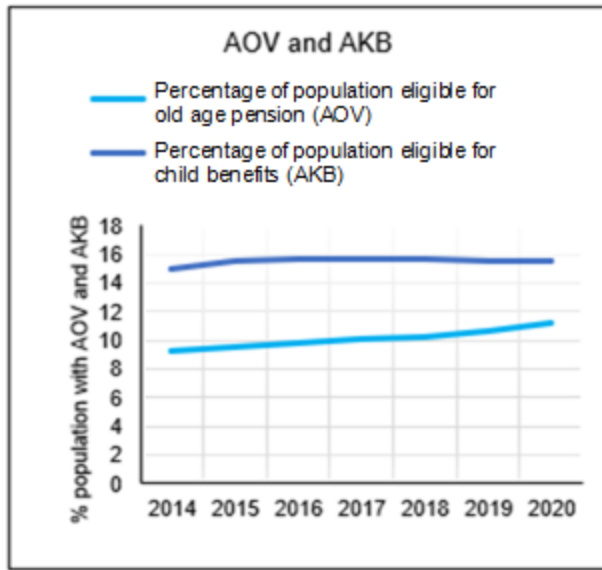
Social protection (social services and social insurance) focuses on supporting vulnerable individuals and groups in society. The 2013/2014 household budget survey found that 23% (approximately 124,350 individuals) from the society experienced extreme poverty based on the World Bank's international extreme poverty line (\$1.90 per day). In this study, approximately 25% of the population was characterized as extremely poor, based on the national poverty line of SRD 309.00 per month (Kisoensingh, 2021). The gap between rich and poor creates a social and financial dependence on the government (social and financial exclusion) in the community.

In 2021, about 5.3% of GDP is calculated to be allocated to social spending. From the year 2015 to 2020, there is a clear increase in the number of people older than 60 years who are registered with the ministry and are eligible for AOV benefits annually. The number of children who are eligible for General Child Benefit (AKB) annually through the ministry has increased to 11.2% from the total population over the past five years. Compared to the AOV and AKB trend, as of 2017 there is a fluctuation in the number of people eligible to receive financial assistance from the government. Only 45% of the world's population is effectively covered by at least one social benefit, while the remaining 55% receives no social protection. In Suriname this figure appears to be lower (see graphs on the next page), however, the government also intervenes financially in matters such as additional medical expenses and housing, which is not reflected in these graphs. In addition, many countries are moving to Conditional Cash Transfer programs as part of their regular social policies to address poverty.

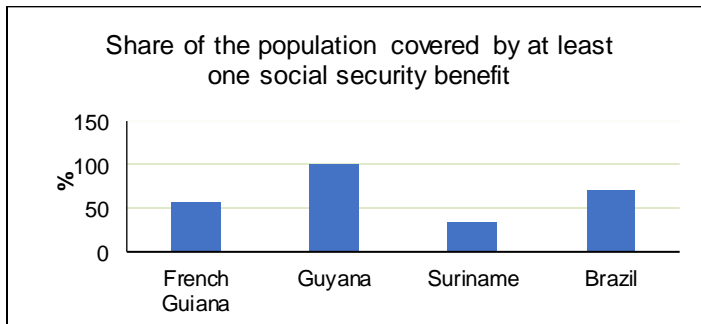
Graphs A6.22.1 Social protection in % of GDP and A6.22.2 Social costs in % of GDP



Graphs A6.22.3 AOV and AKB and A6.22.4 Financial assistance

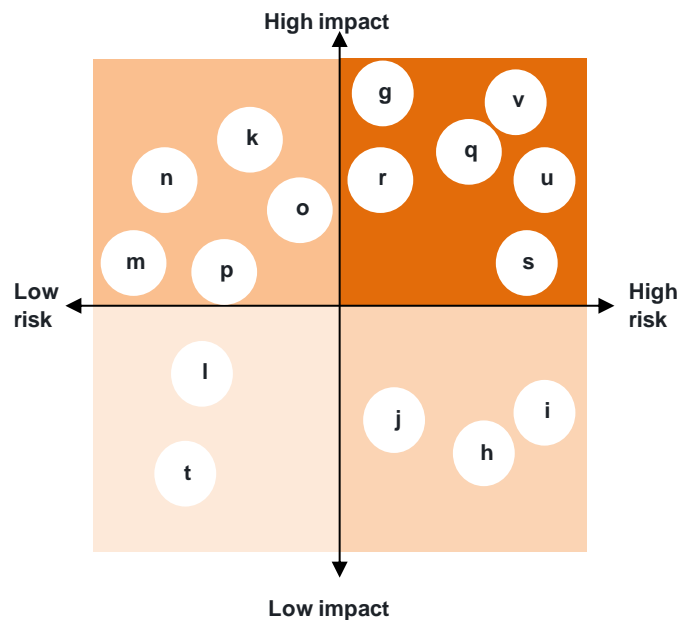


Graph A6.22.5 Share of the population covered by at least one social security benefit



## A6.22.2 SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>a) Social and labor legislation in effect</li> <li>b) Decentralization of services</li> <li>c) Poverty reduction through equal opportunities for society</li> <li>d) 5.3 % of GDP spent on social expenditure</li> <li>e) Increase in social welfare payments</li> <li>f) Initiative launched with the business sector for financial inclusion through the channelling of social expenditure to vulnerable households and people with disabilities.</li> </ul>	<ul style="list-style-type: none"> <li>g) Social programs are one-sided: with no quid pro quo</li> <li>h) Registration and card files of social benefits are polluted by duplicate and unjustified registrations</li> <li>i) No differentiation according to the different types of disabilities</li> <li>j) Lack of social inclusion: current social safety net programs are not sufficiently responsive to the needs and behaviors of all groups</li> <li>k) Lack of financial inclusion</li> <li>l) Shortage of specialists to implement policies</li> </ul>
<ul style="list-style-type: none"> <li>m) Cleaning up and making transparent the digital files within the social security system</li> <li>n) Encourage economic independence through job creation and training/ counseling of the incapacitated and disabled</li> <li>o) Digitalization of government services</li> <li>p) Encourage and implement financial inclusion</li> <li>q) Funding available for homelessness issues.</li> </ul>	<ul style="list-style-type: none"> <li>r) Increasing poverty, because of scarce social services and access to them</li> <li>s) Growing number of beneficiaries for social services threatens the continuation of the social protection system</li> <li>t) Logistical challenges and infrastructure (e.g., the interior)</li> <li>u) Increased dependence of vulnerable groups on the government, through the various social benefits</li> <li>v) Large-scale fraud within registration and benefit systems</li> </ul>
Opportunities	Threats

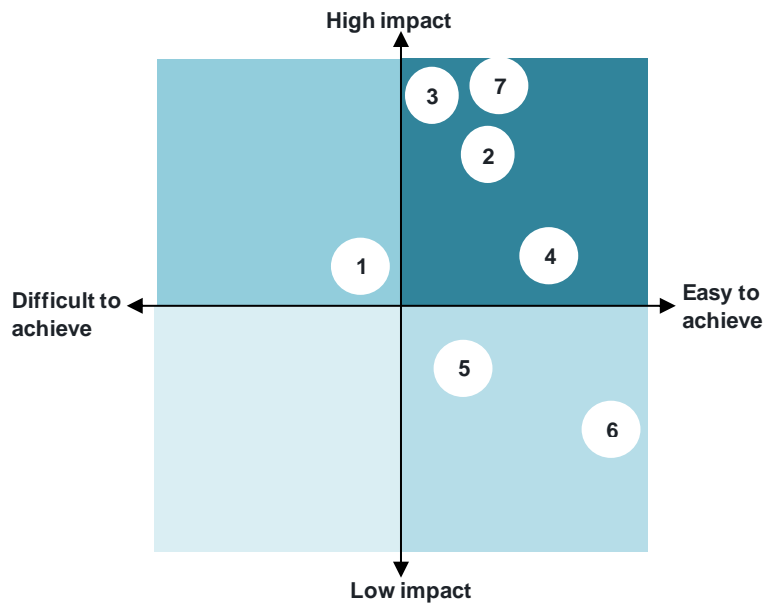


## Strategic Action Items

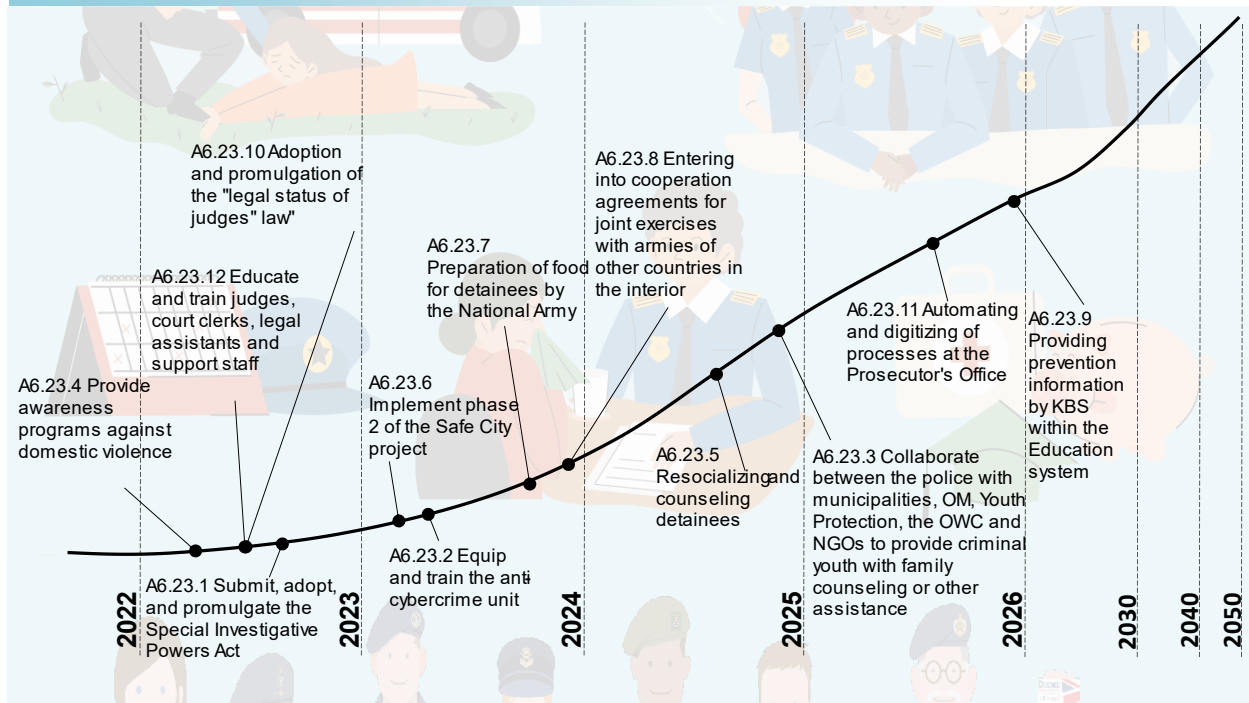
1. Through financial inclusion, all financial assistance, such as assistance to people with disabilities and socially vulnerable households and Covid-19 assistance, is transferred through a debit card system to a bank account. This payment system lowers the risk profile for the entire financial system and ensures smooth and transparent handling of payments and savings in operating costs. The first step of financial inclusion (from cash to giro) has already been made in July 2021.
2. Conditional Cash Transfers (CCT) as an instrument for poverty reduction is mainly focused on the development of human capital by investing in health, education and nutrition. It can be applied in Suriname if a good strategic communication plan is implemented, whereby the mindshift within society changes from the current (unconditional, without quid pro quo) to a conditional system with expected quid pro quo; this system individualizes the social system and offers tailored support. Offering more inclusiveness and employment to women, people with little (vocational) training, people with disabilities, socially disadvantaged people and people from disadvantaged areas (social inclusion) can lead to the implementation of CCT.
3. The problem of homelessness can be solved by offering facilities and resources, including the establishment of a center for the target group in the context of PPP; to this end, a concrete project proposal has already been proposed to the government; the establishment of a fully equipped resocialization project (on a site of 7ha behind the JAP airport), whereby 250 homeless people will be sheltered at a location outside Paramaribo with good psychiatric help, can learn a trade and will be put to work to earn a living.
4. The employment problem can be solved by providing a large job bank for the job seekers that is focused on their level of education and skills. Promoting independence and social integration (acceptance, self-efficacy and self-reliance) of persons with disabilities can be achieved by creating more employment opportunities, providing training and sports and recreation facilities for the target group. Carrying out more projects such as 'Basic Needs Trust Fund project' in which micro-entrepreneurship for people with disabilities is stimulated through training.
5. Prevention and protection of people with disabilities can be achieved through the use of preventive and educational programs, where the causes for physical, visual and psychological impairment are examined. This, especially focused on the rural area since the number of people with disabilities in the interior is quite high. Providing public facilities such as improved transportation, shelter and housing (especially for persons over 18 years old) and offering home care contributes to the active participation and integration of people with disabilities in society. Supporting parents whose children have a disability, through networking with NGOs and private organizations that are working with

the target group in a targeted way, i.e. "Community Based Rehabilitation". More projects should be started and/or the project 'Sori Yu Srefi' (freely transl. 'show yourself') should be continued.

6. Regularly (every 1 to 2 years) determine a new minimum wage and poverty line and publish an updated report "Poverty Line Suriname".
7. Implement the "Mi Sa Taki" (freely transl. 'I will make myself heard') project, a nationwide approach spread over years to counter violence against children. This approach, which includes targeting families separately, has been thoroughly tested against Surinamese practice and has proven to bear fruit.



## A6.23 Security



### A6.23.1 Overview Security

Security is an important prerequisite for prosperity and well-being, where attention must be paid to crime control, fire safety, traffic safety and cross-border crime. These areas have the following characteristic facts:

- Increase in crime in 2020 compared to 2010: nationwide registered cases of crime by 3%, registered cases of theft by 364.8%, registered cases of deprivation of life by 100%, registered cases of murder by 68.4%, registered cases of drug crime by 5.5%, registered cases of juvenile crime by 133.7%, registered cases of homicide by 142.6%.
- Suriname, compared to the region, has a low murder rate and a high burglary rate.
- Despite the pandemic with lockdowns, the number of fatalities in the first half of 2021 is almost double compared to the same period in 2020.
- Increase in residential building fires by 7.7% in 2020 compared to 2010.
- Increase in natural disasters by 100% in 2020 compared to 2010.

However, achieving the goals of safety is prevented by the following major structural deficiencies :

1. Insufficient funds available for realizing projects related to security in the 2021 budget of the Ministry of Justice and Police and Defense. About 7% of the total budget of the Ministry of Justice and

Police goes to policy, of which about 3.1% goes to Security. At the Ministry of Defense, about 1.7% of the 2021 budget goes to implementing policy.

2. The foregoing results in a shortage of equipment and overdue maintenance.
3. Ageing of the KPS by 10% in 2018-2019.
4. Understaffing at the KPA. Currently, KPA has 243 correctional officers, while it is indicated that there is a need for an additional 144 officers.

### **A6.23.2 Overview Legal Certainty**

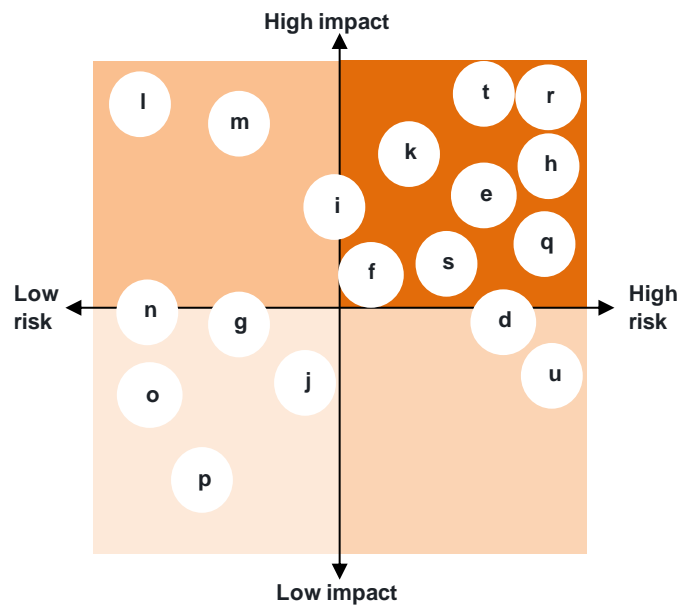
A specific component of the Security Policy Area is Legal Certainty, namely the guarantee that the judiciary is bound by rules of law. The achievement of the goals of the Judiciary is prevented by the following deficiencies in particular:

- Understaffing of the Judiciary: currently there are 26 judges, while according to the Law on the Establishment and Composition of the Judiciary there should be at least 40 judges. As a result, handling of court cases often takes a long time. An interesting comparison, however, shows that a country such as the Netherlands has slightly more than 7 times the number of court cases per 100,000 inhabitants, but less than 3 times the number of judges over the same population, and yet the handling of court cases is smoother (it does have 6 times as many courts). This raises the question of whether the actual problem lies in the inefficiency of processes, lack of automation (ICT), well-defined responsibilities, etc.
- Insufficient funds available for the realization of Judiciary projects in the budget of the Ministry of Justice and Police. About 7% of the total budget of the Ministry of Justice and Police goes to policy, of which about 1% goes to strengthening the Judiciary.



### A6.23.3 SWOT

Strengths	Weaknesses
<p>a) Specific expertise available within the institutions involved in national security.</p> <p>b) KPS, KBS, and the Ministry of Defense participate actively in international collaborations</p> <p>c) Proactive and preventive firefighting services</p> <p>d) There is good cooperation between the Ministry of Defense and other ministries in dealing with the Covid-19 pandemic</p>	<p>e) Limited financial resources available to implement projects.</p> <p>f) Understaffing in the Corps (KPS and KPA).</p> <p>g) Only 16 percent of middle management and 8 percent of senior management present within the military</p> <p>h) In the absence of the Special Investigatory Powers Act (BOB), the police are limited in their investigative powers</p> <p>i) Understaffing in the judiciary (shortage of judges, court clerks and support staff)</p> <p>j) Slow judicial process/processing of court cases.</p> <p>k) Poor and outdated infrastructure and ICT facilities</p>
<p>l) Joint action of KPS, MP, BNV/Customs/Intelligence Unit/Security organizations in operations aimed at addressing the safety of citizens</p> <p>m) International cooperation in dealing with cross-border crime.</p> <p>n) Visibility of the National Army on the streets and in projects of citizens and the government</p> <p>o) International cooperation in the field of legal security.</p> <p>p) A process of corporatization of the judiciary has been initiated</p>	<p>q) Cross-border crime (maritime robbery, smuggling of goods, human smuggling, drug trafficking) and increased brutality of crime.</p> <p>r) Increase in natural disasters</p> <p>s) Illegal exploration of natural resources in the interior for which data is lacking.</p> <p>t) The occurrence of cybercrime</p> <p>u) The taboo surrounding domestic violence and the failure to report cases in this context in a timely manner</p>
Opportunities	Threats

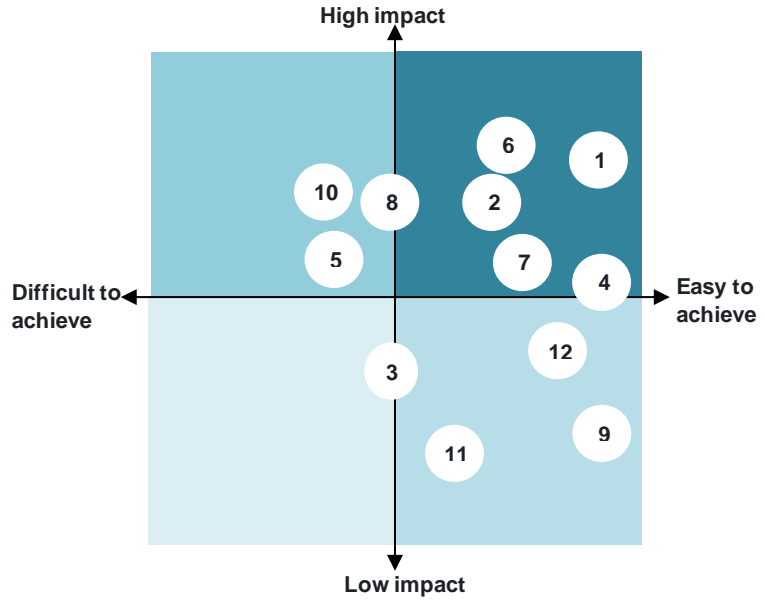


## Strategic Action Items

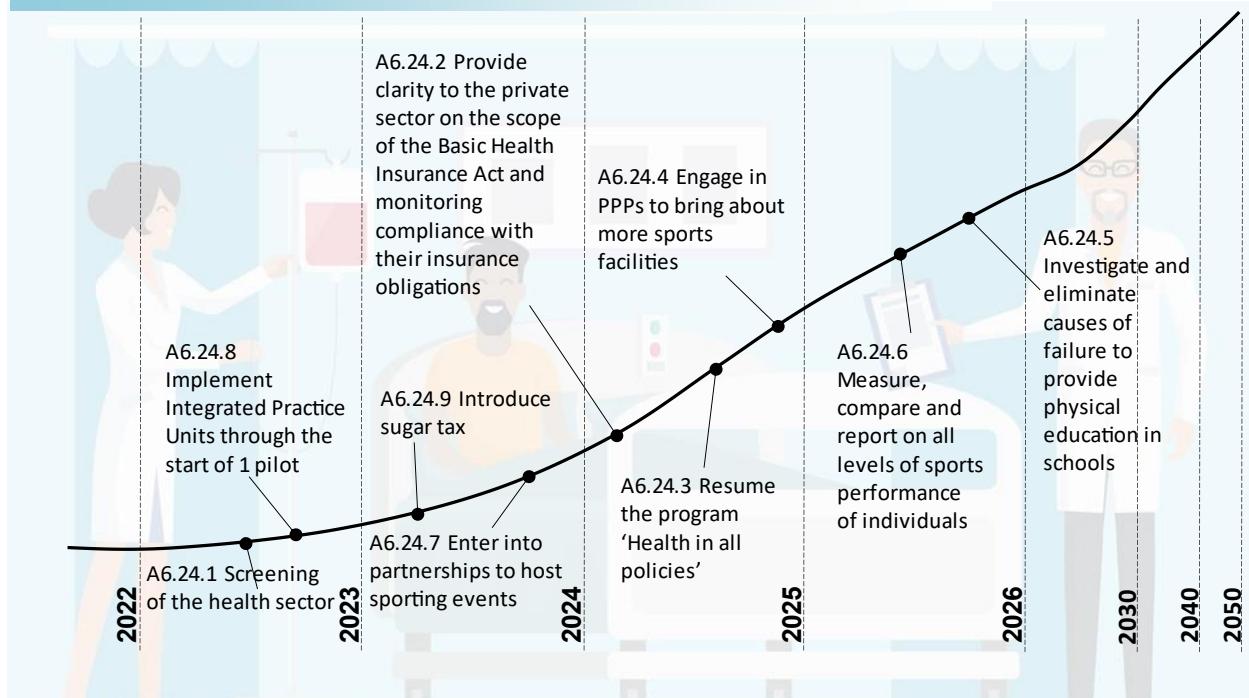
(Items related to surveillance are included separately A6.5 due to their urgent and cross-ministry nature)

1. Expanding detection and enforcement of public order and safety through the adoption and promulgation of the Special Investigative Powers Act (PDO Act).
2. The department in charge of cybercrime must be substantially equipped and trained: this has repercussions on the approach to drug crime, illegality, fraud, etc. This is of enormous importance as it can be expected that cybercrime will increase considerably in the coming years, whereby the impact may be disruptive for various sectors due to the small scale of the country.
3. Special attention should be paid to tackling juvenile crime, whereby the police work with municipalities, the Public Prosecutor, Youth Protection department, the education system and NGOs to offer criminal youths family counseling or other help.
4. Domestic Violence: awareness programs will be provided by networks and there will be greater involvement of all parties (e.g. government, NGOs) to provide assistance to victims of domestic violence.
5. Resocialization/guidance of detainees: there is a resocialization plan drafted for the duration of 5 years (May 1, 2020-1 May 2025), whereby detainees are used for various activities, both inside and outside the institution.
6. Implementation of phase 2 of the Safe City project.
7. The preparation of food weighs heavily on the budget of the Ministry of Justice and Police. Through the use of the National Army, food for detainees can be prepared to save the Ministry money.
8. Cooperation agreements to heavily increase joint exercises with armies from other countries in the interior.
9. Information on preventing fires provided by KBS within the educational system and other agencies on the early prevention of fires.
10. The aim is to have a independent budget for the Judiciary in the near future. Because the Judiciary is an independent state power, it should not be dependent on the other state powers for its resources. This requires the adoption and promulgation of the Law "Legal Status of Judges". In the year 2022, the institutional autonomization of the Judiciary will be continued with emphasis on staffing, application of relevant HR instruments, provision of facilities, drafting of legislation and further organizational development. In 2023, the laws to that effect will be promulgated so that the supporting processes can be placed in a separate legal entity.
11. Processes at the Judiciary must be described and reviewed. The latter should be done with automation and digitalization in mind. Then, tasks and responsibilities can be better divided and assigned to everyone in the organization. Finally, ICT systems must be implemented for automation and digitization, including the necessary training.

12. Educate and train judges, clerks, legal assistants and support staff. This can be done by setting up a structured and permanent system of basic and continuous training and intensive practice-oriented coaching of judges, court clerks and support staff (including legal assistants).



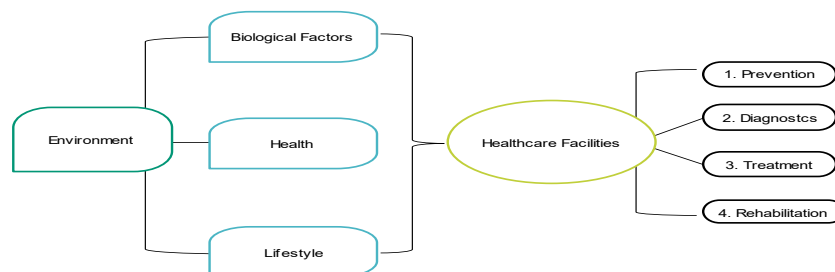
## A6.24 Public Health



### A6.24.1 Overview

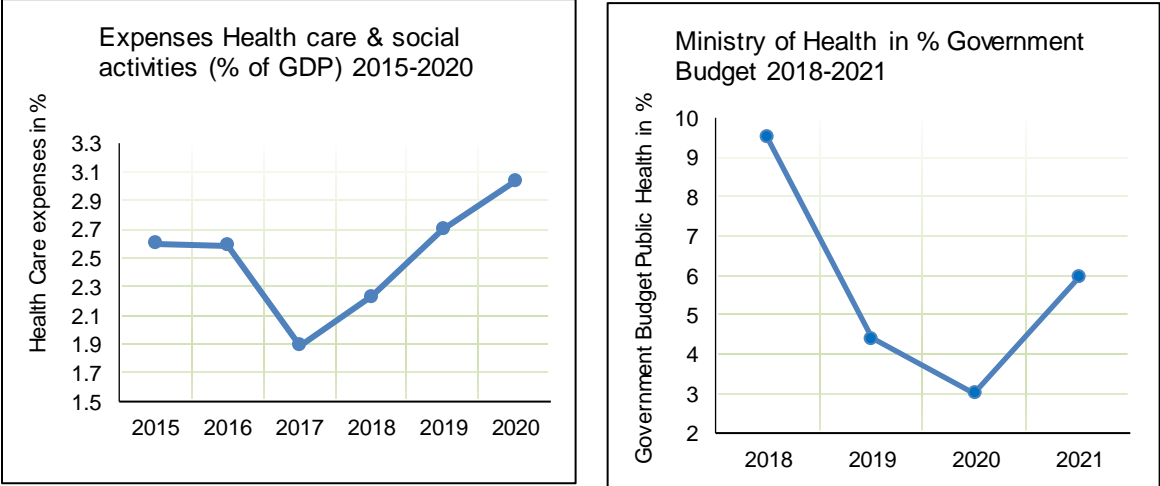
In line with the third of the seventeen Sustainable Development Goals (SDGs), health security has been set as a standard in this Development Plan. Factors, which affect health, can be summarized in four categories: 1. Biological factors 2. Health care facilities 3. Lifestyle and 4. Environment. Using the aforementioned categories, policymakers analyze health problems of health care recipients in order to better understand the origins of the problem, and to better tailor health care policy and the provision of healthcare to the problem and to the health care recipient. The full care cycle therefore consists of: 1) Prevention 2) Diagnostics 3) Treatment and 4) Rehabilitation.

Figure A6.24.1: Health determinants and the health cycle



Between 2017 and 2020, the share of healthcare spending in Gross Domestic Product steadily increased from 1.9 to 3%.

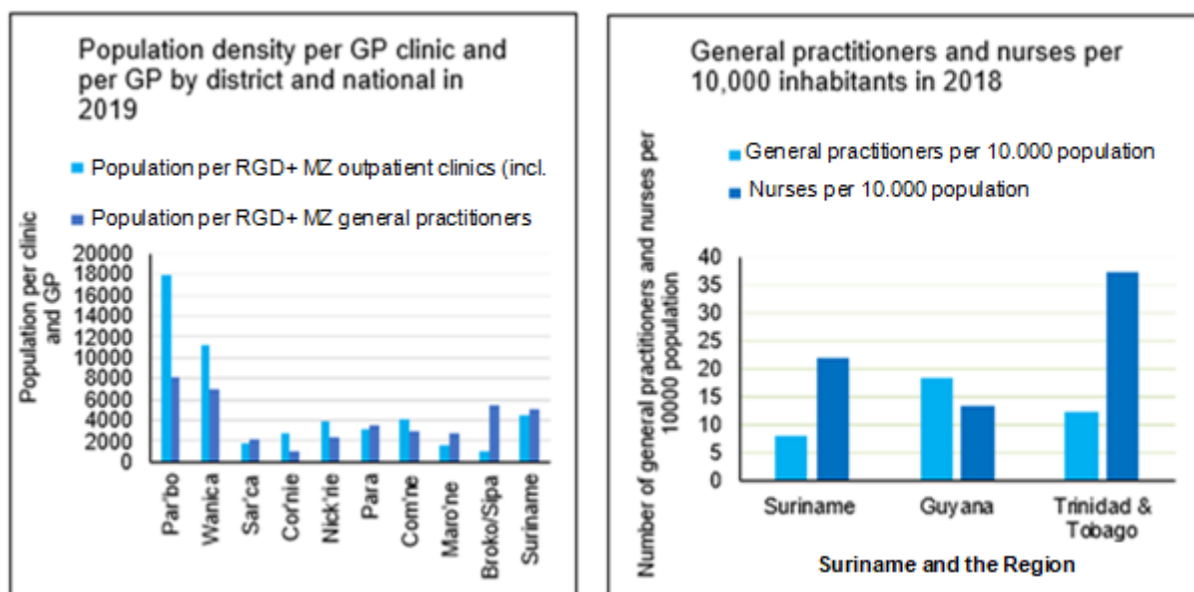
Graphs A6.24.2 and A6.24.3 (Source: ABS, Adaptation: SPS)



A sizeable share of resources is spent on policy programs: this decreased between 2018 and 2020, but increased by about 100% in 2021 (due to Covid-19). Chart 3 shows that Suriname had 7 family doctors and 20 nurses per 10,000 population in 2015, which number increased marginally by 1 health worker in 2018 to 8 family doctors and 21 nurses, respectively. In 2019, the population density per GP clinic in Suriname was 4,471. The districts of Paramaribo (18,020) and Wanica (11,192) had the highest density of outpatient clinics. Nationally, the density per GP was 5,139 persons, with higher figures for Brokopondo, Sipaliwini, Paramaribo and Wanica.

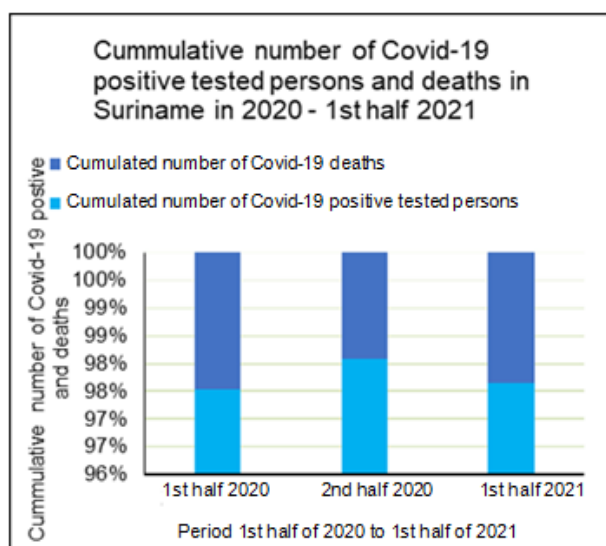
Among selected countries in the region, Barbados had the highest percentage of GDP (approximately 6.9%) spent on health care in 2016 followed by Trinidad and Tobago with 6.5%. However, only in Suriname the difference in public and private spending on health care was the highest, which implies that a relatively larger share of spending was covered by the public sector. Compared to Guyana and Trinidad and Tobago, Suriname had the lowest number of general practitioners per 10,000 population in 2018.

Graphs A6.24.4 and A6.24.5 (Source ABS, PAHO, Adaptation SPS)



The Covid-19 pandemic broke out in late 2019. Both the second half of 2020 and the first half of 2021 saw an explosive increase in the number of new Covid-19 infections and deaths in Suriname. By the end of 2020, the first vaccines were approved for administration by relevant national and international bodies. Between February and June of the current year, 160,268 people in Suriname received their first dose of AstraZenica vaccine and 35,926 were fully vaccinated.

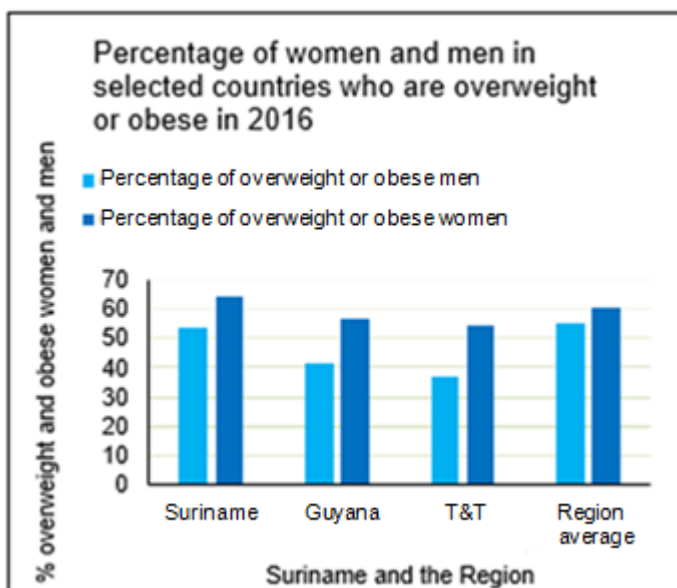
Graph A6.24.6



## A6.24.2 Healthy lifestyle

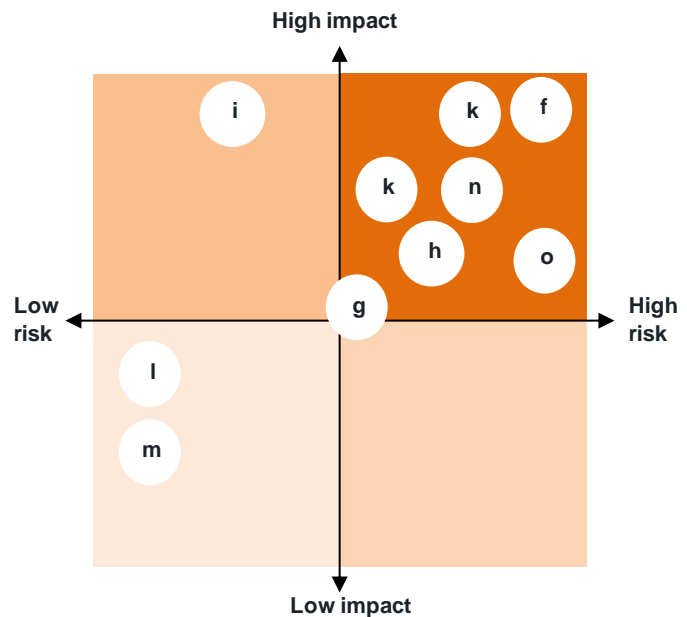
It has been proven that regular and groundbreaking exercise improves physical fitness by increasing human endurance. Increased exercise in conjunction with maintaining a healthy body weight and consuming a healthy diet can also contribute to a reduced risk of heart disease. In 2016, research showed that in Suriname 64.2% of women and 53.4% of men are overweight or severely overweight. The measured weight of Surinamese women was higher than the regional average.

Graph A6.24.7 (Source: PAHO)



## A6.24.3 SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>a) There is a lot of specialty care with associated expertise: nephrology, cardiology, neurology</li> <li>b) Medical Mission</li> <li>c) Hospital stay rates have been adjusted to a realistic level</li> <li>d) Good collaboration with foreign physicians and specialists</li> <li>e) There is a separate department for Sports Affairs</li> </ul>	<ul style="list-style-type: none"> <li>f) Inefficient implementation systems</li> <li>g) Insufficient focus on prevention</li> <li>h) No sectoral approach to living, housing and working environments</li> <li>i) Operational expenditure remains higher, in percentages, than investment expenditure</li> <li>j) Focus on micro rather than macro health targets</li> </ul>
<ul style="list-style-type: none"> <li>k) Financial injections by the government.</li> <li>l) Informing health care consumers of the value of health care products to control health care demand</li> <li>m) Top-class sport has potential</li> </ul>	<ul style="list-style-type: none"> <li>n) Health care providers emigrate or leave the industry for a variety of reasons</li> <li>o) Loss of productive life years due to unhealthy lifestyles and premature deaths</li> </ul>
Opportunities	Threats



### Strategic Action Items

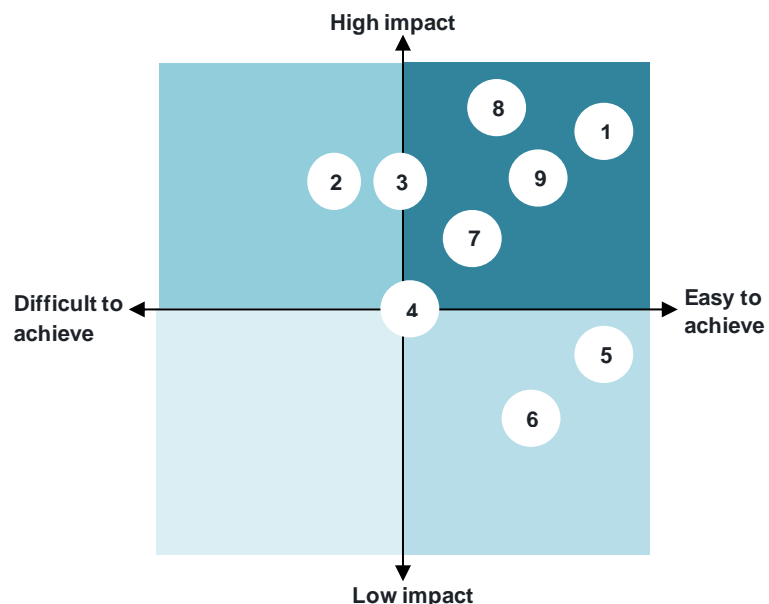
1. A (financial) review of work processes and cash flows within the health care sector, including hospitals, for rationalization and solving the structural funding shortfall in the health care sector.
2. Provide clarity to the private sector on the purport of the Basic Health Insurance Act and control of compliance with their insurance obligations, in order to increase the low percentage of GDP that the private sector spends on health care (2016: 1.8% compared to the government spending of 4.2%).
3. Resume the Health in all Policies program, ensuring that the preventive health approach is reflected in the policy formulation and implementation of all ministries. This should ultimately result in prevention and minimization of health problems, and low public and private health care expenditures.
4. In Public-Private Partnerships, introduce more public sports facilities, which are spread out and accommodate different sports.
5. Investigate and eliminate causes of failure to provide physical education in schools.
6. At all levels, measure, compare, and report athletic and educational performance of individuals.



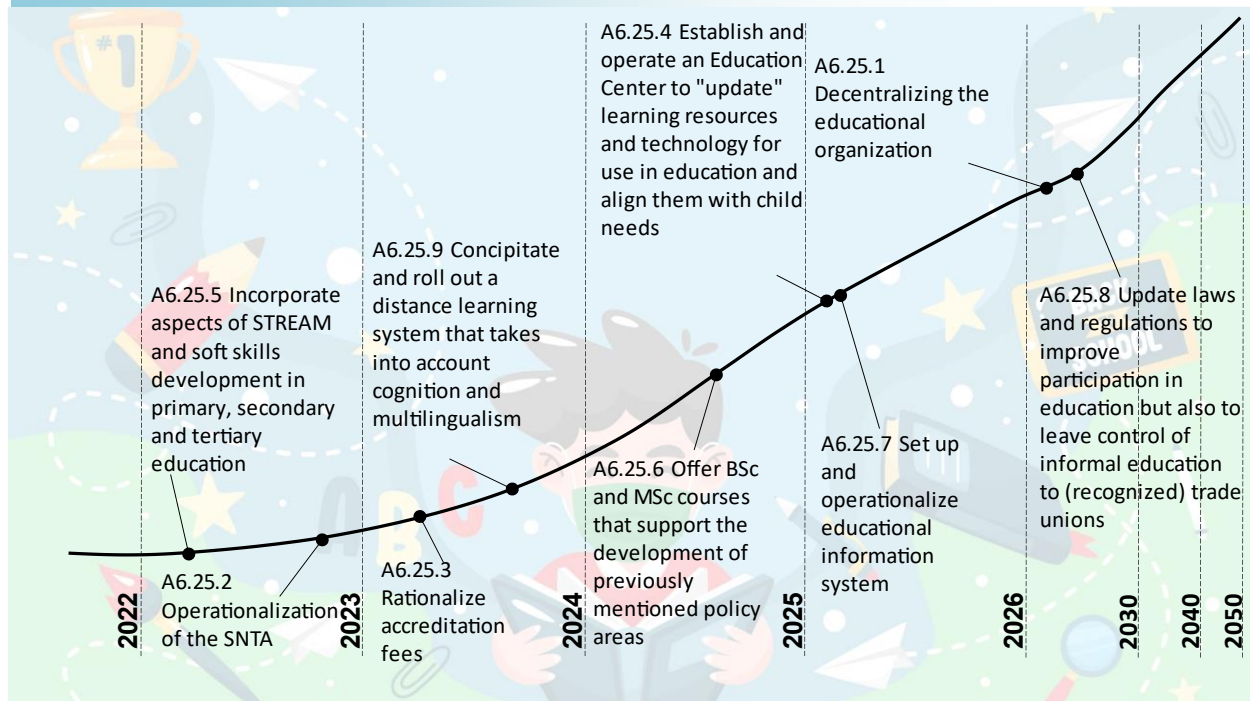
7. Establish partnerships with NGOs, institutions and organizations (schools, boarding schools, ressort and neighborhood organizations, districts and inter-districts, civil servants and business associations) and companies to organize sport events aimed at different target groups, such as youth, elderly, people with disabilities, etc.
8. Most of the medical costs (68% in 2016) go to treatment of diseases. About 80% of care is spent on chronic diseases and patients and 20% on other diseases. There should be a structural shift from secondary and tertiary health care to primary health care, where in addition to prevention, early identification of diseases is important for professional guidance. For efficiency (the affordability of care), this requires standardization, protocol, as well as regulation of the various care products, in order to ensure the quality of care provided.

By establishing 8 Integrated Practice Units (IPU), 80% of chronic care can be rationalized and decentralized (see A6.27, B3 and Appendix E), while at the same time improving access to care, generating a source of income for Suriname (medical tourism and offshore expatriates), while also creating employment opportunities. These are: Attitude and Exercise, Diabetes Mellitus, Cardiovascular, Maternal/Child, Neurology, Lung Center, Oncology and Eye Centers. The Diaspora Medical Team must realize an IPU pilot (for which they already have the funds and expertise), having been recognized as a health care provider by the State Health Fund.

9. Introduce "sugar tax" to discourage consumption of sugary products.



## A6.25 Education



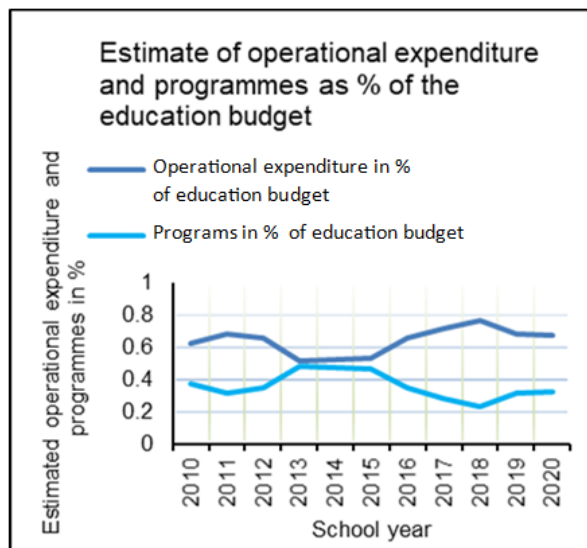
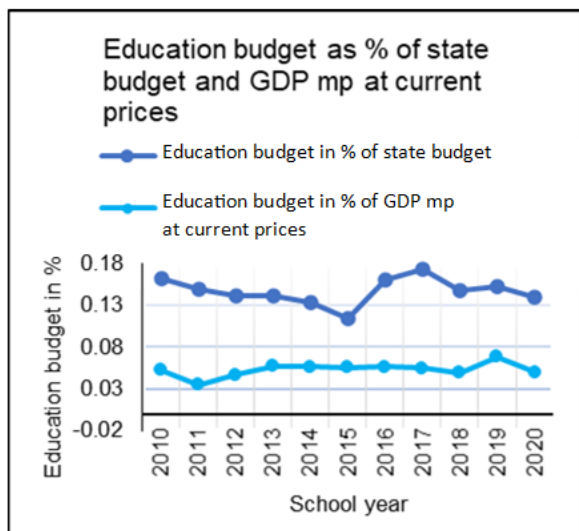
### A6.25.1 Introduction

In the period 2010-2020, the policy in the field of education - given the mission of the Ministry of Education, Science and Culture and the available inputs, and in line with treaties and initiatives to which Suriname is a party - was outlined and implemented. In this framework, activities were started and/or completed aimed at: (1) reorganization and institutional strengthening of the educational organization; (2) integration of health care delivery; (3) reforms within the education system including in basic and technical and vocational education, at the Institute of Secondary Economic and Administrative Education (IMEAO), the pedagogical institutions and the Institute for the Training of Teachers (IOL); updating outdated and/or incomplete laws and regulations; nationwide construction of schools and teacher housing; decentralization of secondary education - including vocational education - to the other districts and the interior; improvement of the quality of education in the interior; integration of ICT in education; capacity building, and accreditation of tertiary education. However, not in all cases, especially for technical education, IMEAO and IOL, have the intended results been achieved.

Chart A6.25.1 shows that, based on the international and regional 'benchmarks', as included in 'the Education 2030 Framework for Action', which recommends that 15-20% of public expenditure to allocate 4-6% of GDP to education, these standards have been met to a greater or lesser extent. However, Chart A6.25.2 shows that most of the allocated funds were for operational expenditures. Furthermore, cumbersome administrative procedures and the lack of resources, among other things, resulted in not all

of the allocated funds being received. Because of the successive receipt of less than estimated financial resources, a structural deficit arose, which led to, among other things, a stagnation in the implementation of educational programs.

Graphs A6.25.1 and A6.25.2 (Ministry of F&P, Adaptation: SPS)



### A6.25.2 Core data

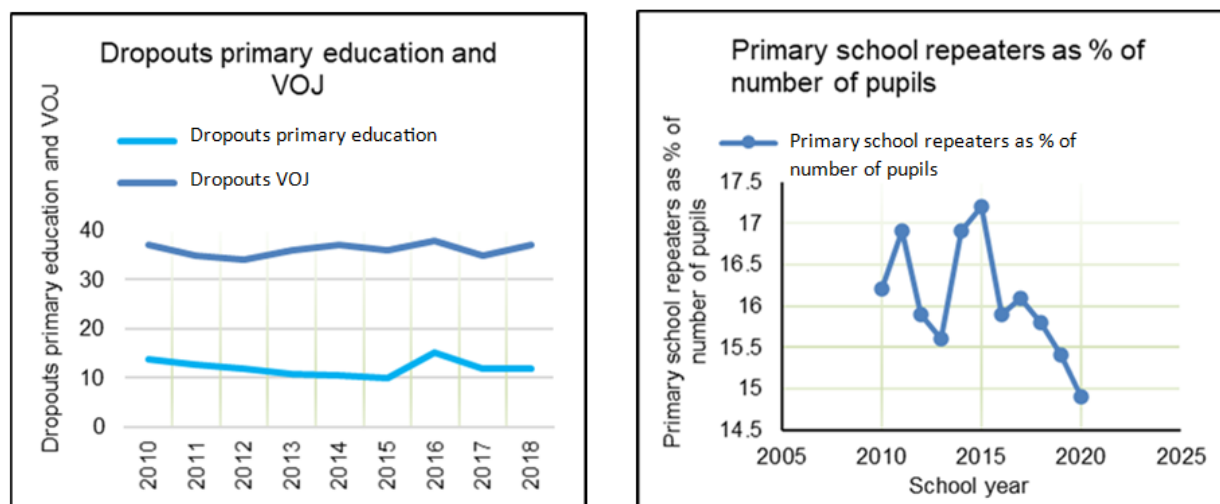
The commitment in 2015 to the UN 2030 Agenda, requires policy choices, which should result in a sustained improvement towards the benchmarks of the key indicators that give an indication on access to, participation in, quality of and equity in education. However, over the past 10 years there have been worrying developments in some of the key indicators that give an indication of the quality of education. In this context, the following can be mentioned: the percentage of students in kindergarten B and the 1<sup>st</sup> and 6<sup>th</sup> grades of primary education and the last grade of VOJ who have the minimum skills in reading and mathematics; the percentage of early school leavers, dropouts and rejected students at primary and secondary level.

#### *Minimum skills in reading and math*

Data measured during the Multiple Indicator Cluster Survey (MICS) 2018 showed that only 29.7 and 12.3% of students in relatively kindergarten B and 1<sup>st</sup> grade of primary school had the minimum skills for reading and math. For children in the last grade of primary education and VOJ, the percentage was 58.9 and 53.3, respectively. These figures are very low, which means that early on, students who, for one reason or another, are behind in reading and mathematics need extra help through remedial teaching to catch up and avoid dropping out of the education system prematurely.

## Dropouts and repeaters

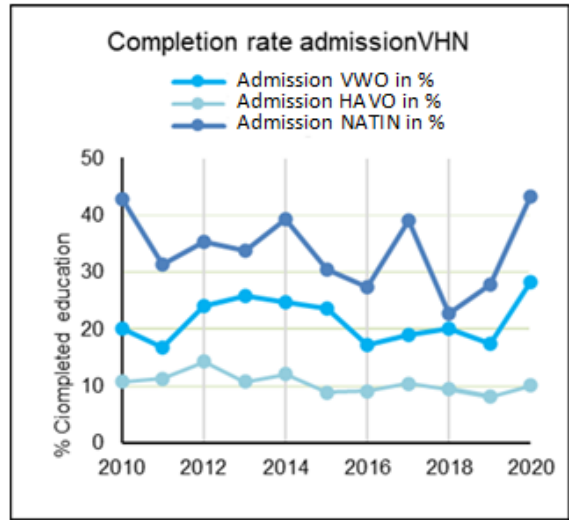
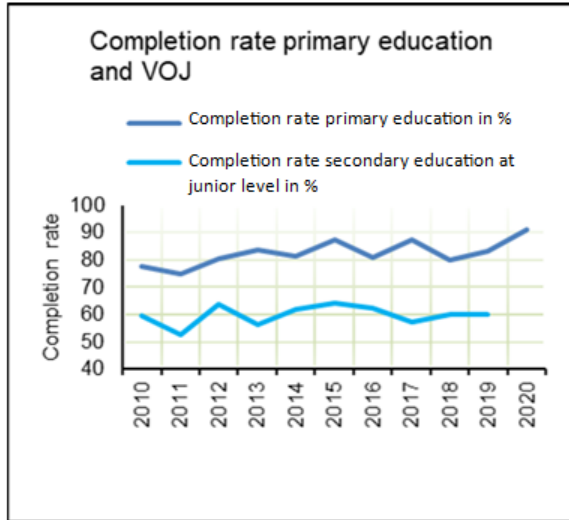
Graphs A6.25.3 and A6.25.4 (Source: Department Research and Planning, MinOWC, Adaptation: SPS)



As can be seen from the above, the dropout rate has hardly changed over the years. It can also be concluded that Suriname has the highest number of repeaters in primary education (elementary school) in the region. The repetition rate for girls is lower which brings the combined percentage to 14.9 in 2020. This is very high and a huge waste of time and money. Drastic measures by the Ministry in 2021 and following years are aimed at taking structural measures to increase the rate of return and significantly increase the range of education at VOJ level. The focus is on pursuing one's own learning path without students staying in school; thus, cognition of the student is the starting point for education. This is only possible if differentiation is introduced the teachers are sufficiently introduced and trained in it.

### Primary education and VOJ completion rate

In the past 10 years, it has not been possible to achieve a sustainable improvement in the percentage of students passing the GLO test and successfully completing the MULO exam. A valid explanation for the fluctuations in the results cannot yet be given due to the lack of scientifically substantiated research results. Similar to the school results presented earlier, it is important that scientific research is conducted into the causes of the fluctuations in those results. Based on the results of such research, policy can be formulated and implemented to bring about a sustainable improvement in school results.



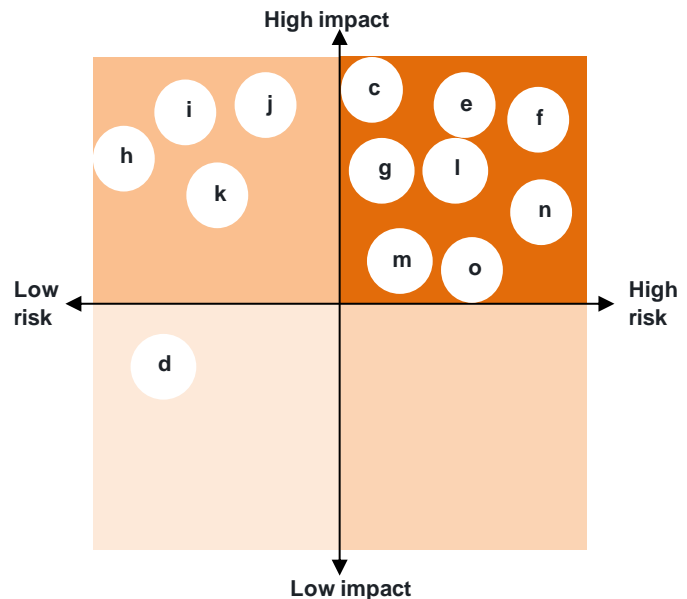
### A6.25.3 Global developments

Internationally, the following trends can be observed:

- Commitment to the UN SDGs
- Digitization of education
- Shifting the focus of education to student-friendly policies
- 'Blended' and 'personalized learning'
- Incorporation of STREAM (Science, Technology, Reading, Engineering, Art, Mathematics) in education
- Skills and competency-based design of schools
- Project/problem-based learning
- Training of 'soft skills' in higher education
- Educational innovation based on cognitive skills

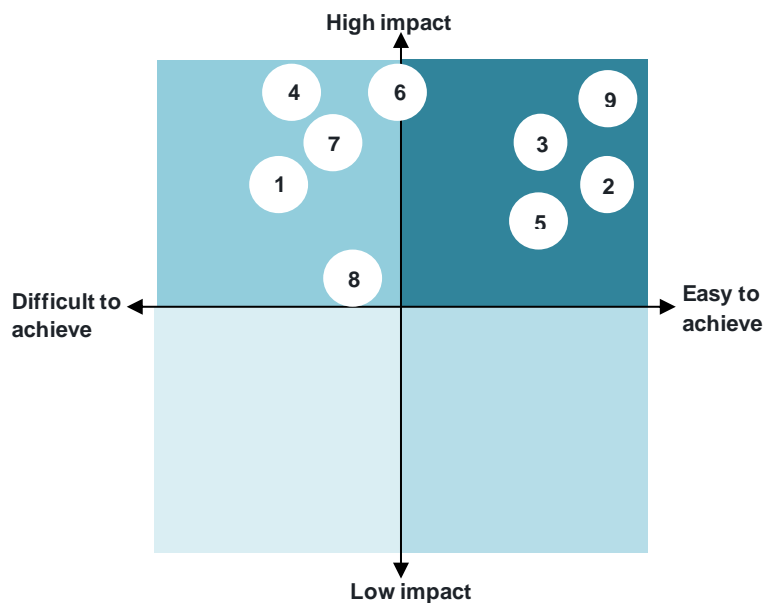
## A6.25.4 SWOT

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>a) Institutionalized programs aimed at upgrading teaching and administrative personnel</li> <li>b) Primary and secondary education is virtually free of charge, while tertiary education is relatively inexpensive</li> <li>c) Increase in the number of educational institutions offering programs at college and university level, with financing modalities at the NOB playing an important role.</li> </ul>	<ul style="list-style-type: none"> <li>c) Insufficient capacity within the educational organization to plan and implement evidence-based educational policies.</li> <li>d) The education system is not geared to serving the multi-ethnic, multicultural and multilingual society</li> <li>e) Insufficient capacity for 'remedial teaching'.</li> <li>f) Curricula and didactic work methods are not aligned with advancing technological developments (there is insufficient access to the Internet and ICT equipment)</li> <li>g) No regular problem solving based on KPI's</li> </ul>
<ul style="list-style-type: none"> <li>h) Capacity building (funds available under the 2030 Agenda for improving access, participation and quality of education can be used), thus increasing the willingness to change and innovate</li> <li>i) Integration of information communication technologies in education</li> <li>j) Introduction of curricula and didactic work methods that meet the current requirements</li> <li>k) Formulation and adoption of a "language policy" to benefit education.</li> </ul>	<ul style="list-style-type: none"> <li>l) A structural shortage of financial resources to give full form to the content of educational policies</li> <li>m) Outdated, incomplete and/or missing legislation and regulations.</li> <li>n) Increase in problems (% of repeaters, dropouts and students who did not pass their final exams)</li> <li>o) Crisis around the issues of accreditation related to both admission standards and "labor market employability" of Surinamese graduates (especially regionally and internationally)</li> </ul>
Opportunities	Threats

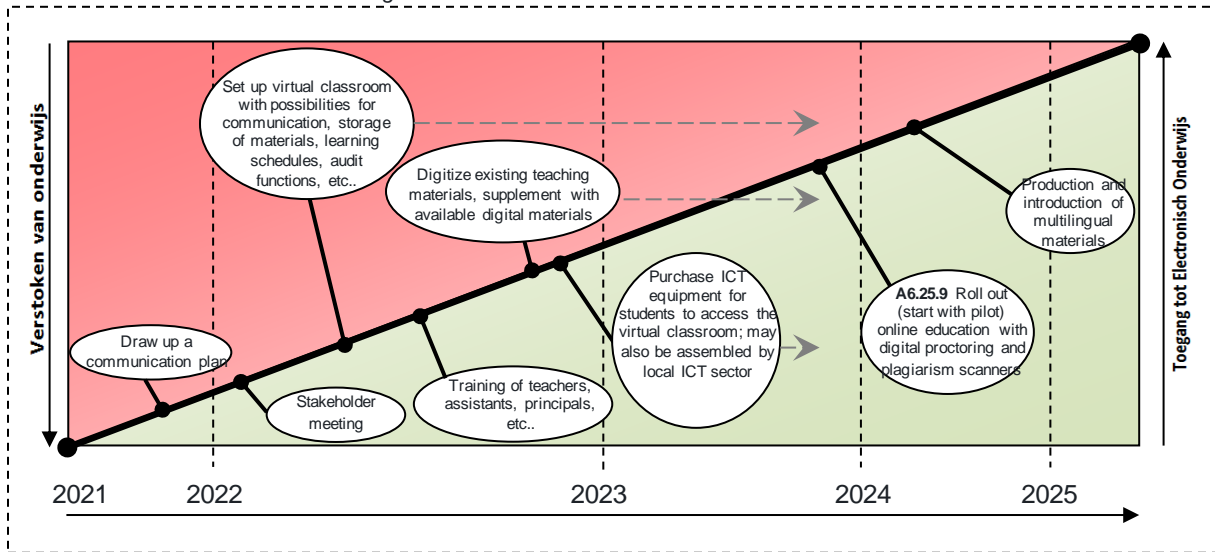


## Strategic Action Items

1. Decentralization of educational system to make educational matters more efficient.
2. Full operationalization of Suriname National Training Authority (SNTA) so that delivered framework meets requirements set nationally, regionally and internationally.
3. Rationalization of accreditation fees.
4. Establish and operationalize an Education Center to 'up-date' learning resources and technology for use in education and to align with the needs of children, talent development, contributions to self-esteem, etc.
5. Incorporate aspects of STREAM and soft skills development into primary, secondary and tertiary education in order to increase children and adolescents' affinity for creativity, increase self-responsibility and active learning, and successful teamwork.
6. Offer BSc and MSc at AdeKUS in the fields of information and communication technology, tourism, supply chain management, international agri-business, and other studies that support the development of the aforementioned policy areas.
7. Set up and operationalize educational information system with a student tracking system, especially to reduce the number of dropouts.
8. Update laws and regulations to improve, among other things, participation in education but also to leave control of informal education to (recognized) professional federations.
9. Making a shift to distance education, due to the lack of any prospects regarding the pandemic, competition from institutions from abroad, letting children enjoy education, incorporating extra curricular activities, and the costliness of providing traditional education in the interior. Through "digital proctoring," online platforms, and collaborations with NGOs and the business community, and learning from pilots that are already in place, this can be accomplished relatively quickly in one area, and then expanded to other locations.

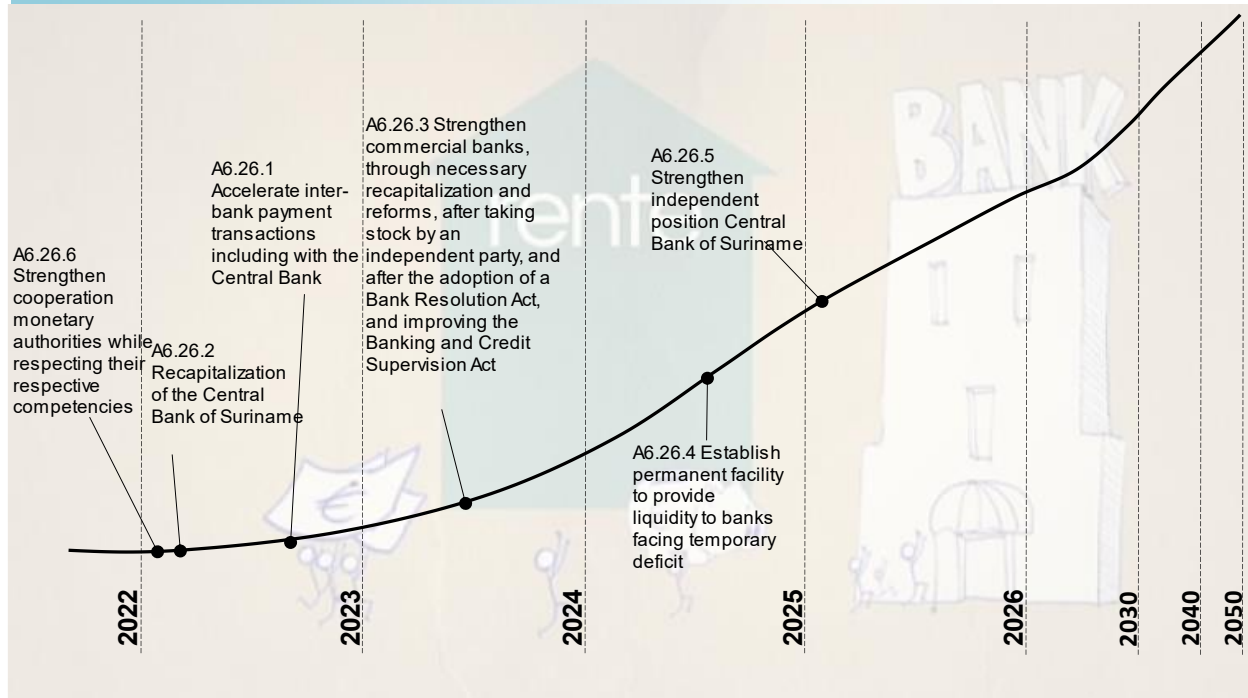


Box A6.26.1: Elaboration of strategic action item A6.25.9





## A6.26 Monetary Policy



### A6.26.1 Exchange Rate Policy

The CBvS, pursuant to the Resolution of June 3, 2021 (S.B. 2021 No 6778/21), modifying the exchange rate arrangement, moved from a managed floating exchange rate system to a floating or flexible exchange rate system effective June 7, 2021. As of that date, the temporarily instituted minimum and maximum rates were also withdrawn, and unified and market-based exchange rates have been applicable in the economy ever since. The unification of exchange rates has created a level playing field in the foreign exchange market for banks and exchange offices and improved the availability of foreign currency in the formal circuit. The CBvS determines and publishes the weighted average exchange rates based on the reported volumes and transaction rates of the aforementioned institutions three times a day.

The Surinamese foreign exchange market is characterized by market imperfections, namely an imperfect market structure (dominant market players), small scale and limited depth of the foreign exchange market (no significant options other than buying and selling foreign currencies) as well as the far-reaching liberalization of foreign exchange. In order to ensure the orderly development of the foreign exchange market and to prevent undesirable exchange rate fluctuations, the Bank will conduct its purchases and sales of foreign currencies on a foreign exchange auction platform for banks and exchange offices as of the end of December 2021. Furthermore, as of June 2022, a foreign exchange trading platform for banks will be operational, on which trading of foreign currencies will take place in a transparent and orderly manner and "pre-trade pricing" will be made transparent.

On the currency auction platform, the Bank will make provisions for currency interventions. Currency interventions will be carried out through auctions only in the event of disorderly exchange rates in the foreign exchange market. Foreign currency purchases by the CBvS will also be made through auctions. Furthermore, by mid-2022, the CBvS will develop and operationalize a foreign exchange trading platform, on which banks and foreign exchange offices will trade foreign currency in a transparent and competitive manner. This currency trading platform will serve to promote the efficient operation of the foreign exchange market.

Although currency intervention is a widely used tool to influence an exchange rate in an "exchange rate targeting" regime, this tool will not play a prominent role in the new monetary policy framework, namely the "reserve money targeting" regime. After all, within the new monetary policy framework, the CBvS assumes a target for the base money supply and no longer a certain level of the exchange rate. This implies that exchange rates and interest rates are in principle free to fluctuate, driven as much as possible by fundamental market factors. In the new monetary regime, the interest rate will serve as an incentive to stimulate investments in Surinamese dollars, thereby discouraging the use of foreign currencies. This will make a substantial contribution to exchange rate stabilization.

### **A6.26.2 The new monetary policy framework**

The new monetary policy framework of June 7, 2021 also includes a flexible exchange rate regime. Targets for the base money supply and its components will be set based on the expected growth of the economy and the lowest achievable inflation rate. To achieve this outcome, prudent monthly targets will be set for Net International Reserves and Net Domestic Assets, which will be monitored primarily by the CBvS. To achieve these targets, the CBvS will be active in removing excess liquidity through market-based instruments. Monetary financing of government deficits is no longer possible. Within this framework, an agreement was signed between the Governor of the Bank and the Minister of Finance.

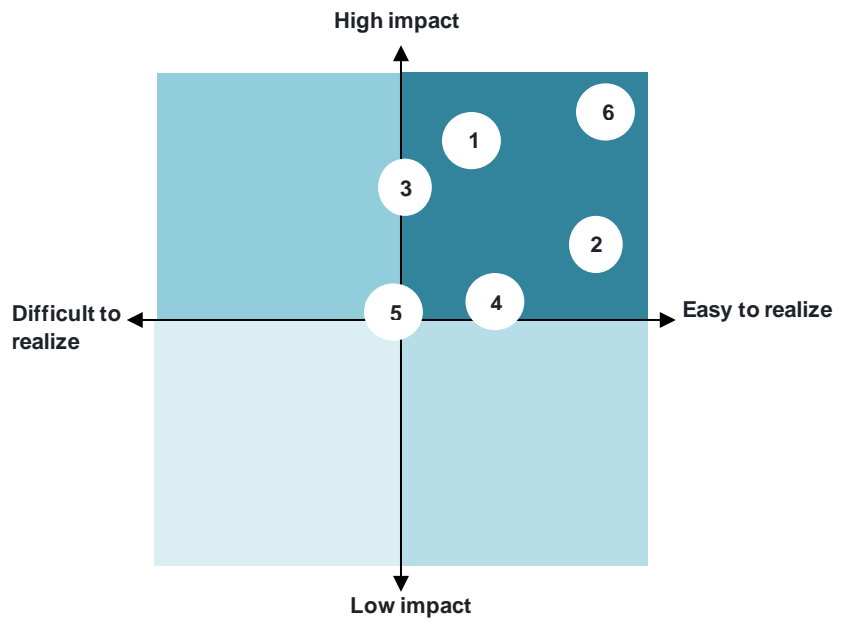
### **A6.26.3 Financial system**

In addition to the exchange rate and inflation, the financial system will be addressed. The financial system is vulnerable because of the high rate of non-performing loans. This has been exacerbated by the Covid-19 crisis. Between 2015 and 2020, the banks' non-performing loans increased (it was 10.2% at the end of 2020, but it was higher in some banks). This is bad for the financial health of general banks. Moreover, due to the adjustment of the exchange rate, banks have experienced negative effects especially for their solvency. In addition, many banks have taken government treasury bonds, while the government's credit

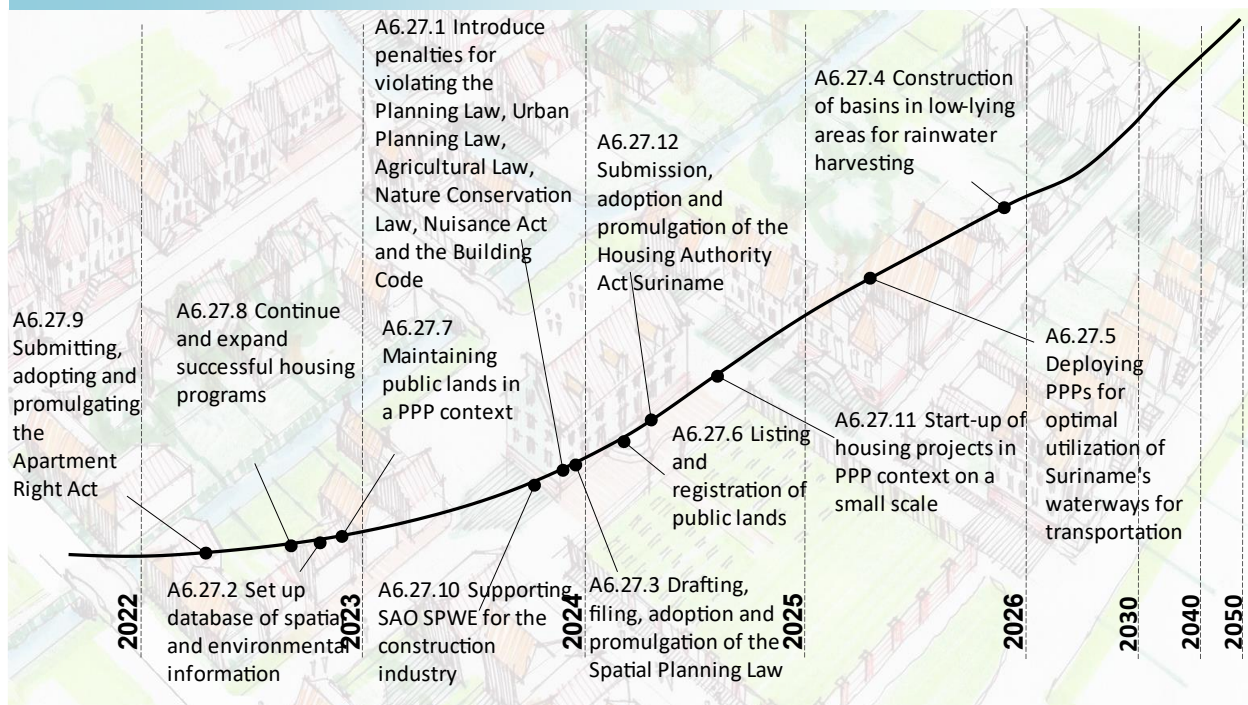
rating has now reached a very low level. A number of measures will have to be taken to give the banking system a positive impulse, but also to streamline banking and thereby improve the business climate.

## **Strategic Action Items**

1. Faster mutual payment transactions between banks and with the Central Bank, thus avoiding stagnation in transfers – and all associated frustrations.
2. Recapitalization of the Central Bank of Suriname.
3. Strengthening of commercial banks, through recapitalization and reform, after an analysis conducted by a third party, and after the adoption of a Bank Resolution Act (which also defines the mandate of the CBvS), and improving the Bank and Credit Supervision Act.
4. The CBvS will establish an operating permanent facility to provide liquidity to banks facing a temporary shortfall. Banks will have unrestricted access to the facility, but the CBvS will closely monitor - and, if necessary, initiate supervisory measures for - any bank that is a recurring and large user of the permanent facility. The price of the facility is calculated based on the weighted average price of open market transactions plus a modest surcharge (to encourage banks to tap into interbank funding markets rather than rely on the permanent facility). Any liquidity injection through the standing facility will be covered by the issuance of CBvS certificates of deposit to ensure that the growth in the base money supply is consistent with the established CBvS targets in this regard.
5. Strengthen independent position Central Bank of Suriname, whereby there is transfer of all powers from the Foreign Exchange Commission to the Central Bank of Suriname.
6. Strengthen cooperation between monetary authorities with respect for each other's competences.



## A6.27 Spatial Planning



### A6.27.1 Issues

Within the policy area of spatial planning, efforts must be made to plan and use the living space in such a way as to guarantee optimal use. Public areas such as gardens, squares, school grounds, open air museums, selected roadsides, playgrounds and plots of land on which state buildings stand, belong for the most part to the free domain. Due to the lack of or inadequate registration of these public lands (intended for public affairs) in accordance with the regulations of the GLIS<sup>12</sup> Law, these lands can be legally issued by the Ministry in charge of issuing public domain lands. This omission in plot registration contributes to disorder in the use of the physical space in the country, which does not reflect good spatial planning. For example, the photograph in Figure A6.27.1 shows that structures have been placed on the roadside designated as a maintenance strip.

Furthermore, the lack of relevant data also creates a challenge within the planning of spatial use (for living, working, recreation, production, moving from one place to another, etc.) and thus planning for spatial planning in Suriname, especially when it comes to transportation or transport planning. Because of transportation, employment, climate change and poor drainage systems, decentralizing of urbanization is necessary (see A6.27, B3 and Appendix E). This should be done according to an established pattern, taking into account the natural environment such as wind direction for minimal nuisance of the different land uses

<sup>12</sup>Gron dregistratie en Land InformatieSysteem

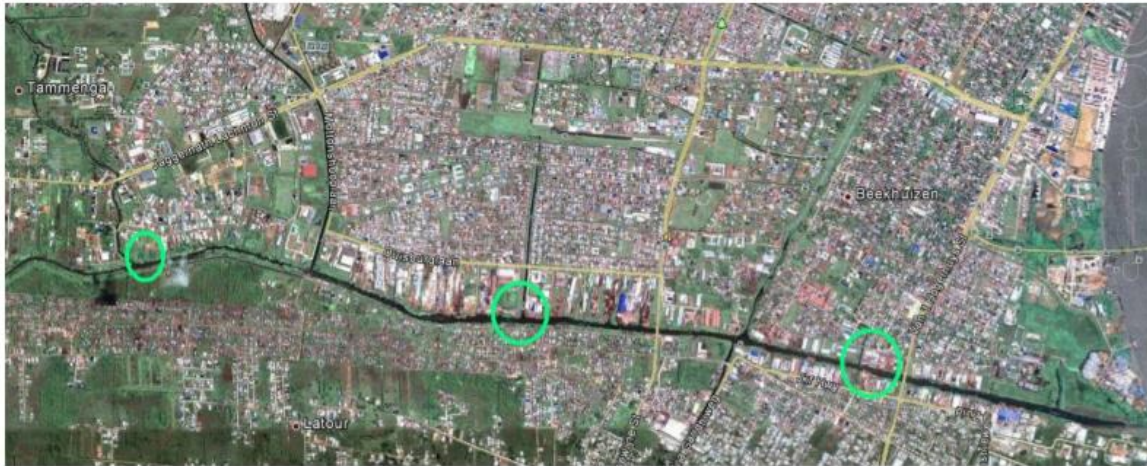
on each other. However, the most important condition is the presence of sufficient socio-economically acceptable employment.

Figure A6.27.1: Structures on the verge (inside yellow ellipse)



In Suriname, waterways (rivers, canals, etc.) could be better utilized and the enjoyment of life among the population should be increased through, among other things, the possibility of safe participation in traffic and access to sports and recreational facilities. For transport of persons (with bicycles) over water, internationally use is made of, among other things, water cabs and water buses, in addition to ferries. This transport by water often offers the possibility of significantly reducing the travel time from one place to another. The Saramacca Canal could be better utilized for both goods and passenger transport, but also for recreational purposes or tourism. By using the Saramacca Canal for passenger transport, a number of roads can be relieved and traffic congestion can be significantly reduced. The necessary connection with public transport (on land) at mooring locations along the canal must be arranged. This can be addressed with a national road plan. Figure A6.27.2 shows possible mooring locations along the Saramacca Canal: the green circles are possible mooring locations for (ferry) boats along the Saramacca Canal. From left to right they are: the area where the Kasabaholokreek flows into the Saramacca Canal, the community Half Flora and the community Saron.

Figure A6.27.2: Possible mooring locations for ferries



## A27.2 Housing

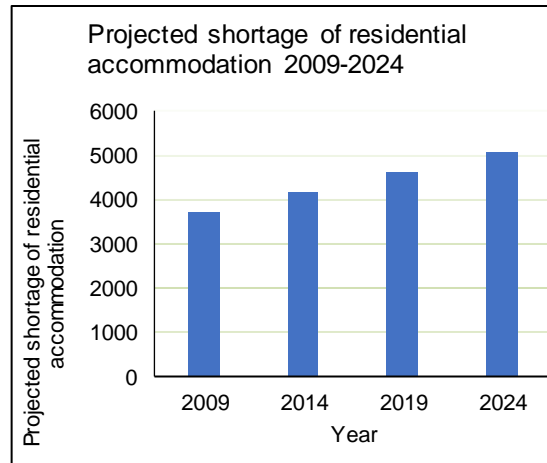
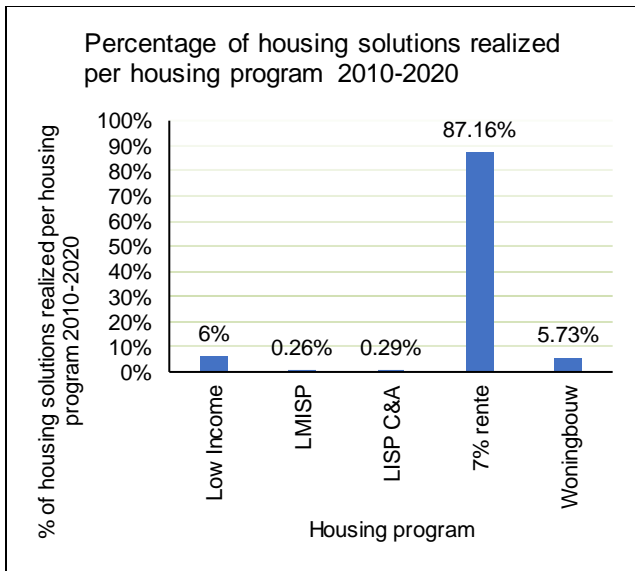
There has been a decline in the living environment -and quality in large parts of the city and county, which can be seen in:

- decrease in housing stock vs increase in number of households
- increase in dilapidation and vacant properties
- undeveloped plots in the inner city

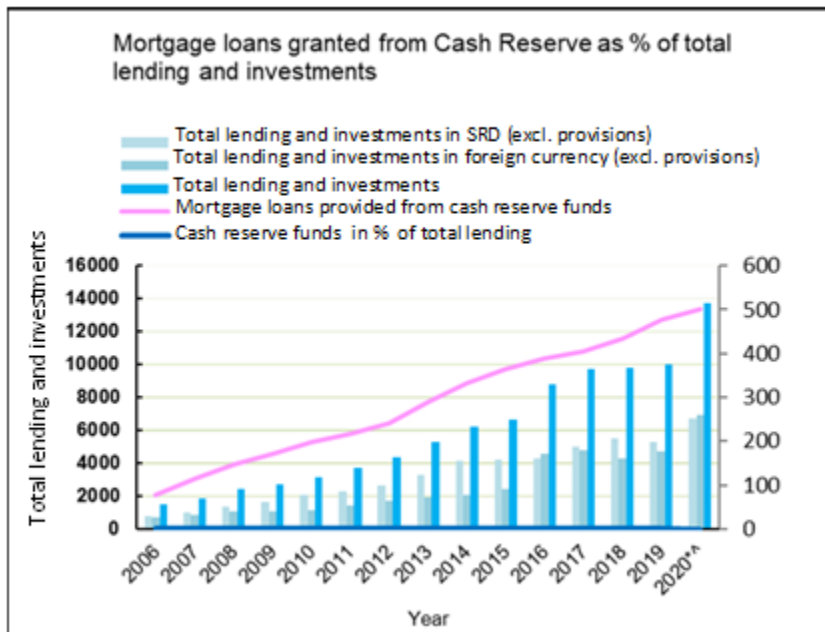
There is a structural shortage of adequate and affordable housing, due to reduced housing construction activities by both the government and the private sector. This situation is further exacerbated because of declining real incomes and huge increases in land prices, construction costs -and rents. In the districts and the interior, facilities in the areas of education, health, transport, electricity and water are less available or accessible compared to the city. As a result, there is increasing urbanization. People tend to settle in and around the city, for young people there are more opportunities in the city in terms of education, employment and recreation.

The construction price index figures for 2015-2020 show a significant increase in the price of construction materials from 2019 onwards, which will be reflected in higher construction costs. Figures from the Central Bank (CBvS) show that the total outstanding credit of Surinamese banks have increased from SRD 3.1 billion in 2010 to SRD 13.7 billion in 2020. However, the relative share of loans for housing has decreased from 17% in 2010 to 11% in 2020.

Graphs A6.27.1 and A6.27.2

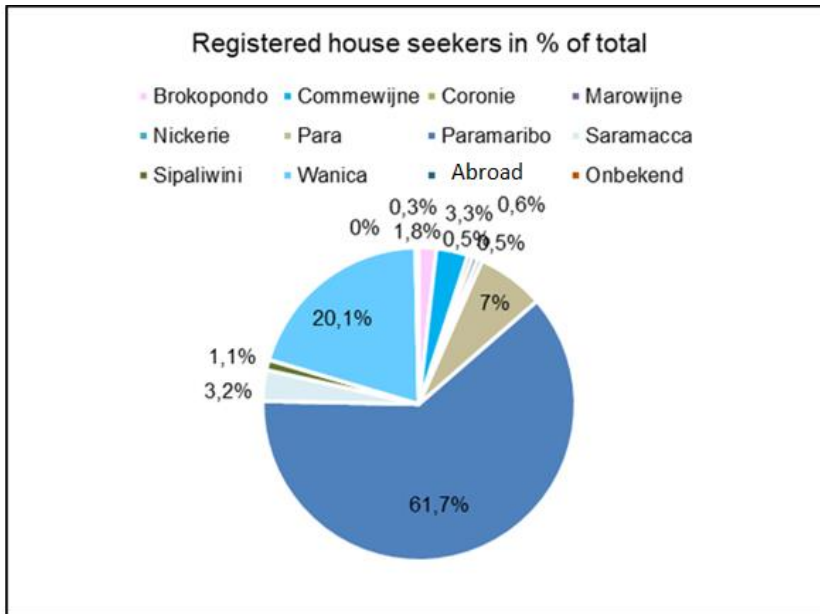


Graph A6.27.3





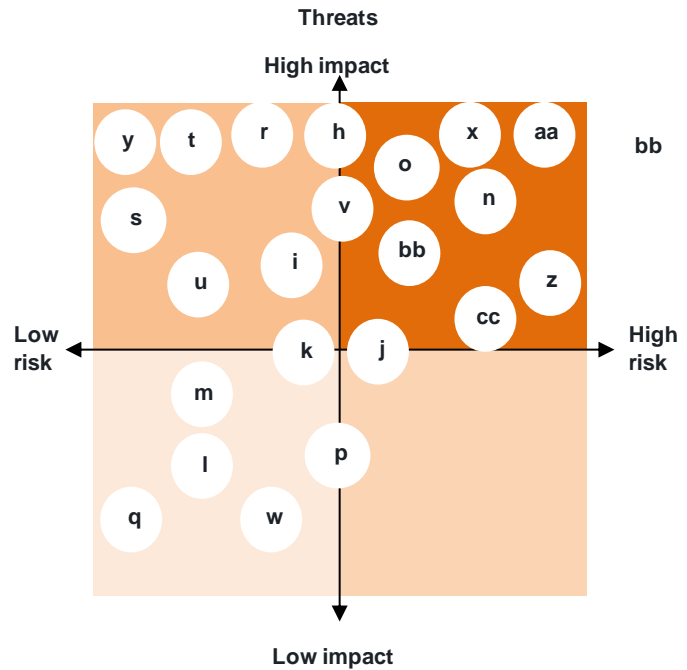
Graph A6.27.4 (Bron GBS)



## A27.2 SWOT

Strenghts	Weaknesses
<ul style="list-style-type: none"> <li>a) Available legislation for land use planning (Planning Act 1973, Urban Planning Act 1972, etc.).</li> <li>(b) Many studies conducted on land use planning</li> <li>c) There is a (draft) housing plan</li> <li>d) There is existing legislation to deal with estate issues</li> <li>e) Financing model for low income and middle income groups in place</li> <li>f) Availability of and access to locally produced building materials (wood, gravel, sand, sharp sand and stones)</li> <li>g) Various organizations (NGOs and CBOs, financing institutions, construction companies) are working in the field of affordable housing</li> </ul>	<ul style="list-style-type: none"> <li>h) High population concentration in and near the capital Paramaribo / low rural population dispersion</li> <li>i) Improper use of public lands</li> <li>j) Unsafe traffic</li> <li>k) High traffic congestion</li> <li>l) Missing or inadequate transportation data</li> <li>m) Insufficient land use data</li> <li>n) Lack of coordination among the various ministries active in the field of housing</li> <li>o) Housing is not affordable for certain groups (low and middle income groups). No transparent policy</li> <li>p) Difficult access for people with disabilities and seniors</li> <li>q) Limited availability of specialist expertise in innovative, new technology applications and prefabricated housing</li> <li>r) Low construction capacity, leading to low housing production</li> <li>s) Underutilization in certain funding modalities</li> </ul>
<ul style="list-style-type: none"> <li>t) Implementation of a national road plan</li> <li>u) Increased utilization of waterways</li> <li>v) Rural dispersed housing sites/projects with mixed housing: better living and housing enjoyment</li> <li>w) Application of new technologies, innovations in (prefab) house construction lead to increase and improvement of housing production</li> <li>x) There is room for positive public-private partnerships and financing opportunities.</li> <li>y) Availability of space, offers sufficient opportunity for a functional design of that space</li> </ul>	<ul style="list-style-type: none"> <li>z) Flooding during extreme rainfall events</li> <li>aa) Unpredictable risks due to climate change</li> <li>bb) Potential financing issues, such as rising construction costs, land rents.</li> <li>cc) Growing income inequality</li> </ul>

Opportunities

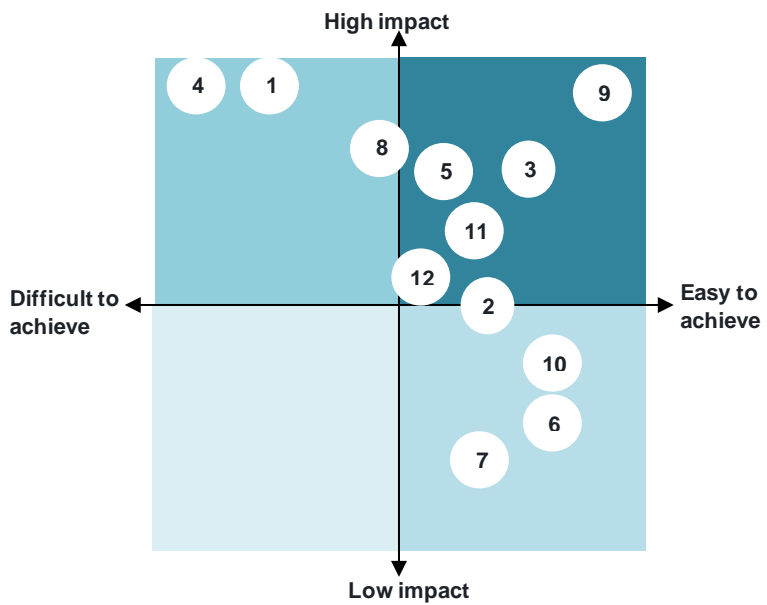


## Strategic Action Items

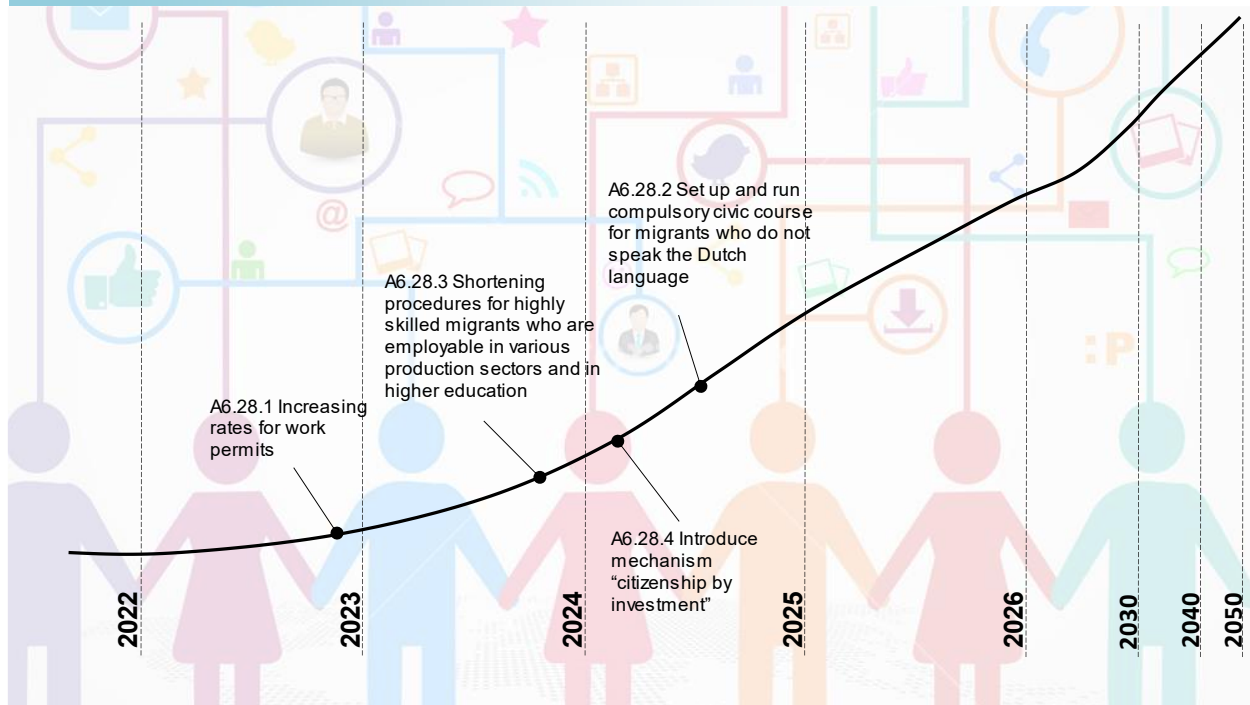
(See also A6.3)

1. Adequate implementation of existing legislation, including Planning Act, Urban Planning Act, Agricultural Act, Nature Conservation Act, Nuisance Act and Building Act. Introduce sanctions for violation of these laws.
2. Database of spatial and environmental information: demographics, utilities, education, labor market, medical facilities, wet and dry infrastructure, transportation, climate, soil, air, water, biodiversity, etc. by district and/or resort for planning purposes (important method is remote sensing).
3. Composition of the Spatial Planning Act, the framework for the physical planning of Surinamese territory. This contributes to socioeconomic development (at district and resort level), increase the competitiveness of the economy, ensures a more efficient and effective use of the territory, and increases the quality of life. Consideration should be given to pedestrian-friendly traffic, bicycle lanes and alternative routes for slow traffic, optimal access to public spaces and buildings, neighborhood and nature parks in residential areas for young and old, recreational spaces in village communities for young and old, greenery with trees and plants in urban areas for cooling, and sports and recreational activities in city and district.

4. Increase resilience to flooding by constructing basins in low-lying areas to collect rainwater to prevent or minimize flooding, and by regularly maintaining waterways (canals, ditches, etc.) to prevent siltation.
5. Deployment through PPPs of water cabs and water buses for passenger transport / optimal utilization of Suriname's waterways for transportation of people and goods; for example, across the Suriname River (particularly for freight traffic).
6. Listing and registration of public lands. List of Ministry of Public Works with parks and squares (rural) is available. Subsequently: listing, provide lands or areas with parcel identification number and register in public registers with appropriate restrictions. However, registration does not (at present) mean that such lands cannot be entrusted to management bodies.
7. Maintenance of public lands in PPP context.
8. Continuation and expansion of successful programs, especially 7% financing and LISP.
9. Adoption of the Apartment Rights Act, which will stimulate the supply of apartments, making housing accessible especially for young people (and the elderly). This assumption is that this will serve as a catalyst for entrepreneurship, production, employment and housing (in other words, local investment and attracting FDI), and allow Suriname to be in line with international developments in this area.
10. Supporting Foundation for Labor Mobilization and Development (SAO) and Foundation for Productive Work Units (SPWE) to implement training and education program for the benefit of the construction industry. This will lead to improvement in speed and accuracy of routine operations and increase efficiency in housing construction.
11. Start housing projects in a PPP context (with landowners, building and construction companies, and infrastructure companies, among others) on a small scale (dozens of houses per year) and then expand after evaluation (housing projects that have already been prepared must be tested for feasibility, so that investments already made are not lost). Expansion could include decentralization of the housing program, thus allowing for the construction of social housing in the various districts.
12. Draft legislation/regulation regarding housing is already in place which, among other things, allows the establishment of a Housing Authority. The Housing Fund is intended to make funds available for the benefit of (social) housing activities through housing corporations. This law must be adopted and promulgated.

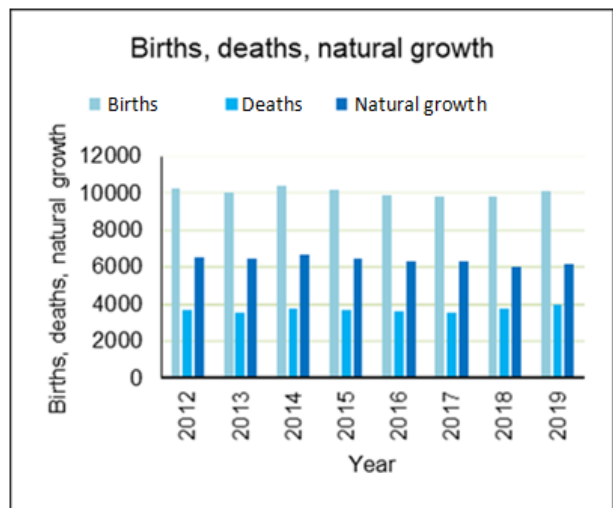
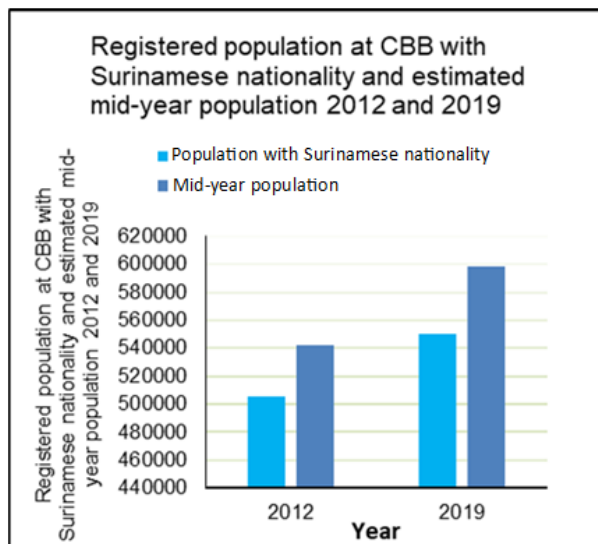


## A6.28 Population Policy



### A6.28.1 Current trends

Graphs A6.28.1 and A6.28.2 (Source: GBS, CBB, Adaptation: SPS)



In 2019, the total population increased by 8.7% compared to 2012, an annual increase of around 1.24%. This refers to the population with Surinamese nationality according to the registrations at CBB. According

to the estimates of the Statistical Office, the increase in the mid-year population during the same period is 10.4%, or an annual increase of 1.48%.

### *Migration*

There is almost no movement in the birth and death rates. The natural increase in the years 2017-2019 is almost stationary at about 6,000 persons, while the birth rate is about 10,000 over the same period. It can therefore be concluded that the growth of the population is mainly supported by migration developments. In the period 2012-2019, there is a strong increase in migrants, immigration figures increased by approximately 18% in 2019 compared to 2012, namely from 4,284 in 2012 to 5,054 in 2019 and emigration figures also increased by approximately 32%. These figures are estimates from the GBS based on the information obtained from the Dutch statistics, because the figures from CBB are incomplete due to not having the emigrants de-registered.

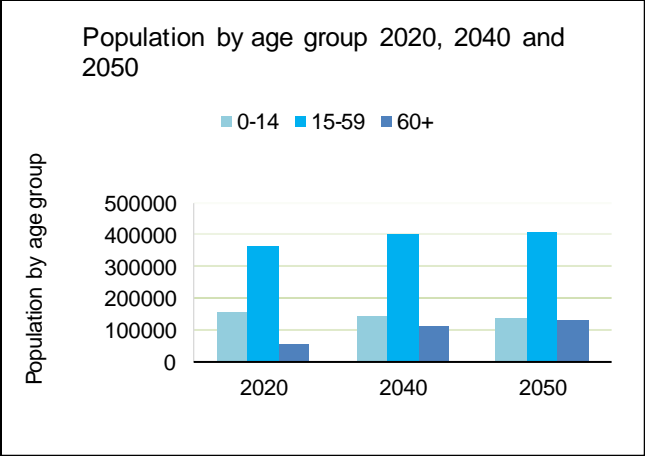
Regarding migration policy, it is necessary to take measures regarding the immigration flow of people with low education. It should be prevented that these people want to settle permanently in the country. Policymakers should rather make it more attractive for higher educated people to share their knowledge and experience with the Surinamese people. Statistics in the area of foreigners should be improved, it is still not known how many illegals live and work in the country.

### *Ageing*

With the help of UNFPA, the Ministry of Home Affairs had the report National Population Policy prepared for the period 2021-2040. This report includes UN population projections through 2050, and for three age groups by gender, the projections show that by 2050, the number of persons in the 0-14 age group will decrease by 12.6% compared to 2020. The category in the 15-59 age group increases by 11.9% compared to 2020, an increase of about 43,766 persons. This group belongs to the labor force of which a part will belong to the economically active group. In Suriname the age category 15-64 is used for the labor force. The category 60 plus rises even faster, by 123.4% compared to 2020, an increase of approximately 73,495 senior citizens.

It therefore appears that the increase in the working population is much smaller than the increase in the group of elderly people. Suriname will therefore have to deal with aging of the population. Figure D shows the percentage in distribution of the three age groups in 2020 and 2050. According to the UN's middle variant, the total population will have grown by about 14% by 2050, which is still below the level of 700,000 people.

Graphs A6.28.3

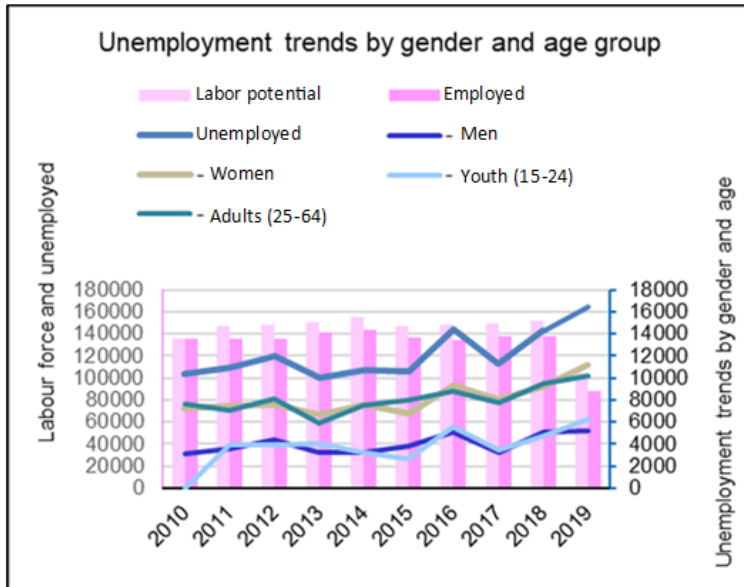


*Labor market development*

With respect to the labor market, the statistics mainly relate to the urban areas (Paramaribo and Wanica), therefore an attempt was made to make a preliminary estimate for 2025 and 2050 for these districts based on the low variant statistics of the GBS for population by age group and by area. The population of the urban area will increase by 8.7% in 2025 compared to 2019 and 22.6% in 2050 compared to 2025. The historical figures show that on average 42.5% of the urban population belongs to the economically active group (15-64 years), so with this data an estimate was made of the economically active people. This group consists of those who are employed and those who are unemployed, whereby the unemployed have a share of approximately 89.5%. In 2025 at least 12,328 jobs will have to be filled compared to 2019 and in 2050 at least 38,489 jobs compared to 2025.

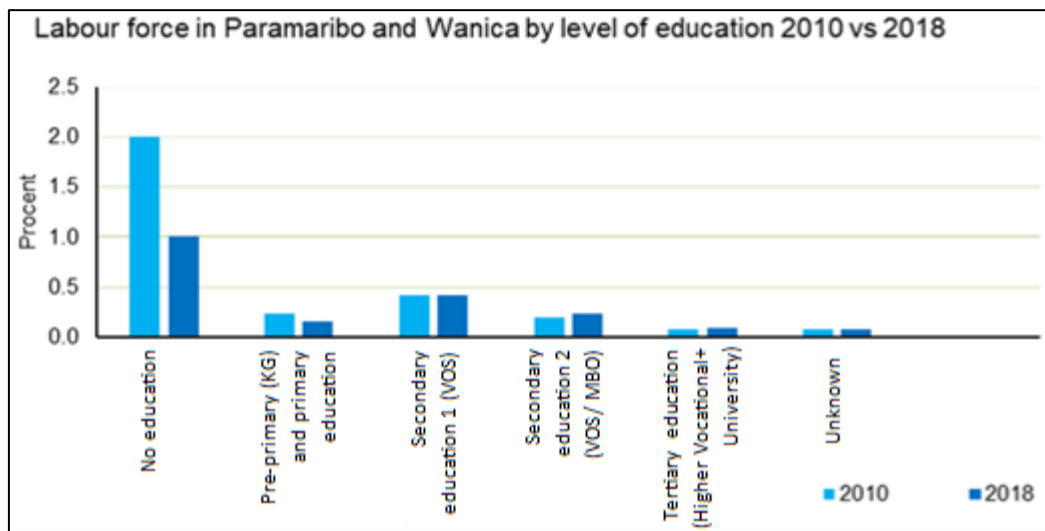
The employment situation in Suriname is a result of the employment structure (SER Advice on Employment 2020); sectors, which make the largest contribution to foreign exchange earnings and GDP, make a very small contribution to employment. A primary development and employment challenge is the underutilization of labor, including open unemployment of women, people from the interior and drop outs. People skilled at management level leave the country, due to lack of suitable jobs and the (deteriorated) socio-economic conditions. An increasing group of illegal immigrants such as. Guyanese, Haitians, Brazilians, and suchlike enter the country and usually find work in the informal sector. Unemployment rose by 6.4% in 2019, compared to an average increase in the region of 0.5% in 2019 and 1.1 percentage points in 2020.

Graph A6.28.4



The graph below clearly shows the movement of the labor force by education level in 2010 compared to 2018.

Graph A6.28.5 (Source: GBS, Adaptation SPS)



### Gender policy

The principle of equality between men and women is laid down in article 8 of the Constitution of the Republic of Suriname: No one shall be discriminated against on the basis of their birth, sex, race, language, religion,



origin, education, political opinion, economic position or social circumstances or any other status. In addition, article 35 of the Constitution also states that men and women are equal before the law.

Gender equality plays a role in all goals, but SDG 5 (Achieve gender equality and empowerment for all women and girls) focuses specifically on gender. The main goal of this SDG target is to achieve gender equality and the empowerment of all women and girls.

According to the Global Gender Gap Index, Suriname scores well in the areas of education (gender parity 0.991) and health (gender parity 0.973), but in the area of economic participation and opportunities we still have much to do (gender parity 0.638). In the area of political empowerment, we score poorly (gender parity 0.177). Gender parity is the ratio of the number of women to men for a given indicator. If the GPI is equal to 1, it means full gender parity, i.e., equal number of women and men. A GPI less than 1 reflects the presence of more men; a value greater than 1 reflects the presence of more women.

The Gender Policy Document 2021-2035, from the Ministry of Home Affairs, which sets gender policy for a longer term, focuses on a number of priority areas for the period 2021 - 2035:

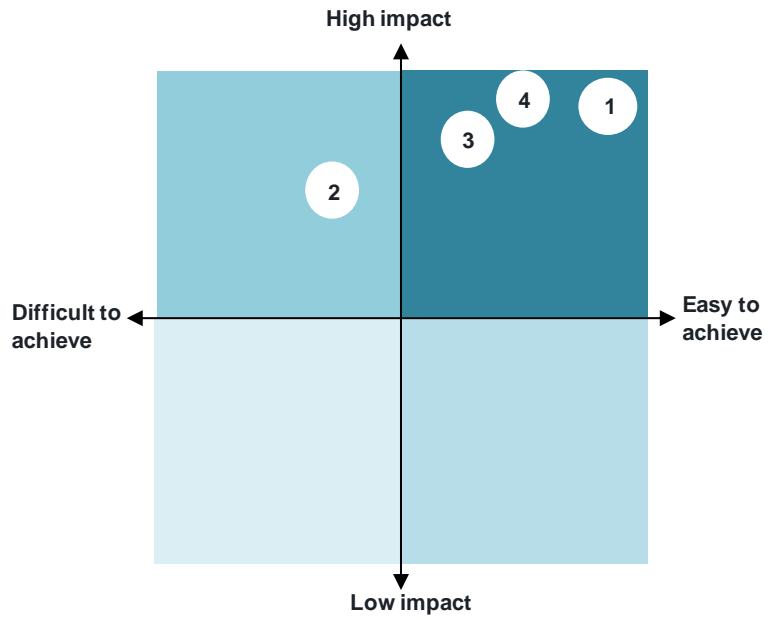
- Labor, income and poverty reduction
- Education, upbringing and training
- Health care
- Power and decision-making
- Gender-based violence
- Legislation and regulation
- Environment and climate change

## **Strategic Action Items**

*(Action items related to employment are addressed in the previous policy areas)*

1. With the offshore oil discoveries, an influx of foreign expats is expected; to prevent all employment in this sector from being filled by foreign workers, but also for the state treasury to benefit from this, it is advisable to substantially increase the fees for work permits. A new application as well as an extension for a business visa costs 320 euros in the Netherlands. A business visa to Guyana costs 140 USD, and a business visa to Suriname costs 74 euros (for longer than 30 days 374 euros)
2. (When applying for a work permit,) making an integration course mandatory for foreigners who are not proficient in the Dutch language and do not have basic knowledge of Surinamese society .
3. Shorter procedures (including for work permits) for highly skilled migrants who are employable in various manufacturing sectors and in higher education.

4. Conceive and implement a mechanism for the so-called "citizenship by investment" in the Surinamese system. This model involves the phenomenon whereby an individual can acquire Surinamese citizenship by making a specific investment in Suriname. The investment must meet at least a number of predefined conditions, such as amount of investment, sector of investment, technology imported, etc.



## A7. Financing

With respect to the strategic action items identified so far, there should be an idea of what it will cost the government to implement the Development Plan 2022-2026. For this purpose, the available budget of the ministries has been examined. In addition, the borrowing ability created on an annual basis as a result of debt repayments by the government was also considered: this borrowing ability is roughly \$150-200 million on an annual basis.

Moreover, these strategic action items must also be made clearly visible within the framework of the identified standards and Sustainable Development Goals. Also, each of the strategic action items must be linked to a budget code; this successively indicates the source of funding, which organization is (ultimately) responsible for the implementation, within which program this action item fits, the nature of the spending, and in / at / for which geographical location this project will be implemented. The budget code is thus the link between the Development Plan and the final budget.

In Appendix B, all strategic action items are tabulated: each strategic action item has a unique number (e.g. A6.12.3), which is a composite of the sub-chapter number (e.g. A6.12) and the number of the action item in the overview in that sub-section (e.g. the third strategic action item: 3). Each strategic action item is followed by:

- The responsible organization / ministry;
- Duration: a forecast of the start and end of the project;
- The budgeted / estimated amount of money involved in this strategic action item, as well as the source of funding;
- The respective numbers of the outcomes and associated indicators, listed in Appendix A, that apply;
- The standards to which this strategic action item contributes, and;
- The budget code containing the 5 previously mentioned elements (which must therefore be in line with the above points).

Apart from the sources of funding indicated in Appendix B, the government - particularly the ministries BIBIS and F&P - should tap into relationships and collaborations with strategic partners, new sources of funding (e.g., the Islamic Development Bank), etc., to bring in more investments, grants, loans (on more advantageous terms), etc.

The table below gives an overview of the expected expenditures per currency in the context of the strategic action items included in this Development Plan: expected expenditures over the 5 years are estimated at

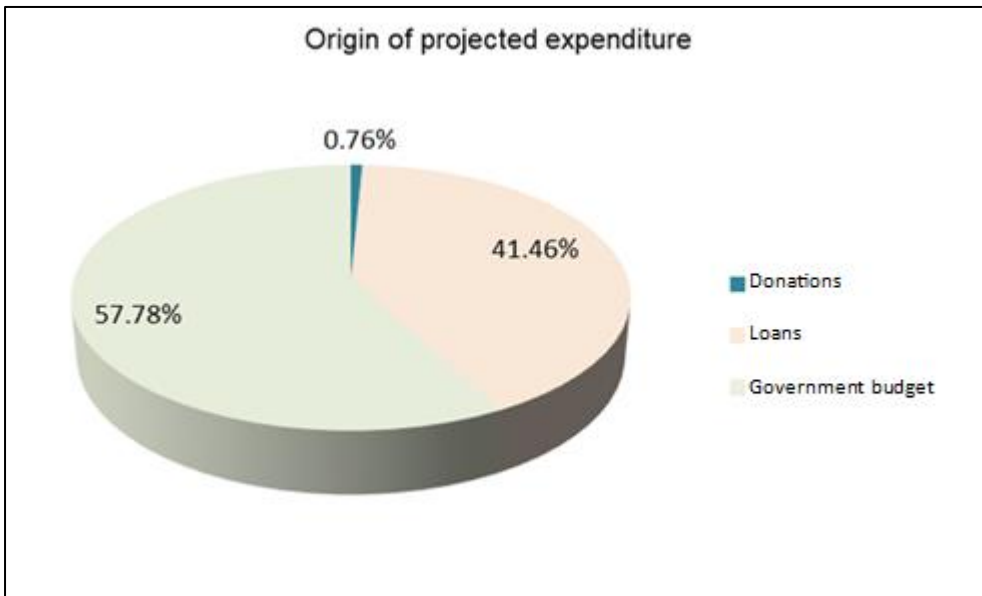
less than US\$ 1.3 billion, on average slightly more than US\$ 250 million per year. This is a conservative approach whereby estimates are given a wide range in the absence of exact figures.

Table A7.1: Budgeted Development Plan expenditures over the period 2022-2026 by currency type (x1000)

<b>2022</b>	1900569	SRD
	98562	USD
<b>2023</b>	4901019	SRD
	154949	USD
<b>2024</b>	139310	SRD
	221455	USD
<b>2025</b>	65241	SRD
	292968	USD
<b>2026</b>	9033	SRD
	176990	USD

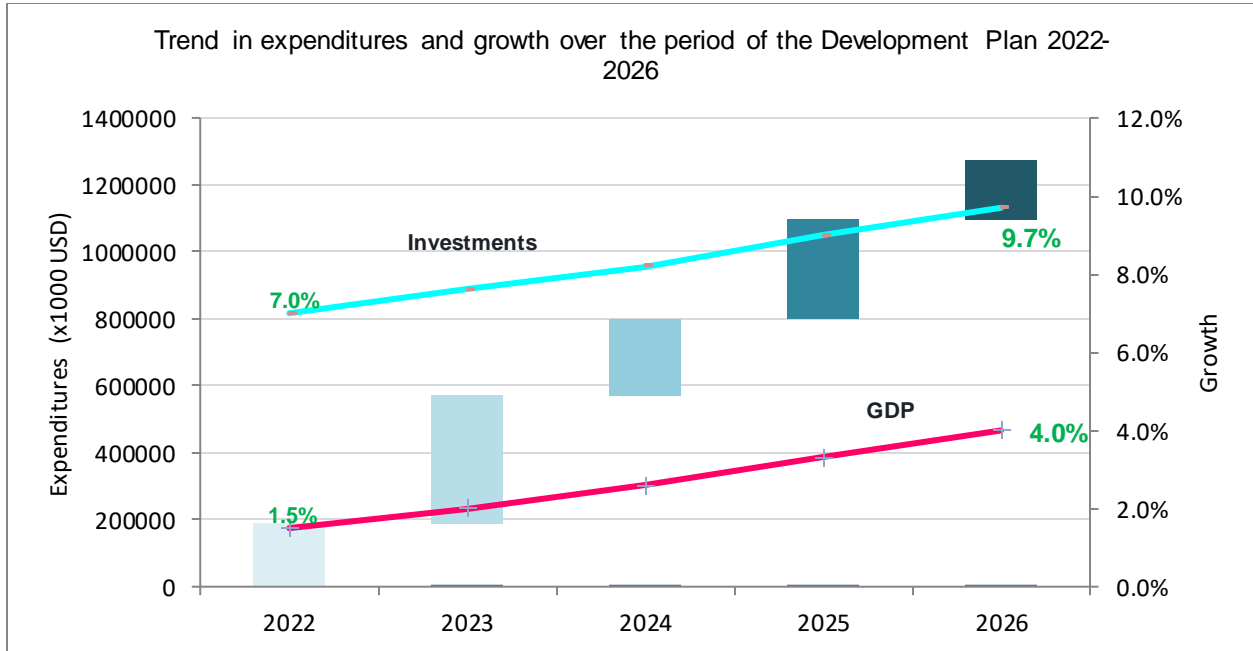
The loans contained in the Development Plan is, on average, within the additional borrowing ability that will be available on an annual basis in the coming years, and government spending is well below the average annual government investment (about US\$180 million). On average, this Development Plan amounts to 2.6 strategic action items per ministry per year - implementation capacity also shows the feasibility of implementing this Development Plan. The graph below outlines the source of the budgeted financial resources.

Graph A7.1



In the graph below, projected expenditures are totaled in US\$ per year and shown with the modeled projection for GNP and investment growth. It should be indicated here that not all strategic action items were included in the modeling. Thus, with smooth implementation, *the growth rates may even be higher.*

Graph A7.2



## **A8. Monitoring and Evaluation**

### **Introduction**

The implementation of the Development Plan 2022-2026 is done through the National Annual Plans. Annually, the National Annual Plan is presented to the National Assembly for approval together with the State Budget; the intention is to merge the Annual Plan and the Financial Memorandum into one document for the fiscal year 2022. The Ministerial Annual Plans serve as input for the National Annual Plan. Through the Ministerial Annual Plans the approved National Development Plan is made operational and includes the development policies and projects of the ministries. The implementation of the development plan shall be managed by achieving results according to the Results Based Management approach to achieve the development goals and outcomes established in this plan.

The MPU elaborates the ministry's policies into programs and projects and defines them in project documents, monitors implementation and evaluates (The Planning Office will play an active role in supporting the ministries in all these phases). With regard to the choice of indicators for monitoring and evaluation, it will make proposals in consultation with policy departments. Periodically, it will prepare and offer standard monitoring and evaluation reports to the ministry director(s) and minister on the Ministry's projects and programs.

A similar structure will be established at the district level, with a Regional Planning Unit to provide planning technical assistance to the district administration and regional planning bodies in the identification, formulation, implementation, monitoring and evaluation of their programs and projects. It is planned for the Planning Office to begin with this in 2022.

The Planning Office will use the progress and evaluation reports by ministry and district to provide national monitoring and evaluation reports to the Minister of Finance and Planning, who will then in turn forward them to the Vice President for the Council of Ministers, the President and ultimately DNA.

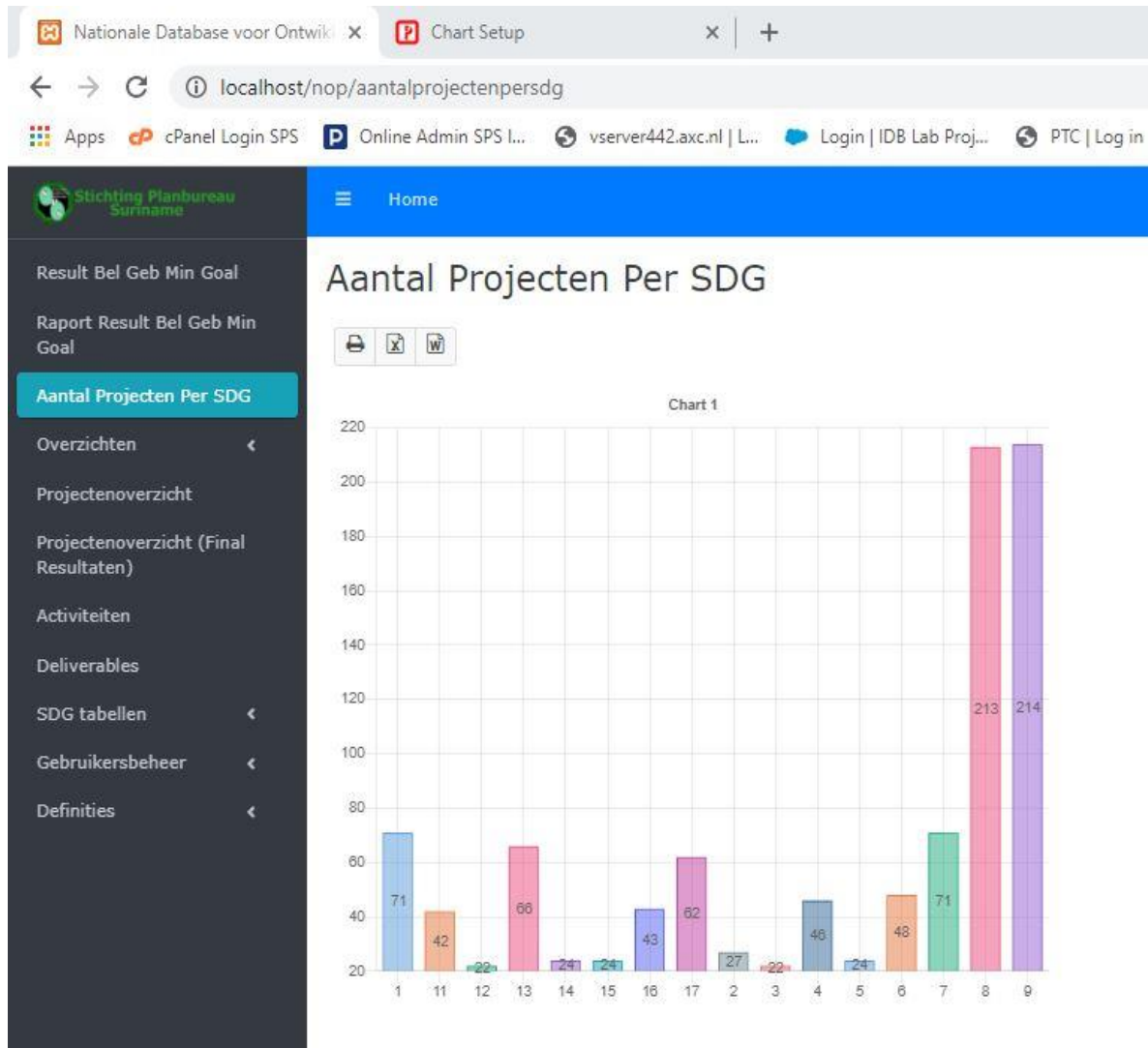
### **Setting up Digital Plan Information System**

To this end, the Planning Office has been working for some time on the establishment of a project database. Such a database would include all government development projects, and be defined by content, responsible ministry, performance indicator, completion date, responsible project manager, etc. Overviews can be shown with the project status (depending on the value at that moment of the performance indicator versus the desired value), and the status of all projects by ministry, by policy area and by Sustainable Development Goal. The intention is to have all Development Plan projects included in this database.

In order for the database to function properly, a complete training plan was prepared by the Planning Office. This training plan consists of both theory (e.g., details on performance indicators) and practice (working with and entering data into the database), and all planning units from all ministries have been trained in this

context; a special Monitoring and Evaluation Department has been set up at the Planning Office for this purpose.

Figure A8.1: Screenshot of the project database



### Control of Financial Resource Allocation

In order to be able to better guarantee that the projects included in the Development Plan 2022-2026 are carried out, they are already linked in the plan to budget codes that are used when drawing up the budget. To ensure that all projects are correctly recorded in the database, a checking mechanism has been built in. When a line ministry submits a request for project funding to the Ministry of Finance (from which all payments are now made), the Ministry first checks the Planning Office's project database (to which they also have access) to see if the project has been recorded correctly. After this, the funds are transferred and this transaction also appears with the project in the database. With this, a self-sustaining system for project

administration, monitoring and evaluation at and for the Surinamese government has been established. This offers good prospects for improved management and transparency, and the actual implementation of plans. This includes this Development Plan 2022-2026, but also any other future plans and / or projects. The procedure differs from the source of funding (own budget or donor funds and grants), and is indicated below.

Another form of monitoring takes place within the Planning Office; this involves monitoring indicators that can give an indication of the direction in which the present scenario is developing (see the section on scenarios); through robustness analysis, the strategies in this development plan can be adjusted, for example, in the event of a change in the global climate.

Figure A8.2: Changed processes for the transfer of project funds - 1  
Tax funds / own budget

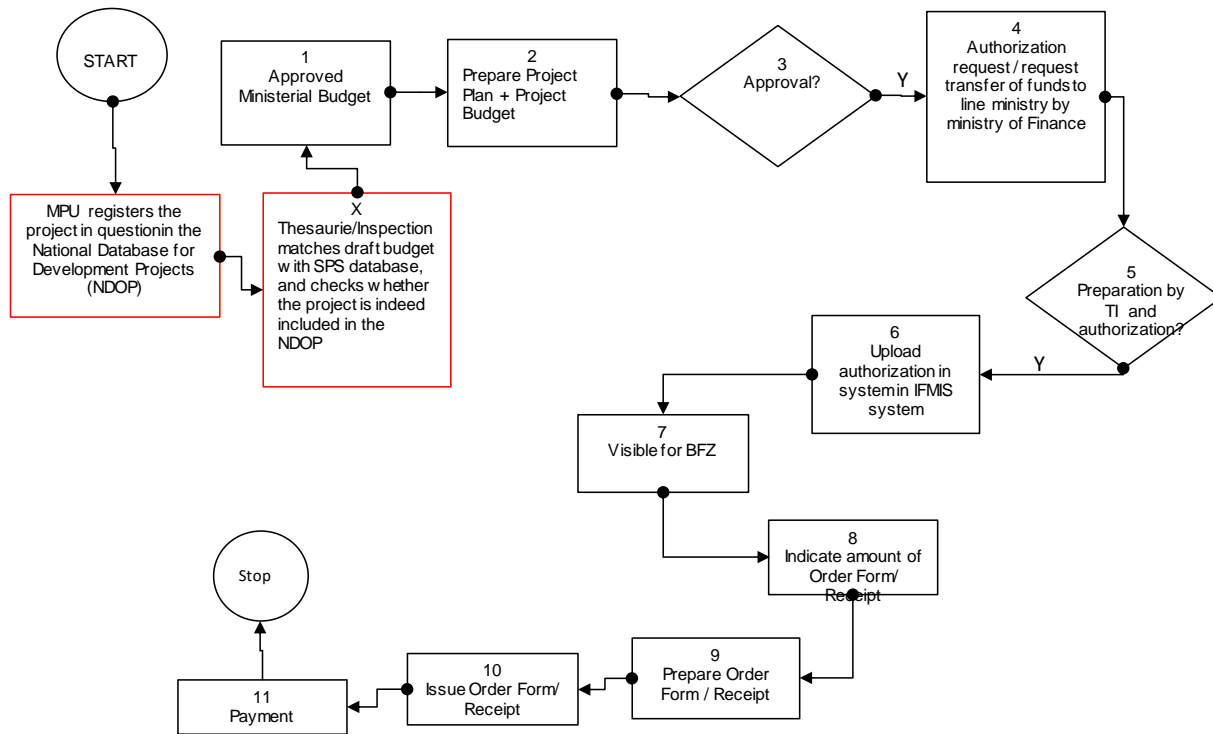
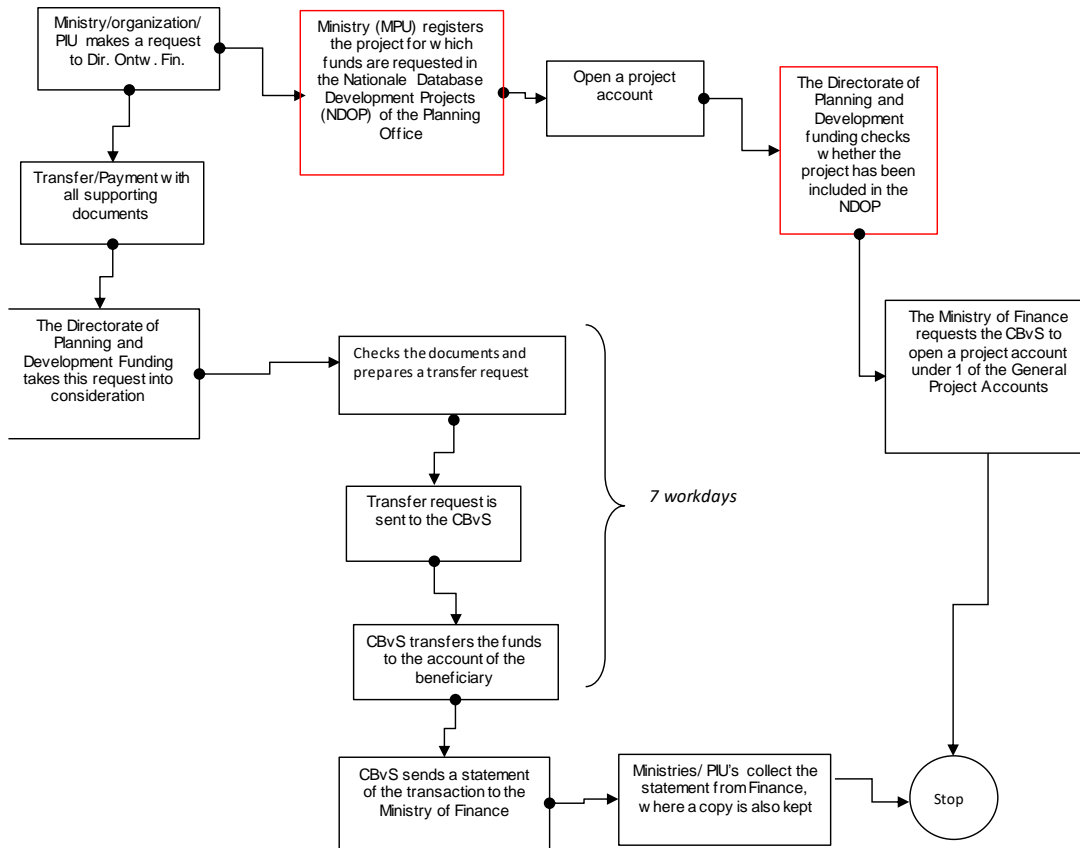




Figure A8.3: Changed processes for the transfer of project funds - 2

**Projects / Donors / Grants / Loans**



**District and resort plans**

In view of decentralization of governance, SPS intends to translate the 2022-2026 Development Plan into district and resort plans. In 2022, SPS will strengthen and expand its Monitoring and Evaluation Department to help with planning, monitoring and evaluation at the district level, in order to concretize the 2022-2026 Development Plan into district plans, along with input from the local population. The following year, this same process will be taken up at the resort level, using the 2022-2026 Development Plan and the district plans as input for the creation of resort plans.

## **A9. Communication**

Communication is essential, because people want to know what direction the government is taking with the country, what measures will be taken to that end, and what the direct impact of this will be for people. In addition, there are so-called "wicked problems"; no matter what solution is put forward, there will be interests that may come into play. Again, it is important to know what the long-term view is and why, therefore, these measures must be taken for the greater good.

With the approval of the Development Plan 2022-2026 in The National Assembly, there is a need from the Government to present this plan (in particular, the building blocks for a long-term vision, the inclusion of the SDGs, some important measures, and some results) to the general public. After this, other marketing tools will also be used, such as:

- An attractive and user-friendly website that includes a so-called "video book", an overview of the table of contents of or the policy areas in the Development Plan where, with a click on a particular section, you can see a short video about that particular section;
- Short spots on various television and radio channels;
- Social media, such as Facebook, LinkedIn, Twitter, and Instagram, and;
- Presentations on various forums.

Graphical images, visualization tools (such as animated films) will be used as much as possible to make the message clear quickly. Given the composition of the Surinamese population, it is fruitful to convert certain parts of the information into different languages. This is useful, for example, for the video book on the website, the spots on radio and television, etc.

The Ministry of Finance and Planning has an experienced and well-equipped department that can bring about the things mentioned above, and indeed has already carried out them as part of the 2020-2022 Recovery Plan (lessons are also learned from these exercises).

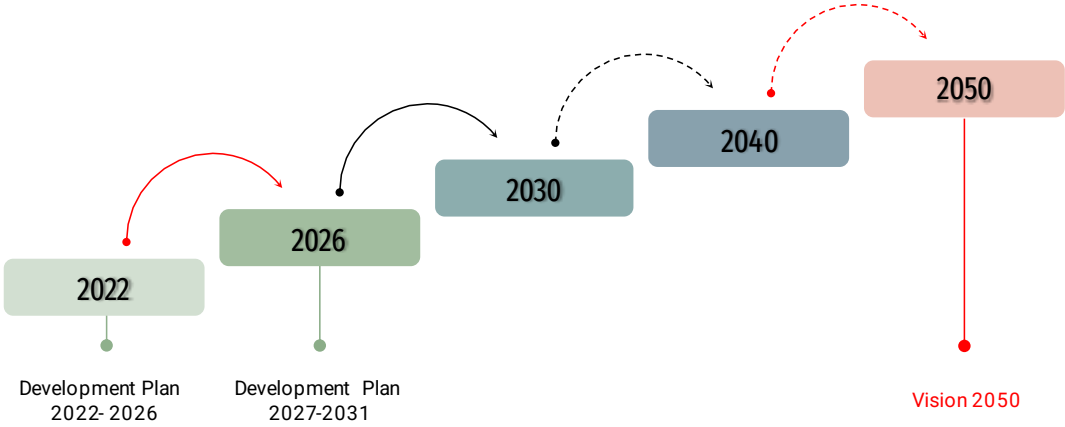
## ***A10. The Road to the Development Plan***

From the "Monitoring and Evaluation" section, it is clear that in the conception of this document, not only the planning aspect of the Development Plan was considered, but also the implementation to achieve as much success as possible. This system of the Planning Office, the Ministerial Plan Units, Results-Based Management, the National Database for Development Projects, the linking of the projects to the budget codes and the adaptation of the processes at the Ministry of Finance and Planning, should ensure that the projects - and therefore the fulfillment of the ministries, policy areas and Sustainable Development Goals - are implemented as much as possible in coherence in order to actually fulfill this document. It should be noted, of course, that continuous evaluation may force to adjust elements of this document, such as the priorities; to this end, scenarios have been used in this Development Plan, and in the event of a change in the international landscape, this plan is therefore flexible enough to make these adjustments quickly and in a targeted manner.

Completing this document is a first step towards the envisioned vision for Suriname in 2050. An urgent appeal is hereby made to the Government of the Republic of Suriname to allow the building blocks for a Surinamese vision 2050 contained in this document to find broad support and to continuously communicate about this with broad layers of society. The next Development Plan - 2027-2031 - will have to be the next step on the way to that vision 2050 (although here it is also strongly recommended that the next Development Plan cover 4 years - instead of 5 - so that the time span corresponds to the period of government). In this document a lot of time has been spent on elaborating the fundamentals of planning: building blocks for a long-term vision, norms and values, inclusion of the SDGs, plan of action, prioritization, policy areas that are independent of political preferences and that reflect Surinamese reality, explorations in the areas related to the environment, spatial planning and demographics, and scenarios. In addition, this Development Plan 2022-2026 is "supported and weighed": choices are sufficiently argued based on figures, precedents, and research, but the opinions, concerns, and insights of a wide range of national and international experts, interest groups, government agencies, and citizens have been considered and included where possible. The Government would therefore do well to consider how other civil society organizations, businesses, etc. can contribute to this Development Plan 2022-2026.

It is therefore strongly recommended that the next Development Plan 2027-2031 be conceived in the same way, and - after evaluation of the policy outcome for 2022-2026 and the assumptions to which this Development Plan is subject - as far as possible use the same methodology (which is completely established at the Planning Office), monitoring and evaluation structures, and long-term goals and outcomes. This will be evidence of informed, weighted and sustained long-term pursuit of strategy and policy, exactly what is needed to meet Suriname's long-term challenges and capitalize on the opportunities. Consistency of weighted and supported policies within the system of norms and values will bring the country to a just and prosperous society.

Figrer A10.1: Development plans as deliberate steps into the future



**SECTION B:**  
**ANALYSES AND BACKGROUNDS**

## B1. Background

The Planning Office was established on July 30, 1951, with the purpose of formulating, coordinating, monitoring and adjusting development plans that would lead to the promotion of spiritual and material prosperity in Suriname. In practice, however, the office was mainly charged with the management of the projects that were to be financed by the former motherland in that year of government. On June 13, 1973, the Plan Ordinance was passed; the Plan Act was a fact. It stipulated, among other things, that the Suriname Planning Foundation should provide support to the various ministries charged with national and regional planning, or a national development program. This planning must be in accordance with the Urban Planning Act (GB 1972 No. 96) which was passed the year before.

A national development program must be drawn up in such a way that it gives a picture of the economic, socio-cultural and spatial development of Suriname to be pursued in the longer term, and of the measures to promote it. Central to this are (from the 1973 Planning Act):

- Socioeconomically acceptable **job creation** that fulfills aspirations and which can develop talents
- The national income per capita will be increased as much as possible with due regard for an optimal **distribution of wealth**
- The natural opportunities and resources of the Surinamese territory, retaining as much as possible of their **sustainable** character, within an adequate socio-economic **regulation**, to be at the service of society
- Creating the best possible **balance** between the available space and the development to be promoted thereon
- Creating spatial conditions for the preservation of a **healthy living environment**
- **Clear representation of development, residential and special management areas.**

According to the Planning Act, the Planning Office is charged with preparing, among other things, national and regional development programs and related multi-annual plans. The preparation includes the description of the area concerned (development, residential, and special management area), including the production of maps. The Suriname Planning Office Foundation is part of the Suriname Planning System; this system took shape as of 2015 and is the functional and interactive whole of institutes and organizations, which fulfills a political-administrative and/or planning-technical role in the planning process and makes a specific contribution to the planning cycle with regard to plans, programs and projects (plan preparation, approval, implementation, monitoring and evaluation).

By resolution of 6 August 2018 no. 8537/18, the intended establishment of Plan Units at each Ministry (Official Gazette 2018, no. 79) was determined. These are staff units in the Ministries that do not fall

hierarchically into the line structure of the Ministry. The Plan Unit within a Ministry is a operational unit of the Minister and the Department Director and is responsible for providing technical services to all policy departments and/or parastatal institutions in terms of the entire project cycle. The unit facilitates and assists in the formulation and design of policy programs, and is charged with periodic monitoring and evaluation. The Ministerial Plan Unit (MPU) is therefore in close contact with the Planning Office with regard to the implementation of annual plans and development plans and the monitoring of indicators .

Figure B1.1: The Planning Structure

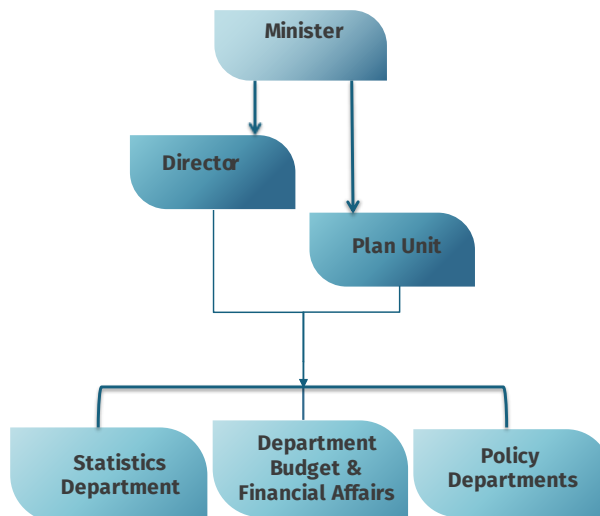
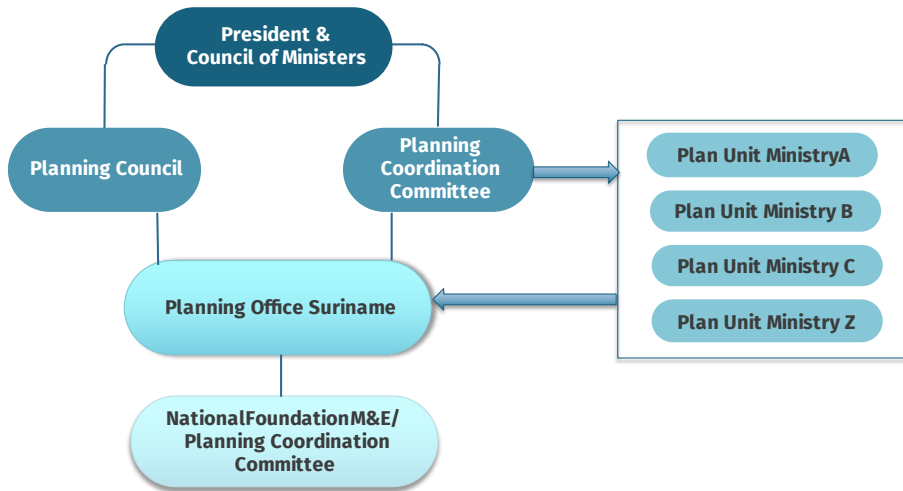
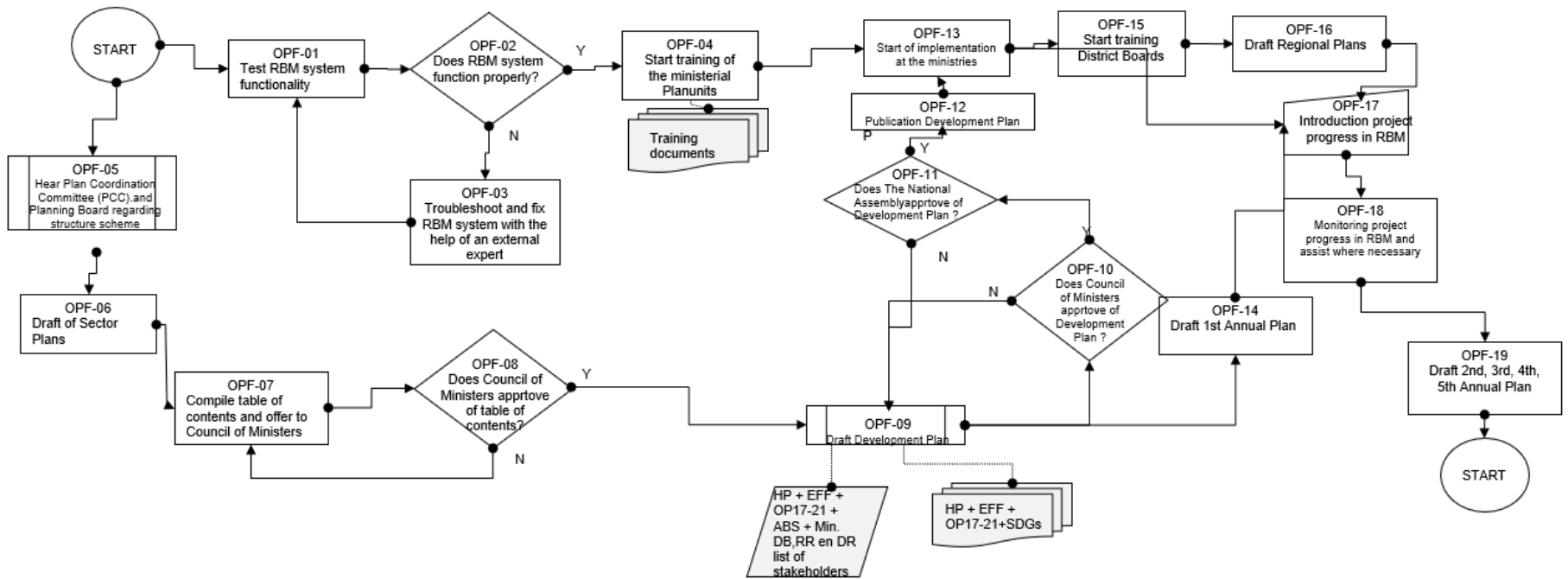


Figure B1.2: Process to arrive at the Development Plan 2022-2026





## B2. Developments: Learning Moments

Analysing previous development plans can provide useful pointers for the 2022-2026 Development Plan to be drafted; look at which issues are useful to adopt and what lessons can be learned, in order to present a better plan. This will not mean looking at all kinds of details, but take into consideration the general approach and layout. In addition, it should be taken into account that each development plan is a product of the prevailing zeitgeist at that time; a changing world and progressive insight ensure that each successive plan may differ from the previous one in terms of approach, priorities, orientation, etc .

The most noteworthy points are listed below:

- The plans were often initiated "top-down" with mainly the insights of the different parts of government having their contribution to make;
- Some development plans were a collection of projects from different ministries - sometimes preferably from a minister in charge at the time - that were not always coordinated with each other (each ministry had its own view of things and formulated plans almost independently of other ministries);
- Prominent projects were included, which - although ambitious - were unrealistic to be carried out within the specified time frame and budget;
- There is a lack of data, information, precedents, etc. to justify certain choices;
- Policy areas are chosen based on the composition of ministries chosen at the time; certain policy areas are given less attention as a result, although they are present in society. The development plan thus developed is therefore primarily policy supportive, but not necessarily policy relevant, in the sense that it responds to threats and opportunities that may arise;
- The development plan is prepared for a period of 5 years but should take into account the expected and desired developments in the longer term (this in accordance with the Planning Act) – and should thus have a well-formulated vision; the Development Plan 2017-2021 started to explicitly take this into account. This longer term is important because it is already clear that certain things will happen in the coming decades (such as climate change, migration, technological development, etc.) for which planning must be done now;
- Demographics, spatial planning and the environment are the starting point for any form of national planning - this is also explicitly included in the Planning Act - but not every development plan actually complied with this;
- Development plans were sometimes very complex: lots of text with all kinds of extensive macroeconomic analyses, many statistics of all policy areas, all kinds of projects, with possibly extensive analyses. This made the end result difficult to read and understand, and therefore it was often no longer used as a guideline for the policies to be implemented;
- Most of the old development plans placed a focus on the use of natural resources. The "top-down" approach with a derivation of the policy areas of the ministry configuration at the time contributed

to this. This resulted in the development plans having a particular focus on mining and agriculture, leaving other sectors, such as Information and Communication Technology (ICT), tourism, process and manufacturing industries, barely addressed. This, while traditional agriculture and mining do not generate sufficient socio-economic employment and value addition.

Based on the obvious aspects listed above, the following aspects are considered for the 2022-2026 Development Plan:

- The plan must provide a view of the opportunities and threats in the longer term and elaborate concrete steps in this context for the next five years, with developments in the field of environment, spatial planning and demographics as the starting point;
- These concrete steps must be well supported and achievable: policy relevance is therefore central. This involves not only projects with physical manifestations (e.g. buildings, roads and bridges), but (in particular) the application of structures, systems and processes without which the physical manifestations have little chance of being realized, are unsustainable, have counterproductive effects, etc;
- To this end, a "bottom-up" approach is also used in addition to the "top-down" approach: a wide range of individuals, experts, civil society organizations, associations, etc. who have affinity with gender issues, youth, agriculture, ICT, people with disabilities, logistics, etc. are consulted in order to also consider their perspectives and insights for inclusion in the Development Plan;
- Although the Development Plan 2022-2026 must be realistic on the one hand, it also looks beyond these obvious opportunities on the other hand: in addition to traditional mining and agriculture, attention must also be paid to Small and Medium Enterprises (SMEs) in sectors that can create much more employment and value, can use technology, and are more sustainable, so that the Surinamese economy can also be made more robust.

## **B3. Current situation and outlook under unchanged policies**

### **B3.1 Introduction**

The 2020-2022 Recovery Plan comprehensively addresses the current situation in the following areas:

- The economy and the monetary field
- Imports and exports
- Government budget
- Debt problems
- Governance challenges, and risks related to corruption, money laundering and terrorist financing
- Covid-19
- Purchasing Power

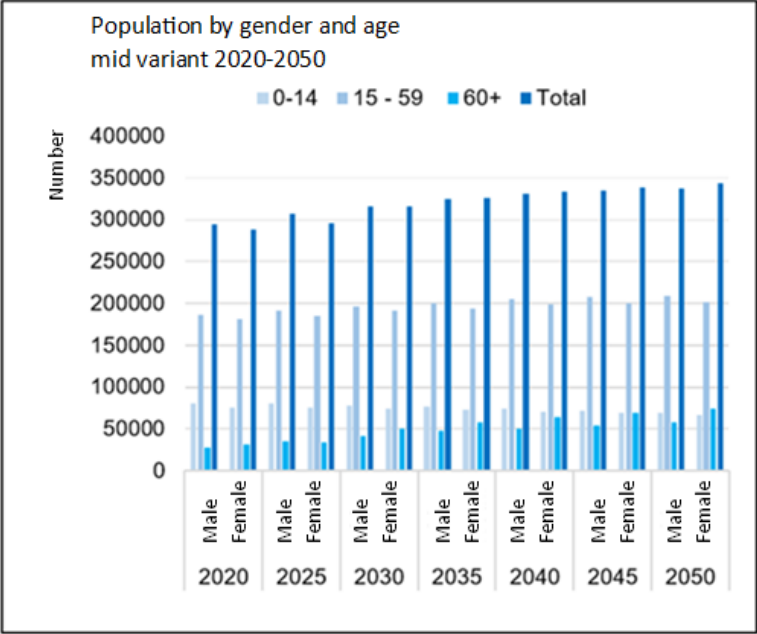
Since the Recovery Plan is an integral part of this 2022-2026 Development Plan, these topics will not be repeated. However, as required by the 1973 Planning Act and in accordance with custom in the development of long-term strategies, the current situation and outlook (under unchanged policies) in terms of demographics, environment and land use planning are discussed in detail. These are successively addressed in the following sections.

### **B3.2 Demographics**

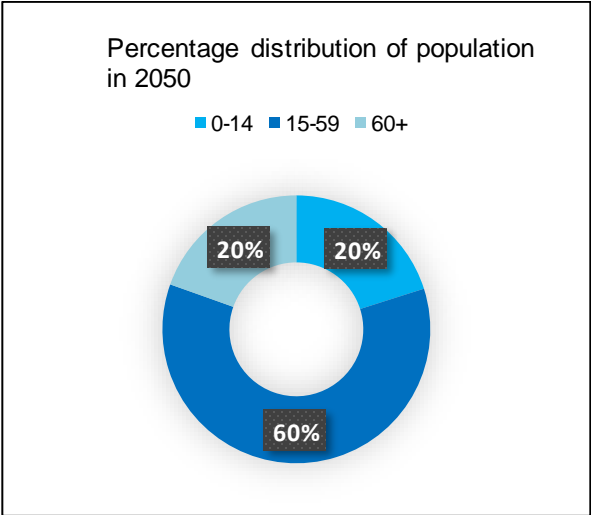
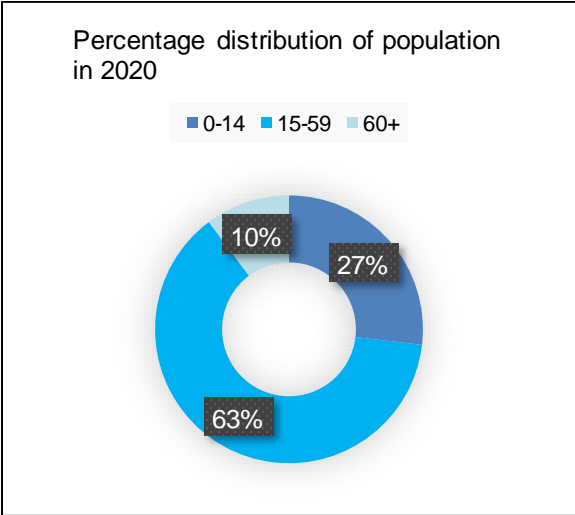
By 2050 we are still below 700,000 people according to UN estimates (mid variant and the low variant of the GBS). Birth and fertility rates are falling and if this trend continues, the population will not have grown above 700,000 by then, except if migration were to increase. These estimates also show that infant mortality rates are declining and that crude mortality rates remain stationary. Graph B3.1 shows that the share of the population in the 0-14 age category decreases from 26.8 to 20.1 percent, the 15-59 age category also shows a decrease from 62.9 percent in 2020 to 60.3 percent in 2050, while the share of the elderly (60 plus) shows an increase from 10.2 to 19.6 percent. This shows that Suriname is also experiencing population aging which is a result of low fertility rates and improvement in life expectancy of the population.

Graphs B3.2 and B3.3 show that the 60+ category is growing the fastest. The male population will increase by 108% from 28,053 in 2020 to 58,437 in 2050 while the female population will increase by approximately 137% from 31,467 in 2020 to 74,578 in 2050.

Graph B3.1 (Source: Population Policy Report 2021-2040, Adaptation SPS)

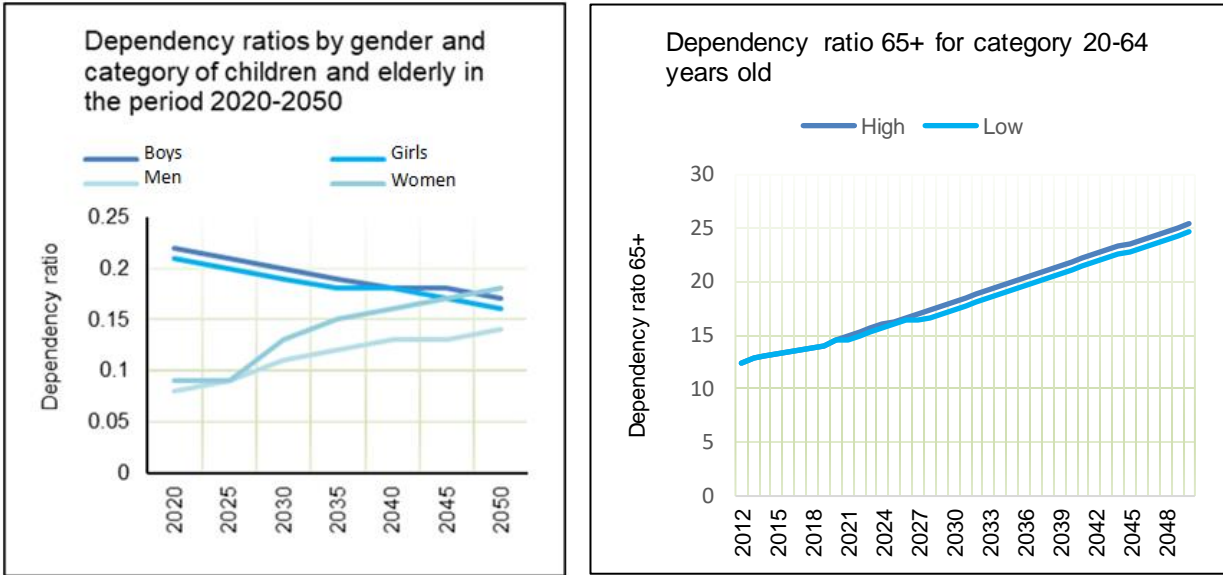


Graphs B3.2 and B3.3 (Source: Population Policy Report 2021-2040, Adaptation SPS)



The faster increase in the elderly population and a decrease in the share of the economically active group means that the dependency ratio of the elderly population is also increasing (graph B3.4). Women live longer than men and will therefore in the future have greater recourse to the care system such as old age and also health care, and pension funds, with the necessary financial consequences. From the graph, a declining trend in dependency ratios of children (boys as well as girls) is also evident. From 2021 onwards, a clear decrease is seen, due to the low fertility rate. In graph B3.5 the old age dependency ratio is calculated using the high and low variants of the GBS. In both variants the ratio approaches 25 percent in 2050: per 100 persons between 20 and 64 years old, there are about 25 who are 65 years old and older.

Graphs B3.4 and B3.5 (Source: GBS, Population Policy Report 2021-2040, Adaptation SPS)



**Population and labor market development**

Labor market statistics are mainly related to Paramaribo and Wanica, and therefore an attempt was made to make a preliminary estimate for 2025 and 2050 for these districts based on the low variant statistics of the GBS for population by age group and by area. The population of the urban area will increase by 8.7 percent in 2025 compared to 2019 and 22.6 percent in 2050 compared to 2025. Historical figures show that on average 42.5 percent of the urban population belongs to the economically active group (15-64 years). With this data, an estimate was made of economically active, unemployed and unemplyed people, with the unemplyed people having a share of about 89.5 percent. In 2025, a minimum of about 12328 jobs will need to be filled compared to 2019 and in 2050 a minimum of 38489 jobs compared to 2025 (Graph B3.6).

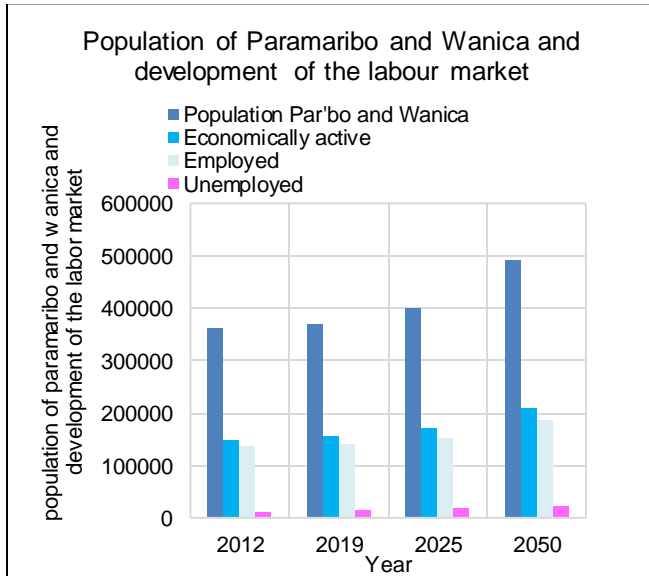
**Migration**

In the period 2012 -2019, there is a strong increase in migrants: immigration figures increased by about 18% in 2019 compared to 2012, rising from 4284 in 2012 to 5054 2019 and emigration figures also increased by about 32%. These figures (Graph B3.7) are GBS estimates based on the information obtained from the Dutch statistics, as the CBB figures are incomplete due to not having the emigrants de-registered.

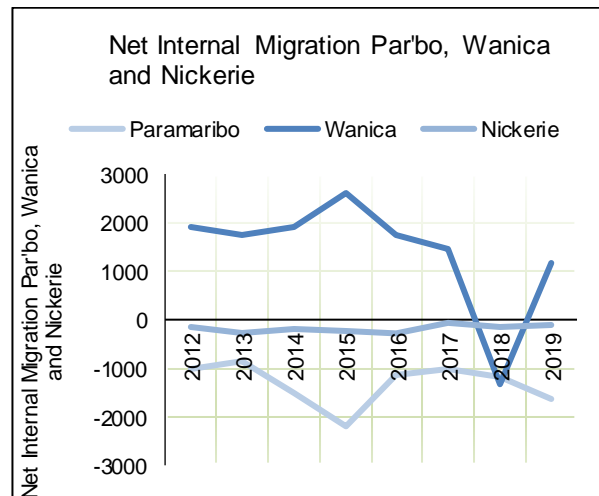
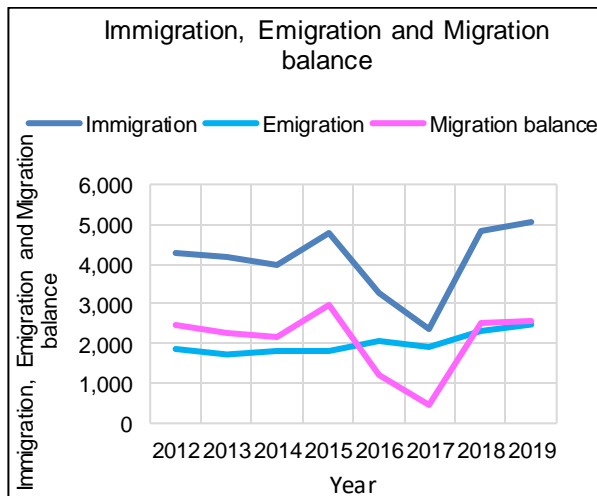
Graph B3.8 shows net domestic migration for the districts of Paramaribo, Wanica and Nickerie. It shows that throughout the period, many more people left Paramaribo and Nickerie, than settled there. In Wanica, on the other hand, there are many people who settled there except in 2018. The districts of Para, Commewijne and Saramacca also show a positive settlement trend. The districts of Marowijne,

Brokopondo, and Sipaliwini show a negative trend with Sipaliwini losing many more residents than the other two districts in the interior.

Graphs B3.6 (Source: GBS, Population Policy Report 2021-2040, Adaptation SPS)



Graphs B3.7 and B3.8 (Source: GBS, Adaptation SPS)



## B3.3 Environment and Climate

### Climate change

A study was conducted on the likely impacts of climate change on key sectors (agriculture, water, forestry, infrastructure) in and geographical areas of Suriname based on historical climatic trends. The main expectations from this study are as follows:

1. For Paramaribo and surrounding areas, weather conditions are expected to become hotter and drier.
2. The number of warm days and nights per year will increase by the end of the century.
3. Precipitation periods will become more intense and rare.
4. Maximum wind speed will increase moderately.
5. The number of rainy days will decrease on the coast, and will not change significantly in the interior.

Suriname needs to seriously consider the so-called "worst case scenarios" developed by international authoritative institutes regarding sea level rise and its consequences for developing countries in particular. In order to give an idea of these consequences for our country if, for example, all the ice caps were to melt, the figure below shows. This in itself seems quite extreme but is a clear indication of the disastrous consequences of sea level rise.

*Figure B3.1 Sea level rise off the coast of Suriname due to the melting of all the ice caps (Source: National Geographic)*



Suriname regularly faces a series of natural disasters, which regularly damage homes and other buildings. It is generally assumed that extreme weather phenomena will increase in frequency and impact as a result of climate change. This will affect the freshwater, agricultural, forestry, and other sectors.

### **Local anthropogenic influences on the environment**

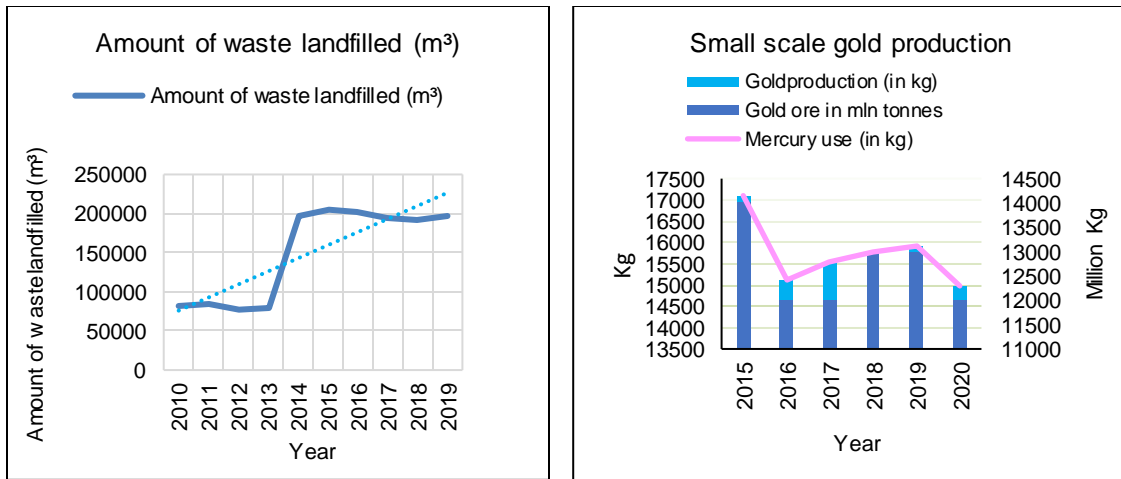
The figures below show respectively the amount of landfilled waste during the period 2010 - 2019, deforestation in recent years, the projected CO2 emissions, and the production of small-scale gold mining, where for each amount of production an equal amount of mercury enters the environment. The processing of household waste as well as other waste from the districts of Paramaribo, Wanica, Commewijne and Para still takes place at the official landfill in Ornamibo in the district of Wanica. However, this land fill does not meet the minimum international standards for a landfill. There is also such a landfill in the Nickerie district for the processing of waste from that district. During the 2010-2020 evaluation period, there were initiatives from both the government and private side to establish a fully responsible landfill; none of these have been realized.

Although Suriname is always mentioned in the row of few countries with high forest cover and relatively low deforestation rates, deforestation rates showed a clear upward trend in the past 20 years. Between the years 2000 and 2018, about 114,571 hectares of forest were removed, of which about 8,818 hectares were removed in the period 2017-2018. Suriname presented the second FREL (Forest Reference Emission Level) report to the United Nations Framework Convention on Climate Change (UNFCCC) in the first month of 2021 as part of agreements made under the Climate Convention. The following preliminary conclusions can be drawn from the report:

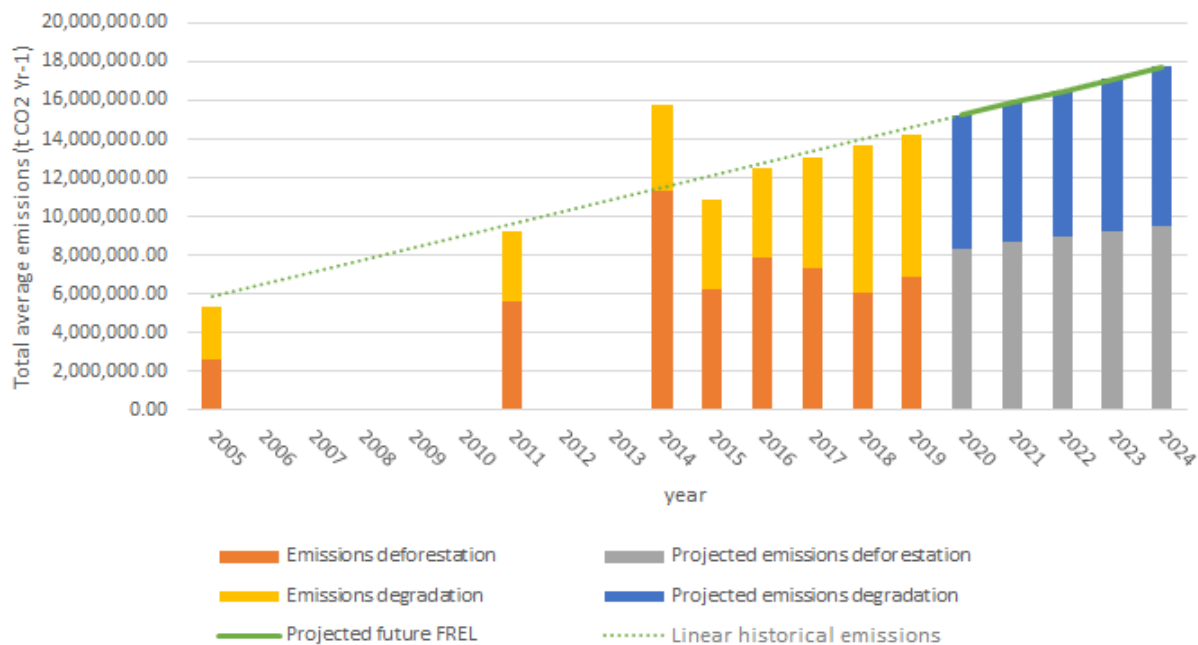
- 1) carbon emissions from the wood sector have systematically increased from about 9 million tons of CO2 equivalents in 2011, to more than 14 million tons of CO2 equivalents in 2020;
- 2) Suriname's historical emissions show that the country has a low rate of both deforestation (annual deforestation rate of 0.02-0.07%) and forest degradation, resulting in an effective forest cover of 93% of the land area (SBB, 2020).



Graphs B3.9 and B3.10 (Source, GBS)



Graph B3.11 (Source, Concept Second Forest Reference Emission Level for Suriname's REDD+ Programme, January 2021)  
**FREL projected for Suriname 2020 - 2024**



## B3.4 Spatial Planning

Spatial planning is about the most optimal reciprocal adjustment of space and society, whereby sustainable development is possible. The planned land use (distribution of socio-economic activities) and optimal land use (productive use of the land/soil) are important goals in this respect. Living, working, recreation and transport are therefore very central to spatial planning.

The current pattern of land use shows a strong dispersion and fragmentation ("urban sprawl"), with almost all socio-economic activities and developments taking place along the primary access roads, arterial roads and waterways. In the absence of adequate urban planning and regulations, almost 70% of the Surinamese population now lives in the urban areas of Paramaribo and Wanica, with a growing need for housing, employment and services. As a result, a "herringbone pattern" has been created with the following characteristics:

1. **Informal patterns** of land use in peri-urban areas, where mainly poor migrants from rural and hinterland areas have occupied available land in mainly primary roads, such as the Goede Verwachting, Sunny Point, Rahimal Project and Devisbuiten, in a situation where basic services such as water and electricity are absent, and dependence on public transport is high.
2. **Formal patterns** of land use that have mostly been initiated by private investors, whereby people from the middle and high income classes have settled in order to provide for their desired livelihood. Due to the poorly organized public transport system, residents have to use their own means of transport. Kwatta area, Leidingen and parts of the Wanica district (the Welgedacht A, B and C road, the Nieuwe Grond, Tout Lui Faut, Nieuw Weergevondenweg, Koewarasan) are visible examples of this.

The territory includes occupied or cultivated areas, parceling projects/residential areas, as well as parts that have not been cultivated and lie fallow. In addition, there is also frequent construction along primary arterial roads that is not in accordance with the original land use (ribbon development). About 1.4% of the population lives in slums, informal settlements or inadequate housing. Decentralizing urbanization is thus a necessity. Many businesses along primary and arterial roads (see Appendix E), experience a lot of traffic congestion with relatively high travel times for relatively short distances (see Appendix E). This again shows the need for a thorough structural and zoning plan, a Spatial Planning Act and decentralized urbanization. In the absence of these measures, projections show that urban sprawl will continue with a decrease in residential and living enjoyment, and an increase in travel times (and thus an increased carbon footprint). A projection is shown in Figure B3.3.

Figure B3.2: Historical growth of Paramaribo

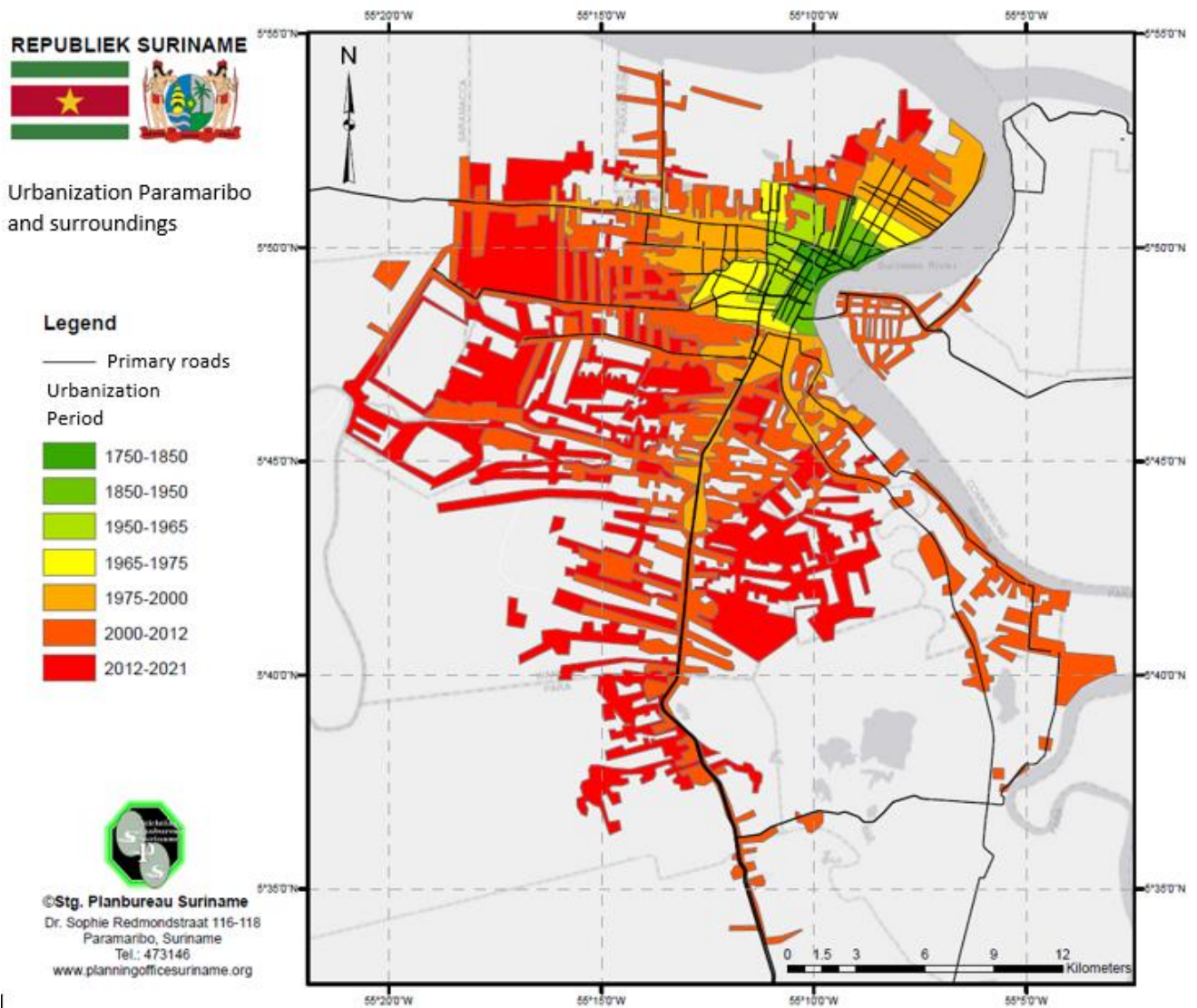
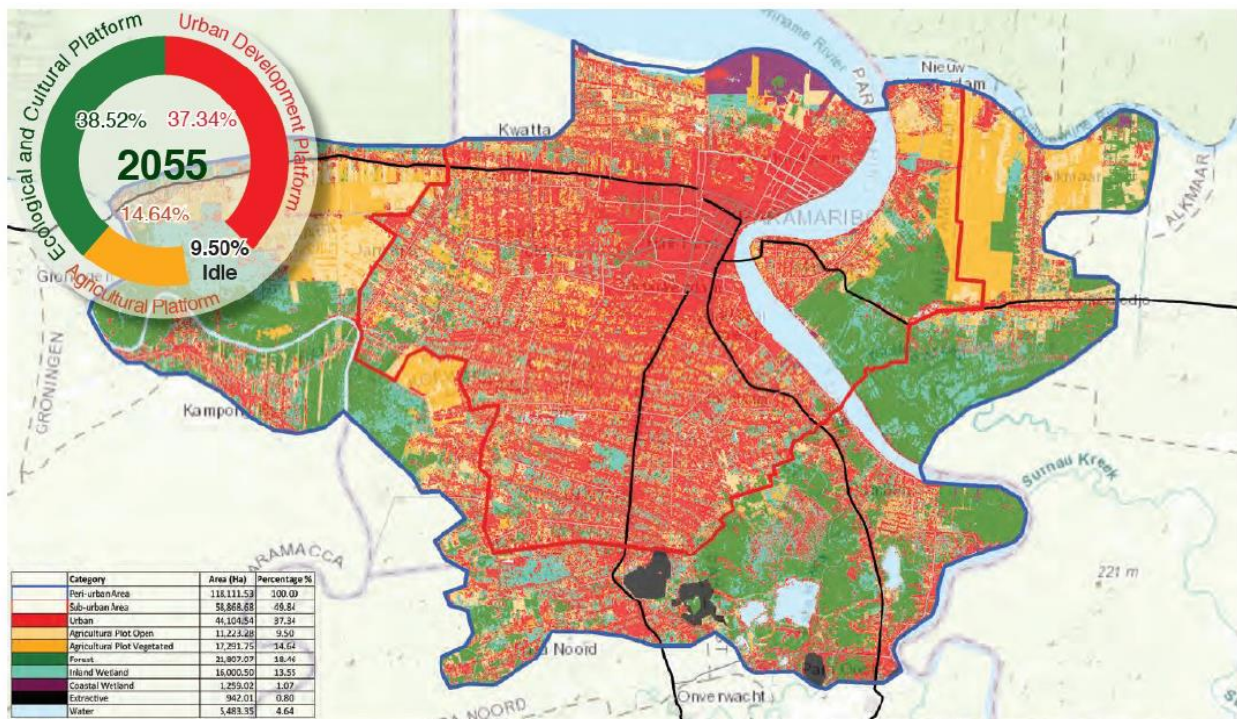


Figure B3.3: Projected unbridled urban expansion under unchanged policies (Source: IDB)



## **B4. Scenarios**

### **B4.1 Introduction**

As a small developing state, Suriname - now more than ever because of globalization and ever-increasing competition - has to keep up with developments at the global level. The future of these developments is becoming more and more uncertain (we do not know what is coming), complex (we do not know how different factors will influence each other), ambiguous (events are open to many interpretations) and volatile (the interconnectedness of the world can easily result in interruptions). For example, we see that pandemics, stranded cargo ships, political disputes, and weather phenomena that could not always have been predicted in advance, suddenly happen, and have a global impact, including in Suriname.

Traditional ways of long-term planning based on the extrapolation of historical data no longer seem to work, especially for small-scale economies like Suriname, which are especially susceptible to these external influences. Suriname, for example, is on the verge of exploiting its offshore oil and gas reserves, which will have an enormous impact on the economy; however, we know from experience that the slightest thing can cause the price of oil to suddenly plummet or skyrocket, which will have repercussions for Suriname.

In a time of such sudden developments, it is unrealistic to plan against the background of only 1 representation of the future. Whether it is politics, the climate, technological development, etc., different perspectives are important to better consider the impact of choices we make today. To this end, many countries (including the United States, China, Kenya, the Netherlands, Saudi Arabia) and companies (more than 50% of the Fortune 500 companies) in the world today therefore use scenarios. Scenarios in this context are plausible and challenging stories, not predictions or variations in growth projections. They do not extrapolate from the past to predict what will happen in the future, but instead offer very different stories of what the future might look like.

At least 2 scenarios are needed to include uncertainties related to the future into planning; scenarios have common elements and differences on so-called critical uncertainties. They help prepare for discontinuities and sudden changes; they help create a common culture or language through which the future can be imagined and discussed; and they challenge the paradigms we all have. Scenarios help in understanding complex situations and are a useful tool for collective learning. Some systems - for example, the operation of refineries - are well understood and can be represented by models. But others, especially those involving people, contain so many variables and so little hard data that they can only be appreciated by intuition and are best communicated through pictures and stories. Scenarios can be seen as a linking tool, integrating intuition and quantitative modeling for our understanding of how a system works. Scenarios are given equal weight in the whole; assigning probabilities to developed scenarios gives a false sense of understanding of reality, while the external environment is too complex and dynamic to understand.

## **B4.2 Scenarios as instruments**

Scenarios are not an end in themselves, but a tool on the way to creating robust strategies, in other words strategies that remain virtually valid regardless of drastically changing circumstances. Scenarios can be used to:

- Review strategies, a vision and objectives
- Evaluate assumptions
- Explain complex issues in simple terms (communication tool)
- Identify strategic priorities
- Develop "shadow" strategies for sudden changes, and work through these in advance, allowing the organization to make a swift turnaround (instead of taking months or sometimes even years to do this); outlined plans can be made for each scenario, allowing an organization to respond to sudden events in a better informed way
- Identify movements towards a particular scenario using indicators

## **B4.3 Scenarios in the Development Plan 2022-2026**

For Suriname, only a few scenarios as described earlier have been developed in the past, most of which were related to specific sectors, such as tourism, energy, etc. Only in a few cases have scenarios been prepared for the long term; the most recent exercise is from 2020 for a program for long term industry, infrastructure and local content development in Suriname. The scenarios from this exercise have been used along with other relevant scenarios from Royal Dutch/Shell, MIT scenario working group, Navincerta, Rabobank, etc. to create scenarios for the Development Plan 2022-2026, which will shape the vision, strategies and action plans contained herein.

In the most common scenario planning method uncertain factors are used as parameters to develop scenarios. Considering the previously mentioned sources, the following major uncertainties have emerged:

- Evolutionary or revolutionary climate change: although there is global consensus that climate change is occurring as a result of human activity, there is uncertainty regarding its future course. There is talk of a possible "tipping point," a sudden dramatic worsening or change in climate change with a disastrous impact; when we have reached it is difficult to estimate in advance. There is also uncertainty when it comes to the exact impact of climate change on, for example, the agricultural sector, and its influences on food security, (geo)political tensions and world trade. Another uncertainty concerns acting on climate change: are the necessary transitions happening fast enough and getting enough attention on various agendas? And can the various transitions (agriculture, energy, industry, transport, etc.) indeed stop the damage that has already been done and the trends that have begun in time? Will climate change occur gradually as the transitions

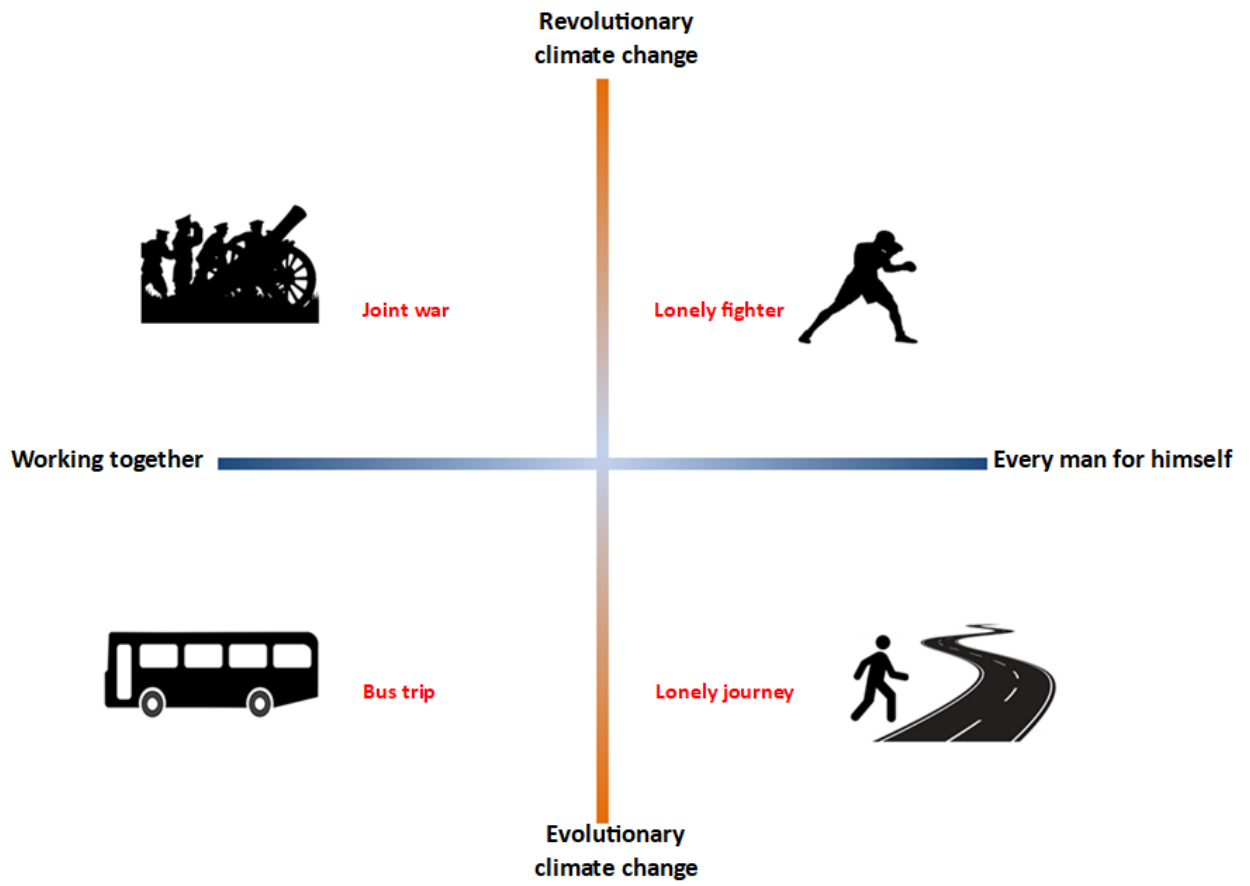
unfold over time (evolutionary) or are we looking at a sudden worst case scenario where we simply do not know what is coming our way (revolutionary)?

- Acting together or each on his own: it remains to be seen to what extent societies, countries and companies will continue to cooperate. With the recent pandemic, the tension between prosperity, health and safety has been put to the test, and questions arise about whether or not to reach out. There are also technological developments, such as renewable energy, blockchain and artificial intelligence, that can overthrow existing power structures. Power and control can then be consolidated elsewhere or, on the contrary, further distributed. This can lead to polarization (between countries, societies, communities, etc.) which in turn results in the long road to compromise, break down or promote collectivism, influence stability positively or negatively (which in turn triggers the discussion about security).

These two uncertainties lead to the following scenarios as depicted on the next page:

- Collective War: Climate change is taking on disastrous proportions with computer models falling behind each time. Countries, companies, communities, etc. (sometimes with mutual differences) are banding together to help each other with the extremely costly transitions necessary for adaptation and mitigation. Financial and material resources, as well as access to technology are made available.
- Lone fighter: although there is a common threat in the form of climate change that is becoming more unpredictable and violent, globally because of mutual differences, conflicts of interest, and short-term thinking, there is a strong lack of concerted effort. There is much destabilization, and each person is left to their own devices.
- Bus ride: Climate change is continuing its trend and although it will lead to more flooding, sea level rise, temperature increase, etc., it is still predictable to respond through adaptation. Countries, corporations, agencies and communities worldwide are banding together to make adaptation and mitigation happen on a widespread basis.
- Lonely journey: the absence of sudden changes in climate notwithstanding, there is a strong trend worldwide whereby each one focuses to fulfill and secure their own needs first due to growing inequality, tension and eruptions in the (geo)political, material, economic and technological sphere.

Figure B4.1: 2050 Scenarios for Suriname





## B5. Robustness Analysis

The strategic action items identified in A6 per policy area can be tested against the scenarios conceived in B4. This qualitative process is called a robustness analysis and indicates in which scenario(s) strategic action items have a positive effect, negative effect or no effect. By means of scenarios and their associated indicators, the environment is continuously explored in order to anticipate (sudden) changes in the global environment on a political, climatological, technological, economic, etc. level. The result of the robustness analysis is an overview that indicates how strategies should be adjusted in case of such anticipation. This may seem simple, but there are plenty of cases of companies and countries that needed months or even years to anticipate (sudden) changes, resulting in all sorts of missed opportunities, losses, accidents, etc..

For this Development Plan 2022-2026, the robustness analysis is shown in Appendix D in which for strategic the action items the impact is estimated qualitatively by scenario; the number of crosses indicates the urgency of a strategic action item in a given scenario. These scenarios are not rigid and are adjusted and updated, for example, for the Development Plan 2027-2031. The robustness analysis is therefore performed again. The exercise shows that only 17 of the total 221 identified strategic action items are subject to the changes implied by the scenario framework. This is somewhat related to the nature of certain sectors (e.g., the "social protection" policy area), but the conclusion can be drawn here in particular that the remaining action items are the (basic) things that simply need to be implemented regardless of what happens.

The Monitoring & Evaluation Department at the Planning Office sees to monitoring when it comes to the scenario indicators (see A8), and reports on them - and on the implications for policy using the robustness analysis - at least once every 2 years. Some of these indicators may include:

- Frequency of storms / extreme weather events (local, regional and beyond)
- Establishment of smaller regional blocks
- (Non-)human trade barriers
- Achievement of climate change-related agreements
- Likelihood of a climate change "tipping point"
- Compliance with international agreements (especially with respect to climate change)
- Frequency of "trade wars"
- Number of climate change-related refugees
- Number of regions with instability
- Number of times where the scenario parameters make the news

The indicators may change as a result of advancing insight and changing scenarios; thus, monitoring and evaluation are a requirement.

## **B6. Transition Management**

In this Development Plan 2022-2026, a number of strategic directions are chosen that the Government needs to take. However, a number of them - although necessary - imply a major shift in paradigms, institutions, business models, mechanisms, schemes, behaviors, structures, roles and responsibilities, etc. Such a fundamental change is also called a transition, which affects different actors and groups. This contributes to the complexity and long duration of transitions.

Some examples of transitions in this plan include the phasing out of roundwood exports, the initiation of decentralized urbanization, etc. Because of the importance and cross-ministry nature of proposed transitions, it is therefore imperative that the transition process be managed by a team directly under the Office of the President and above the ministries.

Now, presidential committees and working groups are already used, and in themselves constitute the structure referred to here, but in the case of transitions, these committees and working groups should still have some clear(er) characteristics. First, the committee/working group should be composed of representatives of various groups that are directly and/or indirectly involved in the transition (and thus even have competing interests), with the leadership having a track record where a results-oriented approach is clearly evident. Second, the work processes must be clearly described, with the different types of responsibility associated with each of the process steps defined and assigned to members of the committee / working group (and outside of it where necessary). Third, there should be a compensation scheme as a function of team and individual performance. Finally, the committee/workgroup should establish a communication strategy for the sake of transparency and to regularly inform the community regarding the progress of the transition. The communication should be clear to different audiences, such as the government, ministries and government agencies, social partners, civil society and the people.

# ANNEXES













## ***Annex B: Overview Strategic Action Items***

1. Good Governance: realizing systems, structures, and processes to ensure transparency, efficiency, effectiveness, accountability, and fairness
2. Security: the set of availability, affordability, reliability, social acceptance and sustainability of :
  - a. Energy
  - b. Water
  - c. Food supply
  - d. Health care
  - e. Education
  - f. Telecommunications
  - g. Social services
3. Employment: the promotion and provision of geographically dispersed socio-economically acceptable employment (decent work) that can achieve sufficient upward mobility; there are sufficient growth and learning opportunities for all
4. Value addition: to encourage value addition in order to produce high quality products, both for export and partial import substitution
5. Industries with increasing returns: to encourage industries that - based on knowledge, specific acts or sustainable competitive advantages - are not subject to increasing costs for key inputs, either over time or when scaling up
6. Greening and Green Growth: reducing our environmental footprint in our existing processes and deliberately choosing "greener" growth paths for sectors
7. International and local outreach: tap into new routes and establish strategic (diplomatic and cooperation) ties with other countries and international organizations
8. Land rights: indigenous and maroon land rights are collective rights that the United Nations has explicitly stated must be recognized, made explicit in the UN Declaration on the Rights of Indigenous Peoples
9. Innovation: researching, developing, investing in, demonstrating, and deploying (non-) technological innovation
10. Sustainable competitive advantage: exploit potential, where there is demand, and which is unique
11. Export-orientation: encourage an export-oriented environment, allowing for increased trade with more diverse countries.

Number Strategic Action Item	Description	Ministry	Duration		Financing				SDG (Annex A)			Budget code				
			Start	End	Estimate (x1000)	Currency	Source	loan / grant / government budget / ppp	Outcome code	Indicator code	Norm (see below)	Sources of funds (financing source)	Organization	Programs	Economic	Locator
A6.1.1	Draft, submit, adopt, and promulgate Local Content Act	BIBIS	2022	2022	500	SRD	Gov budget	O	9.3	9.3.1	3, 4, 5, 9, 10	1101	05	02	61205	7000
A6.1.2	Establish Local Content Development Office	BIBIS	2022	2022	150	USD	Gov budget	L	8.3	8.3.1	3, 4, 5, 9, 10	1201	05	02	61205	7000
A6.1.3	Draft, submit, adopt and promulgate Law on Co-investment fund	FinPlan	2023	2024	200	SRD	Gov budget	O	17.3	17.3.1	1 t/m 11	1101	08	07	61205	7000
A6.1.4	Draft, submit, adopt and promulgate Transfer Pricing Act	FinPlan	2022	2023	500	SRD	Gov budget	O	x.5	x.5.1	1	1101	07	16	61206	7000
A6.1.5	Strengthen audit function of the Tax Administration	FinPlan	2022	2025	73585	SRD	IADB	L	17.1	17.1.2	1 t/m 11	2291	07	16	61312	7000
A6.1.6	Introduce "source tax" as input tax on contract value for service providers	FinPlan	2022	2022	20	SRD	Gov budget	O	16.6	16.6.1	1 t/m 11	1101	07	16	61001	7000
A6.2.1		EZOTI	2022	2023	50	SRD	Gov budget	O	X.6	X.6.1	3, 4, 5, 9, 11	1101	08	13	61001	7000
A6.2.2	Reduce waiting time for business license	EZOTI	2022	2022	25	SRD	Gov budget	O	X.6	X.6.1	3, 4, 5, 9, 11	1101	08	13	61001	7000
A6.2.3	Amendment of Building Code	OW	2023	2023	25	SRD	Gov budget	O	11.1	11.1.1	3, 4, 5, 9, 11	1101	15	13	61001	7000
A6.2.4	Reduce costs of land ownership registration	GBB	2022	2023	25	SRD	Gov budget	O	11.1	11.1.1	3, 4, 5, 9, 11	1101	17	35	61001	7000
A6.2.5	Establish independent complaints office	GBB	2023	2023	500	SRD	Gov budget	O	16.6	16.6.1	3, 4, 5, 9, 11	1201	17	02	61001	7000
A6.2.6	Make the number of land disputes at the economic level available online	GBB	2024	2025	350	SRD	Gov budget	O	16.6	16.6.1	3, 4, 5, 9, 11	1201	17	35	61001	7000
A6.2.7	Amendment of Bankruptcy Law	EZOTI	2023	2023	25	SRD	Gov budget	O	X.6	X.6.1	3, 4, 5, 9, 11	1101	08	13	61001	7000
A6.2.8	Improve operational efficiency customs	FinPlan	2025	2026	5000	USD	IADB	L	X.6	X.6.1	3, 4, 5, 9, 11	2291	07	16	61312	7000
A6.2.9	Differentiating tax rates for the structuring of society	FinPlan	2024	2025	500	SRD	Gov budget	O	8.3	8.3.1	1 t/m 11	1101	07	16	61001	7000
A6.2.10	Strengthening NOB	FinPlan	2022	2024	15000	USD	IADB	L	X.6	X.6.1	3, 4, 5, 9, 11	2291	07	02	61312	7000
A6.2.11	Transfer SME fund to NOB	FinPlan	2022	2022	5	SRD	Gov budget	O	X.6	X.6.1	3, 4, 5, 9, 11	1101	07	16	61001	7000
A6.2.12	Consolidate funds at NOB	FinPlan	2022	2022	50	SRD	Gov budget	O	X.6	X.6.1	3, 4, 5, 9, 11	1101	07	16	61001	7000
A6.2.13	Include MOP priorities in credit assessment at funds	FinPlan	2022	2023	25	SRD	Gov budget	O	X.6	X.6.1	3, 4, 5, 9, 11	1101	07	16	61001	7000
A6.2.14	Significantly supplement and promote funds	FinPlan	2022	2025	5000	USD	IADB	L	X.6	X.6.1	3, 4, 5, 9, 11	2291	07	16	61312	7000
A6.2.15	Submit, adopt, and promulgate Product Boards Act	LVV	2022	2022	0	SRD	Gov budget	O	X.6	X.6.1	3, 4, 5, 9, 11	1101	07	13	10001	7000
A6.2.16	Establishment of product board right bank Suriname River	Cabpres	2022	2022	150	USD	Gov budget	O	X.6	X.6.1	3, 4, 5, 9, 10, 11	1201	25	07	61001	20
A6.2.17	Reserve land for clusters / product boards	GBB	2022	2025	500	SRD	Gov budget	O	X.6	X.6.1	3, 4, 5, 9, 11	1101	17	35	61001	7000
A6.3.1	Amendment of state decree on residential areas	Cabpres	2022	2022	25	SRD	Gov budget	O			1, 2, 6, 8	1101	25	35	61001	7000
A6.3.2	Recognize land rights, formulate development strategy by OIS and VIDS	ROS	2022	2023	1710	SRD	Gov budget	O	11	11.1.1	1, 8	1101	03	35	61001	7000
A6.3.3	Drafting and legally enacting zoning and structure plans	ROM	2023	2024	200	SRD	Gov budget	O	11.1	11.1.1	1, 2, 6, 8	1201	19	35	61001	7000
A6.3.4	Change stamp duty for family transfers	GBB	2022	2023	256	SRD	Gov budget	O	11	11.1.1	2	1101	17	35	61001	7000
A6.3.5	Communicating and facilitating the process of family transfer	GBB	2022	2023	300	SRD	Gov budget	O	11	11.1.1	2	1101	17	35	61001	7000
A6.4.1	Establish interdepartmental committee to launch a pilot to transform schools into training and education centers	Cabpres	2022	2026	6000	USD	Gov budget	L	n/t	n/t	3, 4, 5, 9, 11	1201	02110	07	62421	7000
A6.5.1	Drafting ToR for lease contract for rural drone surveillance	Cabpres	2022	2023	2400	USD	Gov budget	O	X.6	X.6.1	1, 2	1201	02110	18	62109	7000
A6.6.1	Consultation with stakeholders on PSR trajectory	Biza	2022	2022	50	SRD	Gov budget	O	X.0	X.0.1	1	1101	02	02	61001	7000
A6.6.2	Produce successively process, function and structure descriptions	Biza	2022	2024	50	SRD	Gov budget	O	X.0	X.0.1	1	1101	02	02	61001	7000
A6.6.3	Defining and deploying modalities for civil service layoffs	Biza	2023	2023	100	SRD	Gov budget	O	X.0	X.0.1	1	1101	02	02	61001	7000
A6.6.4	Establishment of independent corruption hotline	Biza	2022	2022	150	SRD	Gov budget	O	16.5	16.5.1, 16.5.2	1	1201	03	02	61001	7000
A6.6.5	Prohibition of conflict of interest	Biza	2024	2024	50	SRD	Gov budget	O	16.5	16.5.2	1	1101	02	02	61001	7000
A6.6.6	Update, submit, adopt and promulgate New Civil Code	Biza	2023	2023	0	SRD	Gov budget	O	16.6	16.6.1	1	1101	02	13	61001	7000
A6.6.7	Adoption and promulgation of the Open Government Act regulating what the government must do in public	Biza	2024	2024	100	SRD	Gov budget	O	16.6	16.6.1	1	1101	02	13	61001	7000
A6.6.8	Draft, submit, adopt and promulgate the General Administrative Law Act	Biza	2024	2024	100	SRD	Gov budget	O	16.6	16.6.1	1	1101	02	13	61001	7000
A6.6.9	Privatization of state-owned enterprises with minority state ownership (except for utilities)	Cabpres	2024	2025	500	SRD	Gov budget	O	16.6	16.6.1	1, 4, 9, 11	1201	02	07	61206	7000
A6.6.10	Reactivate Suriname Business Forum	EZOTI	2022	2022	5200	SRD	Gov budget	O	16.6	16.6.1	1	1201	08	02	62431	7000
A6.6.11	Establish PPPs for money-generating government tasks	Cabpres	2023	2025	100	SRD	Gov budget	O	16.6	16.6.1	1, 2	1201	02110	02	61001	7000
A6.6.12	Collaborate with NGOs and CBOs to carry out non-money-generating government functions	Cabpres	2024	2024	100	SRD	Gov budget	O	16.6	16.6.1	1, 2	1201	02110	02	61001	7000
A6.6.13	Create opportunities for districts to raise their own funds in a legal way	ROS	2022	2024	400	SRD	Gov budget	O	16.6	16.6.1	1	1201	03	13	61001	7000
A6.6.14	Application of the co-management tasks in current situation based on Article 1 of Law RO	ROS	2022	2025	13238	SRD	Gov budget	O	16.6	16.6.1	1	1101	03	13	61001	7000
A6.6.15	Start the automation and digitization of government purchases, document tracking, HRM, fund collection	Biza	2022	2025	500	SRD	Gov budget	O	16.6	16.6.1	1	1201	02	02	62011	7000
A6.6.16	Coordinate foreign posts with line ministries for targeted international cooperation	BIBIS	2022	2022	500	SRD	Gov budget	O	17.3	17.3.1	1 t/m 11	1101	05	02	61001	7000
A6.7.1	Public Private Partnership (PPP) for waste management and disposal	OW	2022	2023	1676	SRD	Private sector	PPP	11.6	11.6.1	2, 6	1201	15	32	61205	7000
A6.7.2	Introduce a deposit for plastic and glass packaging materials	ROM	2024	2024	500	SRD	Gov budget	O	11.6	11.6.1	2, 6	1201	19	11	61205	7000
A6.7.3	Introduce harsher penalties for environmental offenses	ROM	2023	2024	100	SRD	Gov budget	O	11.6	11.6.1	2, 6	1101	19	11	61205	7000
A6.7.4	Establishment of Environmental Authority	ROM	2023	2024	14934	SRD	Gov budget	O	15.1	15.1.1	1, 2, 6	1101	19	11	61001	7000
A6.7.5	Draft, submit, adopt and promulgate the Waste Management Act	ROM	2024	2024	500	SRD	Gov budget	O	11.6	11.6.1	2, 6	1201	15	11	61206	7000
A6.7.6	Establishment of an offshore monitoring station	OW	2025	2026	2440	SRD	UNDP	S	13.2	13.2.2	2	2165	15	11	61312	7000
A6.7.7	Convert NDCs by ministries into concrete projects	ROM	2022	2025	500	USD	UNDP	S	13.2	13.2.2	2, 6	2165	19	11	61001	7000
A6.7.8	PPPs with co-management of local people for data collection, rehabilitation, protection, etc.	ROM	2023	2025	1000	SRD	Gov budget	O	15.1	15.1.1	1, 2, 3, 4, 6	1201	19	11	61205	7000
A6.7.9	Introduce carbon tax	ROM	2023	2024	200	SRD	Gov budget	O	13.2	13.2.2	6	1101	19	16	61205	7000
A6.7.10	Submit, adopt and promulgate the Nature Protection Act	ROM	2023	2024	200	SRD	Gov budget	O	13.2	13.2.2	6	1101	19	16	61205	7000
A6.8.1	Build the designed Makerspace	EZOTI	2024	2025	150	USD	Gov budget	O	9.c	9.c.1	9	1201	08	07	61263	7000
A6.8.2	Reduction of tariffs on ICT equipment	FinPlan	2022	2023	850	SRD	Gov budget	O	9.c	9.c.1	3, 4, 9, 11	1201	07	05	61263	7000
A6.8.3	Implement incentives to host virtual local content locally	TCT	2022	2023	100	USD	Gov budget	O	9.c	9.c.1	3, 4, 9, 11	1201	16	05	61263	7000
A6.8.4	Establish ICT product board with allocation of location and start-up capital	TCT	2023	2024	150	USD	Gov budget	O	9.c	9.c.1	3, 4, 9, 11	1201	16	05	61263	7000
A6.8.5	Setting up PPP for an internet exchange point	TCT	2023	2023	50	SRD	Gov budget	O	X.12	X.12.1	3, 4, 9, 11	2121	16	05	61263	7000
A6.8.6	Split accountability for telecom infrastructure and services	TCT	2023	2025	125	USD	Gov budget	O	X.11	X.11.1	1	1201	16	02	61263	7000
A6.8.7	Establishment and rollout of Internet Protocol version 6	TCT	2022	2026	1500	USD	Gov budget	O	X.12	X.12.1	3, 4, 9, 11	1201	16	05	61263	7000
A6.8.8	Establish plan of action for rolling out 5G infrastructure	TCT	2022	2026	500	USD	Gov budget	O	X.12	X.12.1	3, 4, 9, 11	1201	16	05	61263	7000
A6.8.9	Launching gamification events	EZOTI	2023	2024	500	SRD	Gov budget	O	9.c	9.c.1	9	1201	08	05	61001	7000
A6.8.10	Draft and implement incentives for the ICT sector	TCT	2024	2024	250	SRD	Gov budget	O	9.c	9.c.1	3, 4, 9, 11	1201	16	05	61206	7000
A6.9.1	Adopt and implement tourism norms and standards	TCT	2022	2022	0	SRD	Gov budget	O	8.9, X.25	X.25.1	8.9.1, 3, 4, 9, 11	1101	16	38	61001	7000
A6.9.2	Draft, submit, adopt and promulgate Tourism Authority Act	TCT	2022	2022	50	SRD	Gov budget	O	8.9, X.25	8.9.1, X.25.1	3, 4, 9, 11	1101	16	38	61001	7000
A6.9.3	Allocate (financial) resources for promotion	TCT	2023	2023	1000	USD	Gov budget	O	8.9, X.25	8.9.1, X.25.1	3, 4, 9, 11	1201	16	38	61001	7000
A6.9.4	Establish tourism cluster at reservoir area	TCT	2023	2024	150	USD	Gov budget	O	8.9, X.25	8.9.1, X.25.1	3, 4, 9, 10, 11	1201	16	38		

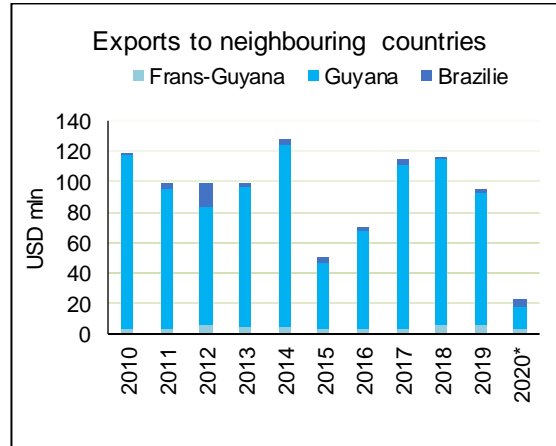
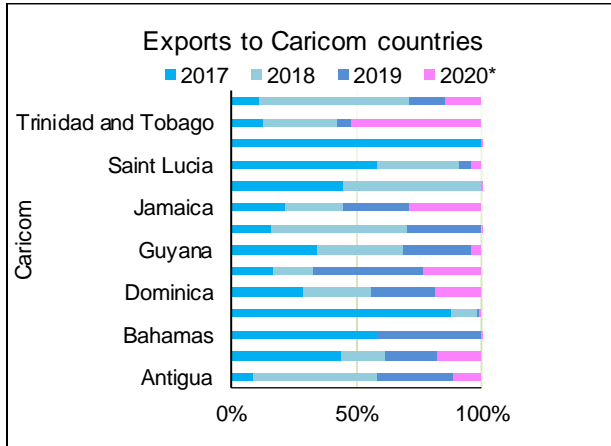
Number 10-L-153r Strategic Action Item	Description	Ministry	Duration		Financing				SDG (Annex A)		Norm (see below)	Budget code				
			Start	End	Estimate (x1000)	Valuta	Source	loan / grant / government budget / ppp	Outcome code	Indicator code		Sources of funds (financing source)	Organization	Programs	Economic	Locator
A6.14.4	Establish and roll out rehabilitation plan for degraded areas	NH	2024	2025	5500	USD	UN/UNDP	S	15.1	15.1.1	6	2165	10	11	61206	7000
A6.14.5	Explore options to set up a Surinamese gold company	NH	2024	2025	500	USD	Gov budget	O	X.20	X.20.1	3	1201	10	16	61206	7000
A6.14.6	Amendment of Mining Act	NH	2024	2025	250	SRD	Gov budget	O	16.5	16.5.1	1, 3	1101	10	13	61205	7000
A6.14.7	Phase out the use of toxic substances and simultaneously introduce more environmentally friendly techniques for gold mining	NH	2023	2025	8500	SRD	Gov budget	O	15.1	15.1.1	6	1201	10	11	61206	7000
A6.15.1	Continued onshore and nearshore explorations	NH	2022	2025	0	SRD	Gov budget	O	X.20	X.20.1	3	1201	10	23	61001	7000
A6.15.2	Take cost-cutting measures to remain a 1st quartile producer	NH	2022	2025	0	SRD	Gov budget	O	X.6	X.6.1	3	1201	10	16	61001	7000
A6.15.3	Strengthen internal organization to remain a 1st quartile producer and retain talent	NH	2022	2025	0	SRD	Gov budget	O	X.19	X.19.2	3	1201	10	16	61001	7000
A6.16.1	Conduct value chain analyses per product	EZOTI	2022	2026	1000	USD	Gov budget	O	9.2	9.2.1	3-6, 9-11	1201	08	07	61206	7000
A6.16.2	Facilitation and encouragement of local producers whereby certain goods (investment goods, raw materials and semi-finished goods) obtain reductions or exemptions from import duties	MinFin	2023	2024	50	SRD	Gov budget	O	X23	X23.1	3-6, 9-11	1201	07	16	61001	7000
A6.16.3	Modify HS codes	EZOTI	2022	2023	50	SRD	Gov budget	O	16.6	16.6.1	1	1101	08	02	61001	7000
A6.17.1	Establish interconnection with neighboring countries	OW	2024	2025	165000	USD	Multilateral Loan	L	X.16	X.16.1	7	26	05	01	61312	7000
A6.17.2	Opzetten van meerdere openbaar vervoer knooppunten	TCT	2023	2024	73000	USD	Multilateral Loan	L	X.15	X.15.1	7	26	16	34	61001	7000
A6.17.3	Transform public transport from an unconsolidated to a consolidated system, with the National Transport Company as the operational manager of buses deployed by third parties.	TCT	2023	2024	48800	SRD	Gov budget	O	11.1	11.1.1	1, 2, 7	1201	16	34	61205	7000
A6.17.4	Implementeren herinrichting van de van 't Hogerhuisstraat	OW	2022	2023	65000	USD	IADB	L	X.18	X.18.1	3, 4, 11	2291	15	34	62506	7000
A6.17.5	Draft, submit, adopt, and promulgate the Port Authority Act	TCT	2024	2025	150	SRD	Gov budget	O	X.18	X.18.1	1	1201	16	13	61205	7000
A6.17.6	Submit, adopt and promulgate the Port Act	TCT	2022	2022	0	SRD	Gov budget	O	X.18	X.18.1	1	1201	16	13	61001	7000
A6.17.7	Draft, submit, adopt and promulgate maritime legislation	TCT	2024	2025	500	SRD	Gov budget	O	X.18	X.18.1	1, 3	1101	16	13	61205	7000
A6.17.8	Support the curriculum of the School of Logistics Training.	TCT	2024	2025	750	SRD	Gov budget	O	X.18	X.18.1	2	1201	16	34	62421	7000
A6.17.9	Implementation Port Community System	TCT	2024	2025	1000	USD	Gov budget	O	X.18	X.18.1	1, 3	1201	16	34	61312	7000
A6.17.10	Extend and pave the runways of strategic airfields	OW	2025	2026	67000	USD	IADB	L	X.17	X.17.1	7	2291	15	34	62507	7090
A6.17.11	Identify and improve flight safety facilities at airports	TCT	2022	2022	5000	USD	Gov budget	O	X.17	X.17.1	7	26	16	34	62509	7090
A6.17.12	Invest in JAP airport facilities to attract airlines.	TCT	2024	2025	35000	USD	IADB	L	X.17	X.17.1	7	2291	16	34	62509	60
A6.18.1	Draft, submit, adopt and promulgate legislation to prohibit removal mangrove and parwa forest that serves as natural protection	ROM	2022	2022	150	SRD	Gov budget	O	14.5	14.5.1	6	1101	19	13	61606	7000
A6.18.2	Update and implement transportation study from 2009	OW	2023	2024	10000	USD	Multilateral Loan	L	9.4	9.4.1	7	26	15	01	62506	7000
A6.18.3	Draft, submit, adopt and promulgate legislation to make approved road and drainage plan a condition of parceling	OW	2024	2025	150	SRD	Gov budget	O	3.6.b	3.6.b	7	1201	15	01	61606	7000
A6.18.4	Construction of pumping stations and dewatering pumps	OW	2025	2026	132000	USD	Multilateral Loan	L	3.6.a	3.6.a.1	7	26	15	01	62504	7000
A6.18.5	Realization of access to Peperpot - Groot-Chatillon, Groot-Chatillon - Stillestrijver, Lelydorp - Groningen	OW	2024	2025	40000	USD	Multilateral Loan	L	9.4	9.4.1	7	1201	15	01	62506	7000
A6.18.6	Improve existing and construct new north-south and east-west access roads	OW	2026	2026	165000	USD	Multilateral Loan	L	9.4	9.4.1	7	26	15	01	62506	7000
A6.19.1	Conduct feasibility studies for (renewable) energy projects, in which value creation, employment and accessibility and have a prominent role	NH	2022	2022	0	USD	Gov budget	O	7.2	7.2.1	2a	1201	10	22	62501	7000
A6.19.2	Startup and operationalization of the EAS (restructuring sector)	NH	2022	2022	30000	USD	IADB	L	16.6	16.6.1	2a	2291	10	22	62501	7000
A6.19.3	Amendment of energy law	NH	2024	2024	25	SRD	Gov budget	O	7.2	7.2.1	2a	1101	10	22	62501	7000
A6.19.4	Establish guarantee fund for renewable energy business models at household level	NH	2024	2025	5000	USD	IADB	L	7.2	7.2.1	2a	1201	10	22	62501	7000
A6.19.5	Establishing and rolling out standards for energy efficiency	OW	2022	2025	500	SRD	Gov budget	O	7.3	7.3.1	2a	1201	15	22	62501	7000
A6.19.6	Set up micro grid solar projects for 50 villages in the interior through the India credit line	NH	2023	2023	30000	USD	India Creditline	L	7.2	7.2.1	2a	2122	10	22	62501	10
A6.19.7	Reduce costs for company connections	NH	2023	2023	20	SRD	Gov budget	O	7.2	7.2.1	3, 4, 9, 11	1201	10	22	62501	7000
A6.20.1	Phase out object subsidy and introduce subject subsidy on water use	NH	2024	2025	100	SRD	Gov budget	O	7.2	7.2.1	2b	1201	10	16	62502	7000
A6.20.2	Expanding surface water treatment projects for consumption	NH	2023	2024	40000	SRD	Gov budget	O	7.2	7.2.1	2b	1201	10	21	62502	7000
A6.20.3	Replace, expand, and rehabilitate the water supply system, particularly the water meters	NH	2025	2026	13000	USD	IADB	L	7.2	7.2.1	2b	2291	10	21	62502	7000
A6.20.4	Submit, adopt, and promulgate the four water laws	NH	2022	2022	0	SRD	Gov budget	O	6.1	6.1.1	1, 2b	1201	10	13	62502	7000
A6.20.5	Implement programs to protect against toxins, pesticides, herbicides, etc.	NH	2024	2025	1000	SRD	Gov budget	O	6.5	6.5.1	2b	1201	10	11	62502	7000
A6.20.6	Conception of policy for the commercial supply of (potable) water to shipping	NH	2023	2024	150	SRD	Gov budget	O	6.1	6.1.1	11	1201	10	21	62502	7000
A6.20.7	Drinking water demand feasibility study 2040	NH	2025	2025	450	SRD	Gov budget	O	6.1	6.1.1	2b	1201	10	21	62502	7000
A6.21.1	Samenstellen werkgroep voor de implementatie van de NRA aanbevelingen	Cabpres	2022	2022	0	SRD	Gov budget	O	X.8	X.8.1	1	1101	02110	02	61001	7000
A6.21.2	Prioritize NRA recommendations and develop an implementation plan by the working group	Cabpres	2022	2022	200	SRD	Gov budget	O	X.8	X.8.1	1	1101	02110	02	61001	7000
A6.21.3	Draft, submit, adopt, and promulgate a Basic Bank Account Act	FinPlan	2023	2023	150	SRD	Gov budget	O	8.1	8.10.2	1, 2	1101	07	16	61001	7000
A6.21.4	Set up incentive system for giro transactions at the business sector	FinPlan	2024	2024	150	SRD	Gov budget	O	16.6	16.6.2	1, 2	1101	07	24	61205	7000
A6.21.5	Introduce cashless payments for social services	SoZaVo	2023	2023	150	SRD	Gov budget	O	16.6	16.6.2	1, 2	1101	12	24	61001	7000
A6.21.6	Establish guarantee fund as incentive for offering riskier financial products	FinPlan	2025	2025	5000	USD	Gov budget	O	X.6	X.6.1	3, 4, 9, 11	1101	07	07	61206	7000
A6.21.7	Set up credit registration agency	FinPlan	2024	2024	150	USD	Gov budget	O	16.6	16.6.2	1/m 11	1201	07	16	61001	7000
A6.21.8	Introduce VAT	FinPlan	2022	2022	5000	SRD	Gov budget	O	16.6	16.6.2	1/m 11	1101	07	16	61001	7000
A6.21.9	Instill confidence in the banking system through a deposit guarantee	FinPlan	2024	2024	1000	USD	Gov budget	O	8.1	8.10.2	1	1101	07	16	61001	7000
A6.21.10	Unify and simplify tax laws	FinPlan	2022	2023	0	SRD	Gov budget	O	8.3	8.3.1	1/m 11	1101	07	16	61001	7000
A6.21.11	Connect information databases of the Tax Administration	FinPlan	2022	2023	500	SRD	Gov budget	O	8.3	8.3.1	1/m 11	1101	07	16	61001	7000
A6.22.1	Introduce cashless payments for social support	SoZaVo	2023	2024	500	SRD	Gov budget	2	1.3	1.3.1	2	1201	12	24	61001	7000
A6.22.2	Define and roll out system for Conditional Cash Transfer	SoZaVo	2022	2026	1000	SRD	Gov budget	O	1.3	1.3.1	2	1201	12	24	61001	7000
A6.22.3	Establish a center for the homeless in a PPP context	SoZaVo	2023	2024	0	SRD	Gov budget	O	10.2	10.2.1	2	1201	12	24	61001	7000
A6.22.4	Establish a broad job board based on education and skills	AWJ	2023	2024	500	SRD	Gov budget	O	8.5	8.5.2	3	1201	11	24	61001	7000
A6.22.5	Establish and communicate preventive and educational programs for the prevention and protection of people with disabilities	SoZaVo	2024	2025	1000	SRD	Gov budget	O	10.2	10.2.1	2	1201	12	24	61605	7000
A6.22.6	Determine new minimum wage and poverty line	SoZaVo	2022	2023	500	SRD	Gov budget	O	1.1	1.1.1	2	2172	12	24	61605	7000
A6.22.7	Implement "Mi Sa Takri" project	SoZaVo	2022	2026	700	USD	Unicef	L	8.7, 16.2	16.2.1	2	12	24	61605	7000	
A6.23.1	Submit, adopt and promulgate the Special Investigational Powers Act.	JusPol	2022	2022	150	SRD	Gov budget	O	X.8	X.8.1	1	1101	01	04	61001	7000
A6.23.2	Equip and train the anti-cybercrime unit	JusPol	2023	2025	5000	USD	Gov budget	O	X.8	X.8.1	1	1201	01	04	61265	7000
A6.23.3	Collaboration between the police with municipalities, the Public Prosecutor's Office, Youth Protection, Education and NGOs in order to provide criminal youth with family counseling or other assistance	JusPol	2024	2024	500	SRD	Gov budget	O	16.1	16.1.1	1, 2	1201	01	18	61001	7000
A6.23.4	Provide awareness programs against domestic violence	JusPol	2022	2025	500	SRD	UNFPA abd Unicef	S	16.2	16.2.1	1, 2	2171/2172	01	18	61001	7000
A6.23.5	Resocializing and counseling detainees.	JusPol	2024	2025	1000	SRD	Gov budget	O	16.1	16.1.1	2	2101	01	04	61001	7000
A6.23.6	Implement phase 2 of the Safe City project	JusPol	2023	2024	5000	USD	China	S	16.1	16.1.1	1	2101	01	18	61311	7000
A6.23.7	Preparation of detainee food by the National Army	JusPol	2023	2026	1500	SRD	Gov budget	O	16.6	16.6.2	1, 2	2101	01	16	61251	7000
A6.23.8	Enter into cooperation agreements for joint exercises with armies of other countries in the interior	Def	2023	2026	5000	SRD	Gov budget	O	X.6	X.6.1	1	2101	04	04	61001	7000
A6.23.9	Provide prevention education by KBS within the Education system	JusPol	2025	2025	500	SRD	Gov budget	O	nM	nM	1, 2	2101	01	06	61001	7000
A6.23.10	Adoption and promulgation of the Law "Legal Status of Judges"	JusPol	2022	2022	150	SRD	Gov budget	O	X.7	X.7.1	1	2101	01	03	610	

Number Strategic Action Item	Description	Ministry	Duration		Financing				SDG (Annex A)		Norm (see below)	Budget code				
			Start	End	Estimate (x1000)	Currency	Source	loan / grant / government-budget/ppp	Outcome code	Indicator code		Sources of funds (financing source)	Organization	Programs	Economic	Location
A6.25.1	Decentralizing the educational organization	MINOWC	2026	2026	1143.75	SRD	Gov budget	O	4.1	4.1.1, 4.1.2	1, 2e	12	13	02	62424	7000
A6.25.2	Operationalize the SNTA	MINOWC	2022	2022	1200	SRD	Gov budget	O	4.1	4.1.1, 4.1.2	1, 2e	12	13	02	23048	7000
A6.25.3	Rationalize accreditation fees	MINOWC	2023	2023	500	SRD	Gov budget	O	4.1	4.1.1, 4.1.2	2e	12	13	29	61006	7000
A6.25.4	Establish and operationalize an Education Center to "update" learning resources and technology for use in education and align them with the needs of the child	MINOWC	2024	2025	3000	USD	Gov budget	O	4.1	4.1.1, 4.1.2	2e	12	13	07	62424	7000
A6.25.5	Incorporate aspects of STREAM and soft skills development in primary, secondary and tertiary education	MINOWC	2022	2024	1000	USD	Gov budget	O	4.1	4.1.1, 4.1.2	2e, 9	12	13	02	62424	7000
A6.25.6	Offer BSc and MSc at AdeKUS in the fields of information and communication technology, supply chain management, international agri-business, and other studies that support the development of the aforementioned policy areas in the OP	MINOWC	2024	2026	500	USD	Gov budget	O	4.3	4.3.1	2e	12	13	29	61031, 62424	7000
A6.25.7	Set up and operationalize educational information system	MINOWC	2025	2026	1000	USD	IADB	L	4.1	4.1.1, 4.1.2	2e	2291	13	06	62006	7000
A6.25.8	Update laws and regulations to improve participation in education but also to leave control of informal education to (recognized) trade unions.	MINOWC	2026	2026	500	SRD	Gov budget	O	4.1	4.1.1, 4.1.2	2e	12	13	13	61006	7000
A6.25.9	Conception and rollout of a distance learning system that takes into account cognition and multilingualism	MINOWC	2023	2025	5000	USD	Gov budget	O	4.3	4.3.1	2e	11, 12	13	07	62424	7000
A6.26.1	Accelerate inter-bank payment transactions and with the Central Bank	FinPlan	2022	2023	200	SRD	Gov budget	O	17.1	17.1.1	1	1201	07	16	61001	7000
A6.26.2	Recapitalization of the Central Bank of Suriname.	FinPlan	2022	2023	3700000	SRD	Gov budget	O	17.1	17.1.2	1	1201	07	16	61001	7000
A6.26.3	Strengthen commercial banks, through necessary recapitalization and reforms, after inventory by an independent party, and after the adoption of a Bank Resolution Act, and improving the Bank and Credit Supervision Act.	FinPlan	2023	2023	2948600	SRD	Gov budget	O	17.1	17.1.3	1	1201	07	16	61001	7000
A6.26.4	Establish permanent facility to provide liquidity to banks facing temporary deficit	FinPlan	2024	2024	5000	USD	Gov budget	O	17.1	17.1.4	1	1201	07	16	61001	7000
A6.26.5	Strengthen independent position Central Bank of Suriname.	FinPlan	2025	2025	250	SRD	Gov budget	O	17.1	17.1.5	1	1201	07	16	61001	7000
A6.26.6	Strengthen cooperation monetary authorities while respecting each other's competences.	FinPlan	2022	2023	100	SRD	Gov budget	O	17.1	17.1.6	1	1201	07	16	61001	7000
A6.27.1	Introduce penalties for violating the Planning Law, Urban Planning Law, Agricultural Law, Nature Conservation Law, Nuisance Law and the Building Code	Cabpres	2023	2024	300	SRD	Gov budget	O	11.1	11.1.1	1, 2, 6	1201	02110	01	61001	7000
A6.27.2	Set up database of spatial and environmental information	ROM	2022	2022	75	USD	Gov budget	O	11.1	11.1.1	1	1201	19	01	62011	7000
A6.27.3	Draft, submit, adopt and promulgate the Spatial Planning Law	ROM	2023	2024	225	SRD	Gov budget	O	11.1	11.1.1	1, 2, 6	1201	19	13	61205	7000
A6.27.4	Construction of basins in low-lying areas for rainwater harvesting	OW	2025	2025	16000	USD	Gov budget	O	3.6.a	3.6.a.1	1, 2	1201	15	01	62506	7000
A6.27.5	Deployment of PPPs for optimal utilization of Suriname's waterways for transportation	TCT	2025	2025	150	SRD	Gov budget	O	11.2	11.2.1	7	1201	16	34	62506	7000
A6.27.6	Listing and registration of public lands.	ROM	2024	2024	250	SRD	Gov budget	O	11.1	11.1.1	1	1201	19	35	61237	7000
A6.27.7	Maintaining public lands in a PPP context	OW	2022	2022	100	SRD	Gov budget	O	11.1	11.1.1	1, 2, 6	1101	15	33	61237	7000
A6.27.8	Continue and expand successful housing programs	SoZaVo	2022	2023	5000	USD	Gov budget	O	11.1	11.1.1	2	2309	12	26	61001	7000
A6.27.9	Submit, adopt and promulgate the Apartment Right Act	SoZaVo	2022	2022	0	SRD	Gov budget	O	11.1	11.1.1	2	1101	12	26	61001	7000
A6.27.10	Support SAO and SPWE for the construction industry.	AWJ	2023	2023	5000	SRD	Gov budget	O	8.6	8.6.1	2, 3, 4	1101	11	02	62421	7000
A6.27.11	Start-up of housing projects in PPP context on a small scale	SoZaVo	2024	2024	500	SRD	Gov budget	O	11.1	11.1.1	2	1101	12	26	61001	7000
A6.27.12	Submit, adopt and promulgate the Housing Authority Act Suriname	SoZaVo	2024	2024	0	SRD	Gov budget	O	11.1	11.1.1	2	1101	12	13	61001	7000
A6.28.1	Increase work permit fees	AWJ	2022	2022	50	USD	Gov budget	O	X.1	X.1.1	1	1101	11	16	61001	7000
A6.28.2	Set up and implement compulsory civic integration courses for migrants who do not speak the Dutch language.	Biza	2024	2024	200	SRD	Gov budget	O	X.1	X.1.1	1	1101	02	02	61001	7000
A6.28.3	Shortening procedures for highly skilled migrants who are employable in various manufacturing sectors and in higher education	BIBIS	2023	2025	75	SRD	Gov budget	O	X.1	X.1.1	1	1101	05	07	61001	7000
A6.28.4	Introduce "citizen by investment" mechanism	BIBIS	2024	2024	50	SRD	Gov budget	O	X.5	X.5.1	3, 4, 5, 10, 11	1101	05	07	61001	7000

# Annex C: Background information per policy area

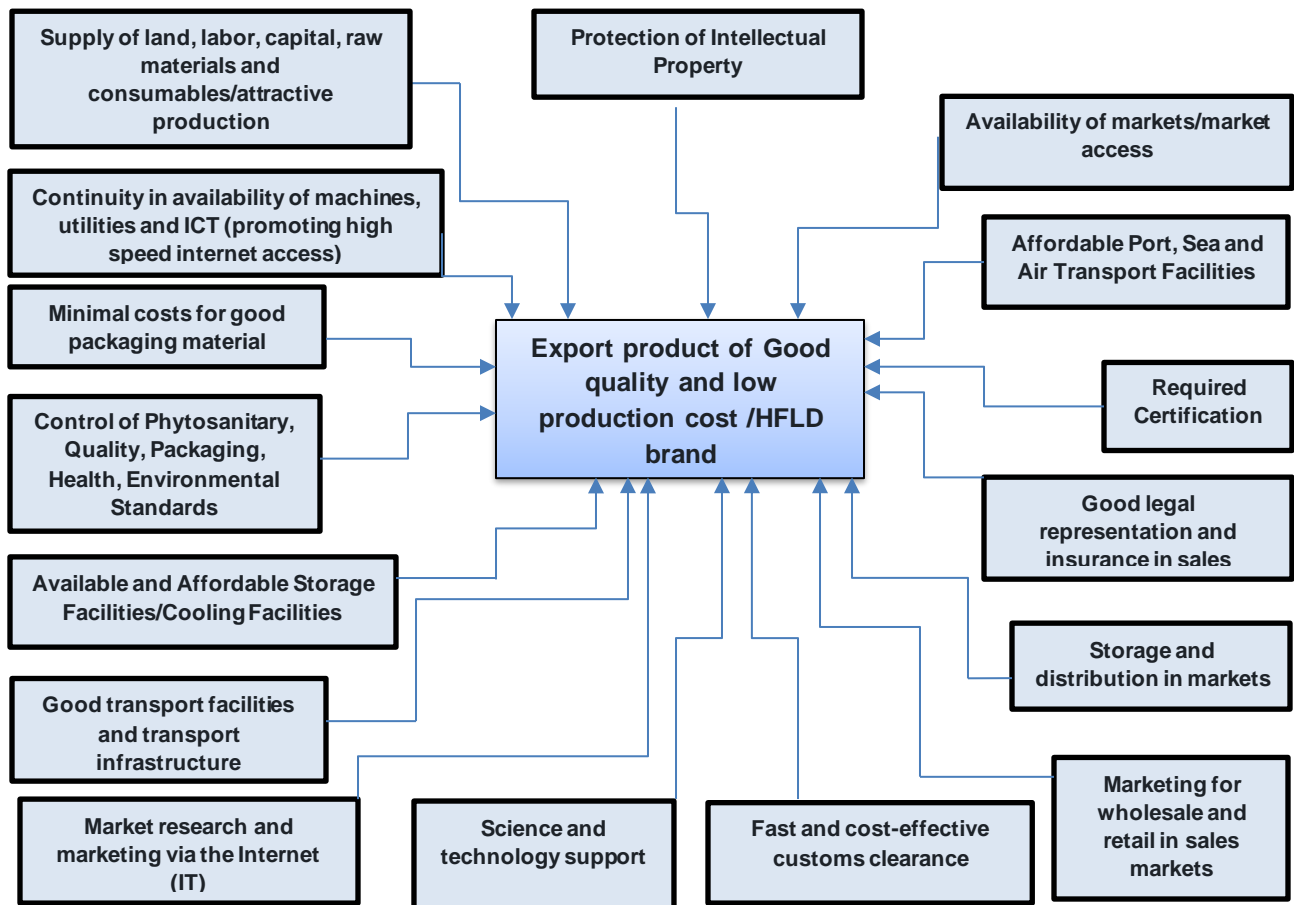
## Trade

Graphs C1 and C2 (Source GBS, Adaptation: SPS)



Note: \* preliminary data

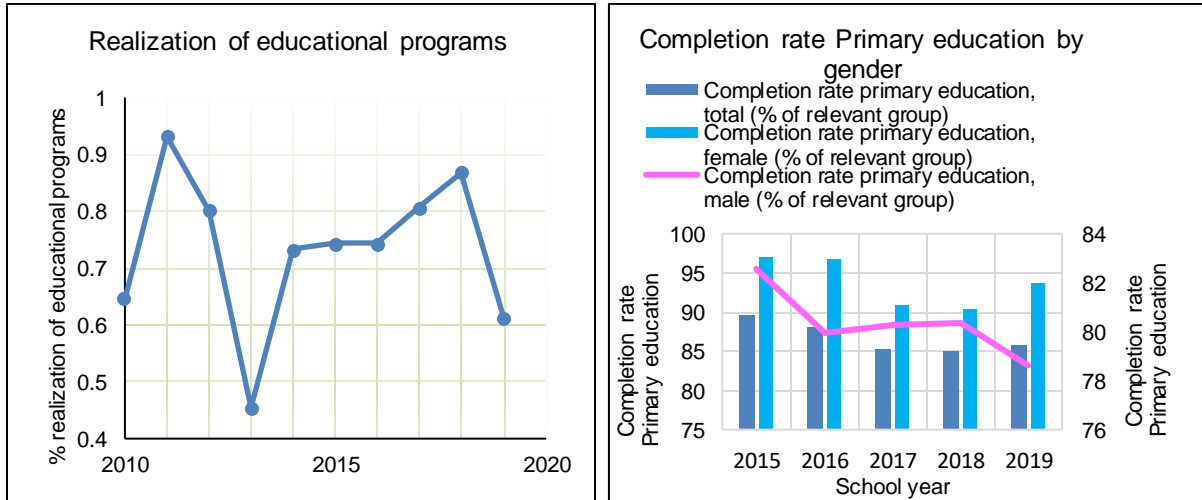
Figure C1: Value and supply chain export product



# Education

## 1. Financing (realization)

Graphs C3 and C4 (Ministry of F&P, Source: SPS)

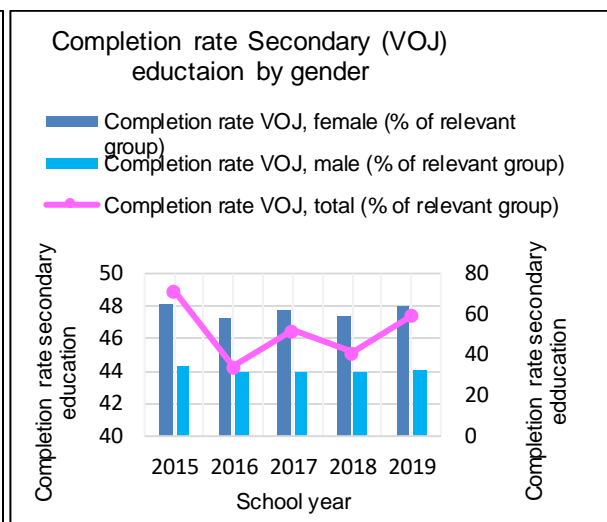
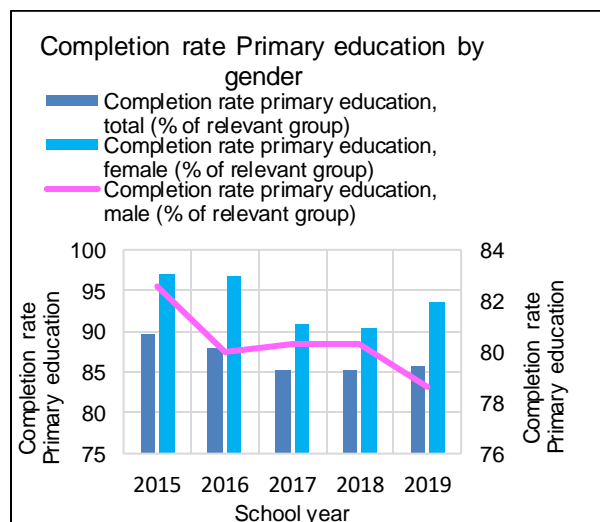


Of the estimated amount of SRD 3.9 billion for the implementation of educational programs in the period 2010-2019, approximately 71% was received or realized. In this case, it mainly concerned funds for financing expenditure on the construction of schools, subsidies for special, special needs and higher education (PTC) and the university (AdeKUS), study grants and student loans, renovation of the education system and improving the quality of education.

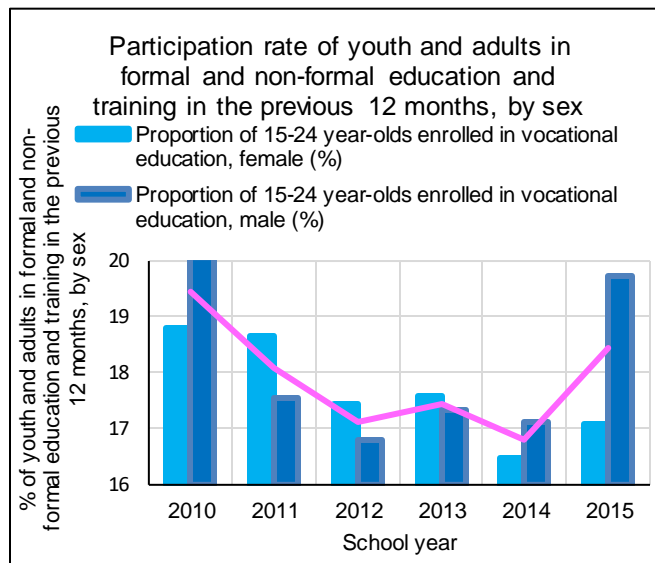
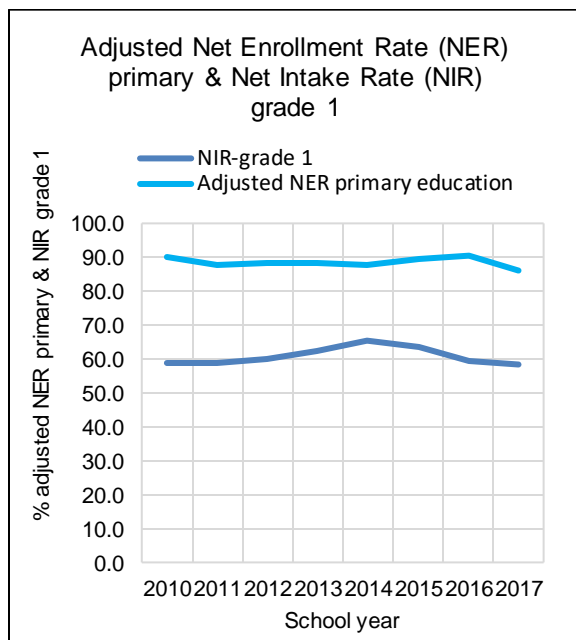
## 2. Completion rate (Indicator 4.1.2)

The following graphs show that of the students enrolled for the 1st time in the final year of primary education and VOJ, between 85% and 90% at 45% and 49% respectively, successfully completed the school year. For the VOS, this was 23.4 (MICS 2018, girls 27.3% and boys 19.4%). These figures are higher than the figures from Latin America and the Caribbean, between 98 and 99% at 79 and 80% respectively. Furthermore, it appears that at each level more girls than boys have successfully completed school. This is where policies are needed to reduce future socio-economic imbalances.

Graphs C5 and C6 (Source: The World Bank, Adaptation: SPS)



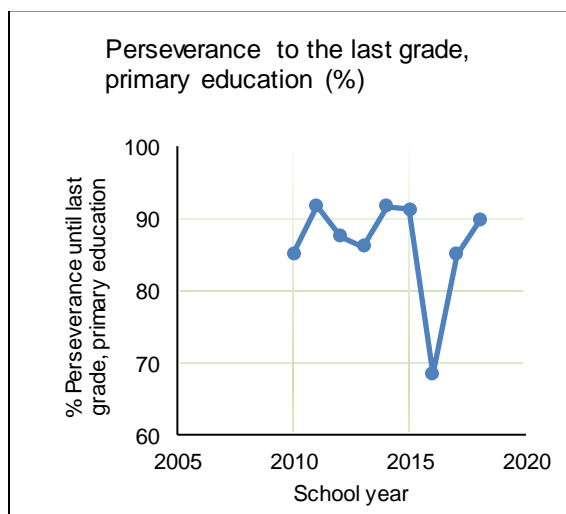
Graphs C7 and C8 (Source: The World Bank, Adaptation: SPS)



Trends in the NIR and NER indicate that in the 1st year of primary education and in primary education in general, between 34 and 42 to 10 and 14%, respectively, of young people of official school age did not have access to or did not participate in education. Comparing the figures in Suriname with those of Latin America and the Cariabic region - where the percentages fluctuated between 24 and 28% (1st grade) to 4 and 5% (general) – the percentages in Suriname were relatively higher.

The percentage of youth and adults who had access and participated in vocational education showed a decrease from 2010 to 2012 with an alternating increase and decrease in the percentage thereafter. However, a valid explanation for these fluctuations can only be given on the basis of a scientific study into the causes of these fluctuations.

Graph 9 (Source: The World Bank, Adaptation: SPS)



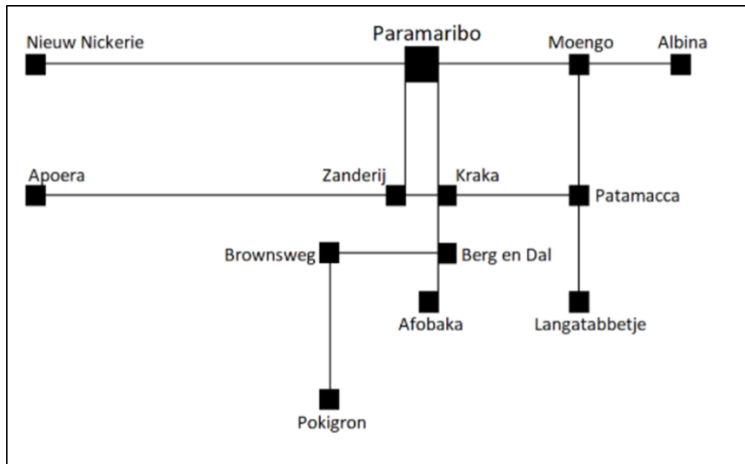


## Annex D: Robustness Analysis

No.	Strategic action points	Scenario:	Joint War	Lonely Fighter	Lonely journey	Bus trip
		Parameter 1:	Working together	Everyone for himself	Everyone for himself	Working together
		Parameter 2:	Revolutionary Climate Change	Revolutionary Climate Change	Evolutionary Climate Change	Evolutionary Climate Change
A6.7.7	Setting up a monitoring station off the coast		xxx	xxxx	xx	x
A6.7.8	Converting NDCs into concrete projects by the ministries		xxx	xxxx	xx	x
A6.7.9	PPPs for setting up a data collection system with co-management of the local population in order to secure green financing		xxx	xxxx	xx	x
A6.7.9	Introduce carbon tax		xxx	xxxx	xx	x
A6.10.1	Forest exploitation certification		xxx	xxxx	xx	x
A6.15.1	Continuing on- and nearshore explorations		x	xx	xxx	xxxx
A6.15.2	Taking cost-reducing measures to remain a 1st quartile producer		x	xx	xxx	xxxx
A6.15.3	Strengthening the internal organization to remain a 1st quartile producer and to retain talent		x	xx	xxx	xxxx
A6.18.1	Draft, submit, adopt and promulgate legislation to prohibit removal of mangrove and parwa forest that serves as natural protection		xxxx	xxxx	xx	xx
A6.18.4	Install pumping stations and dewatering pumps		xxxx	xxxx	xx	xx
A6.19.1	Carrying out feasibility studies for (renewable) energy projects, in which value creation, employment and local access play a prominent role		xxxx	xxxx	xxx	xxx
A6.19.3	Energy law amendment		xxx	xxxx	xx	xx
A6.19.4	Establishing a guarantee fund for renewable energy business models at the household level		xxx	xxxx	xx	xx
A6.23.8	Enter into cooperation agreements for joint exercises with armies of other countries in the interior		xxxx	xx	xx	xxxx
A6.25.9	Conception and roll-out of a distance learning system that takes cognition and multilingualism into account		xxxx	xxxx	xxx	xxx
A6.28.2	Set up and institute compulsory integration course for migrants who do not speak the Dutch language		xxxx	xxx	xx	xxx
A6.28.3	Shortening procedures for highly skilled migrants who can be deployed in various production sectors and in higher education		xxxx	xxx	xx	xxx

# Annex E: Maps

Figure E.1: Schematic diagram of the main road network in Suriname (Bron: Y. Blufpand)



Graph E.1: Population percentage by district (Source: CBB, adaptation SPS)

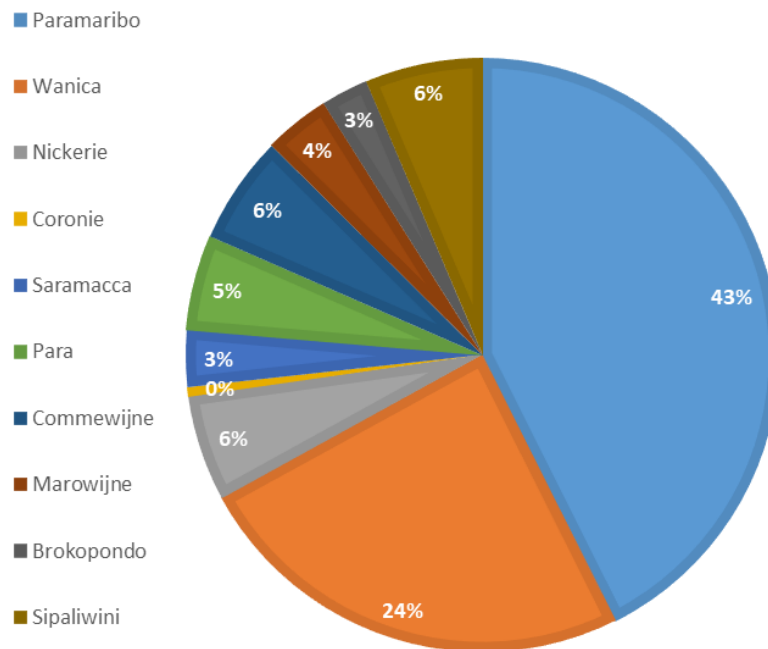


Figure E.2: Demographic map of Suriname

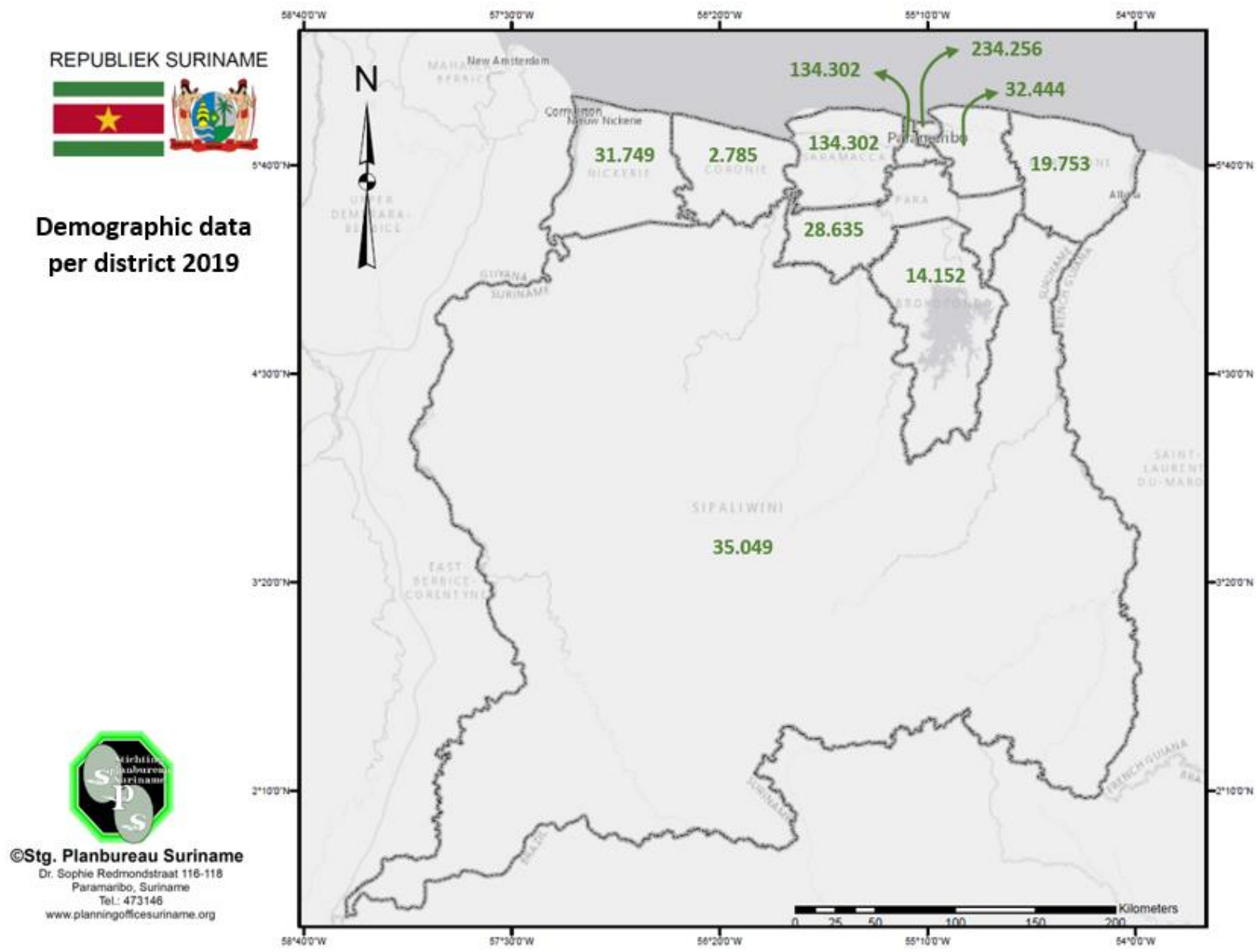


Figure E.3: Distribution of schools in Paramaribo and surroundings (Source: MinOWC, Adaptation: SPS)

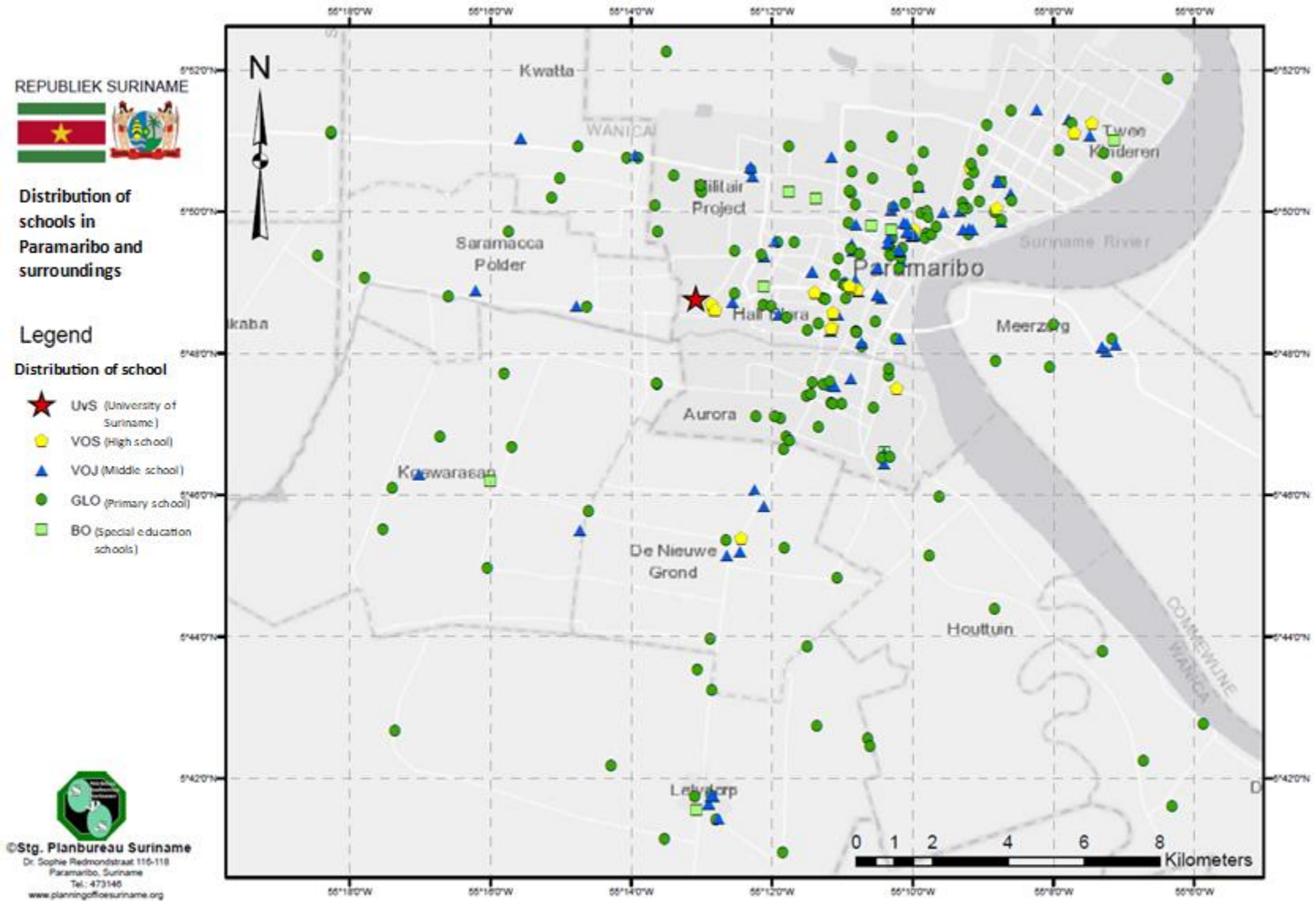


Figure E.4: Overview infrastructure, land, air and water

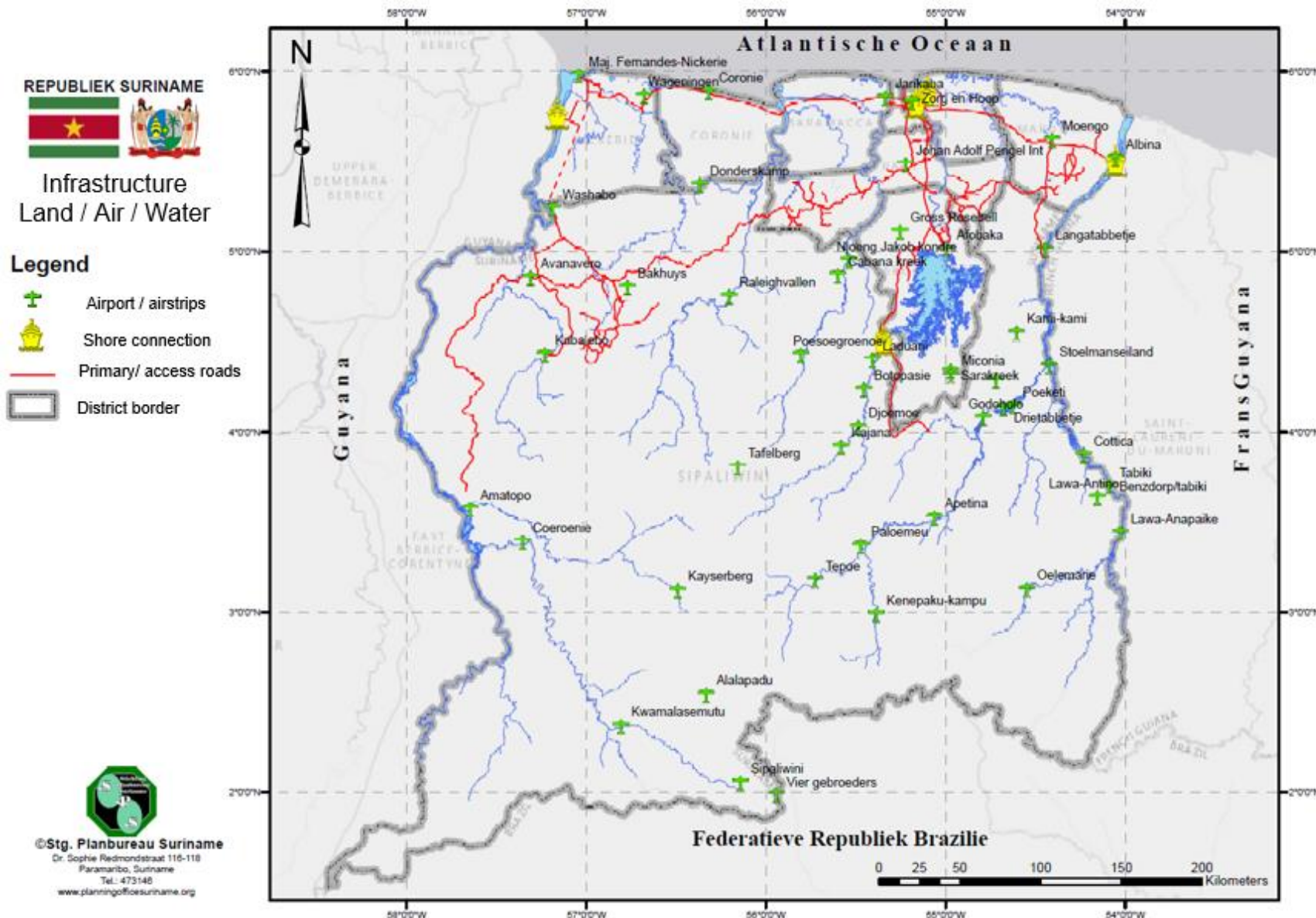
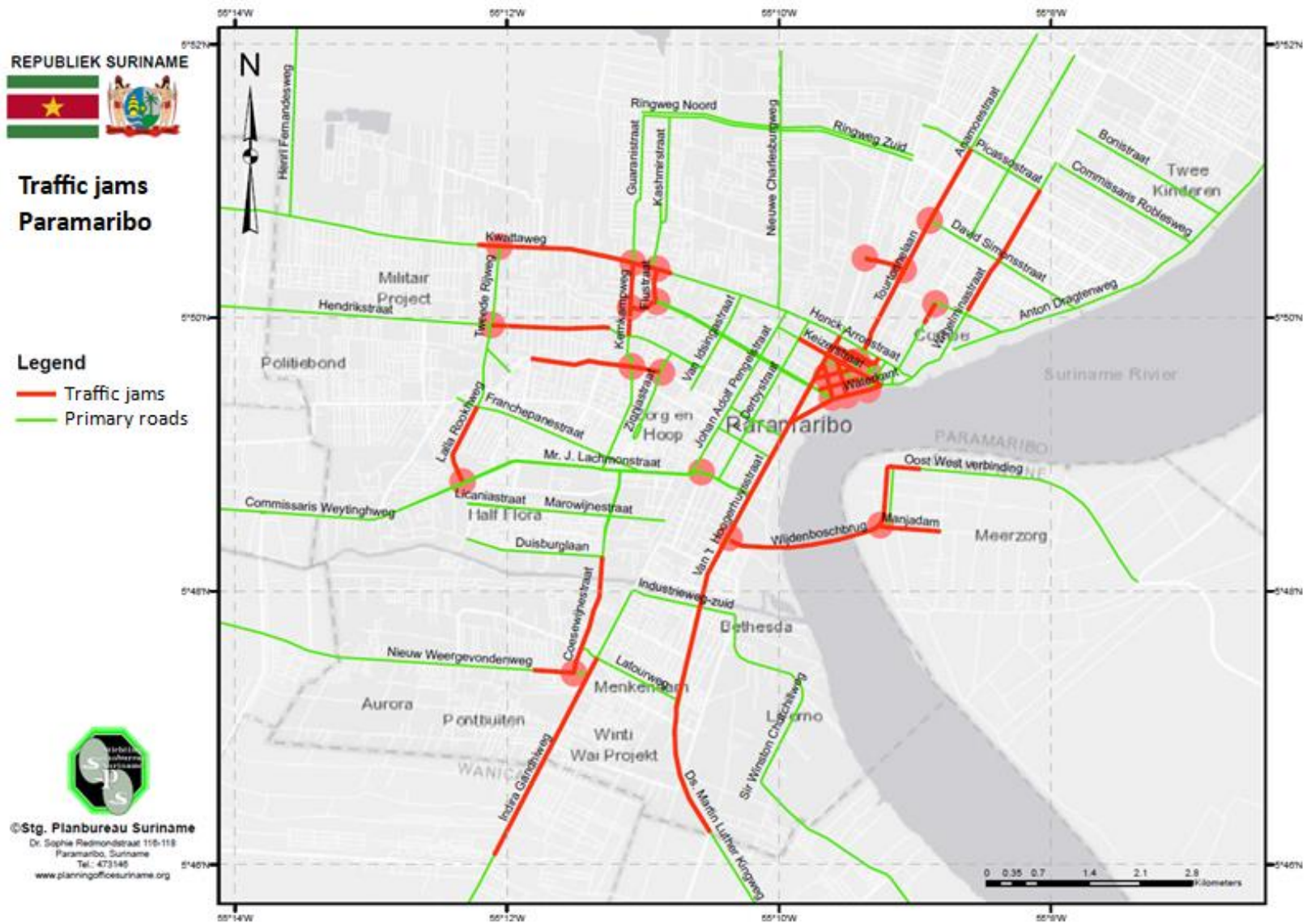


Figure E.5: Traffic jams Paramaribo and surroundings



Graph E.2: Number of insured vehicles (P1 t/m P4), from 2013 to 2020 (Source: Central Bank of Suriname, Adaptation: SPS)

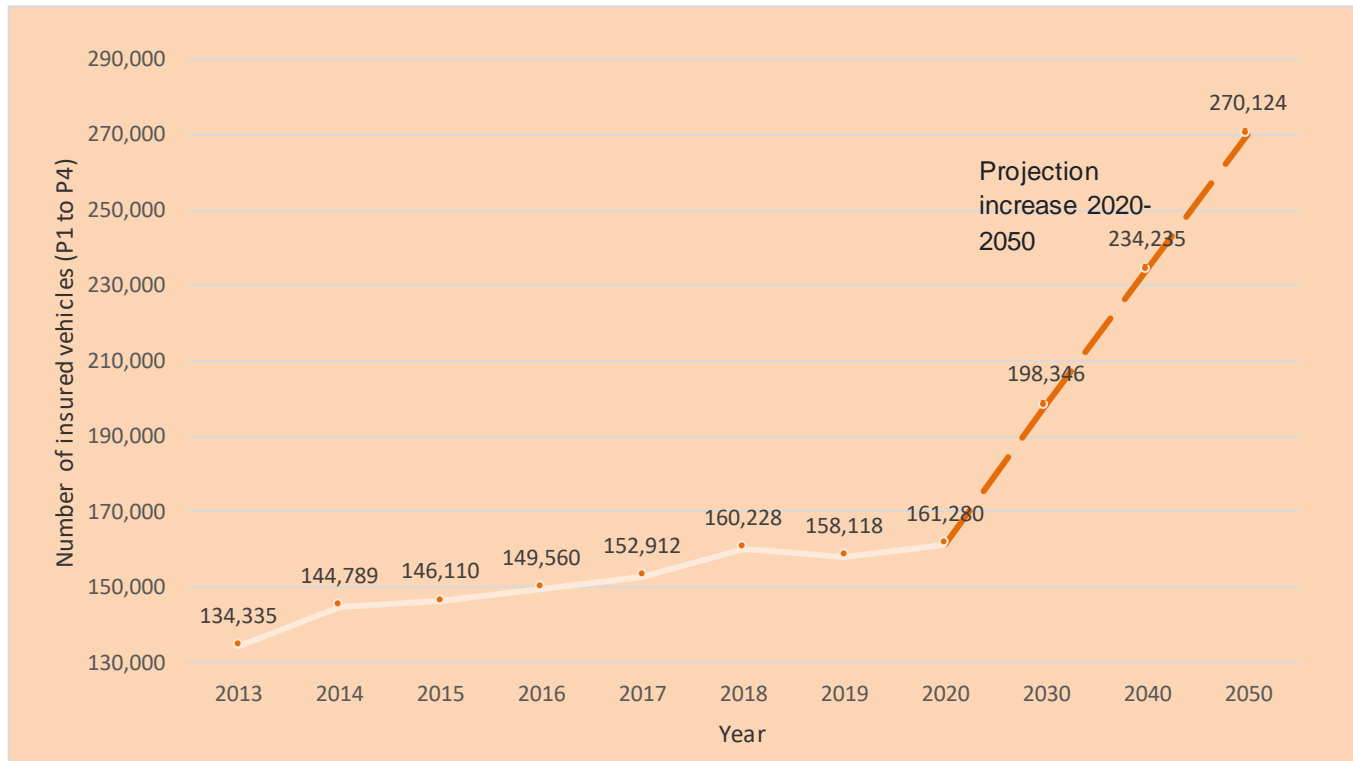






Figure E.7: Traveltime North - South / East - West

Travel time due to the traffic junctions and congestion in and around Paramaribo / Wanica is as follows:

1. **East-West** (Fort Zeelandia - 3e Rijweg):
  - via Keizerstraat 10.3km, 44 min
  - Via Hendrikstraat 10.9 km, 29 min
  - Via Kwattaweg 11.2 km, 39 min
2. **East - West** (Wijdenboschbrug – Adek):
  - Via Mr J. Lachmonstraat 8.1km, 21 min
3. **North - South** (Leonsberg to Latour):
  - Via Fred Derbystraat 16.4 km 36 min
  - Via Saramaccastraat, Van 't Hogerhuysstraat 14.6 km 42 min (Leonsberg – Lelydorp)
  - Via Indira Gandhiweg 26.4 km , 1h 21 m
  - (Leonsberg – Zanderij) Via Indira Gandhiweg 64.2 km, 1h 52 m
  - Via MLK highway, Bouterse Highway 65.1 km, 1h 24 m

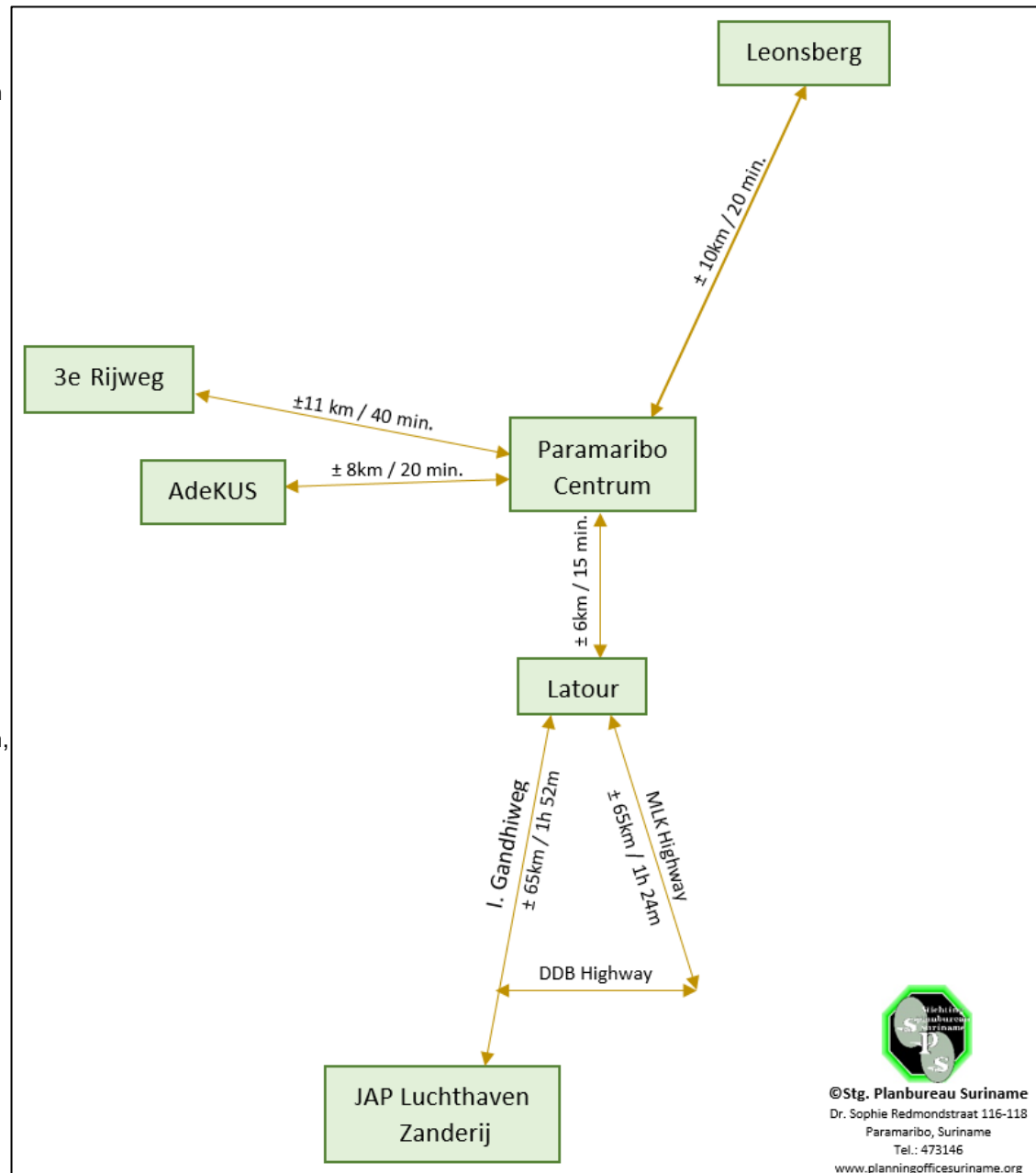


Figure E.8 Distribution of hospitals and RGD polyclinics



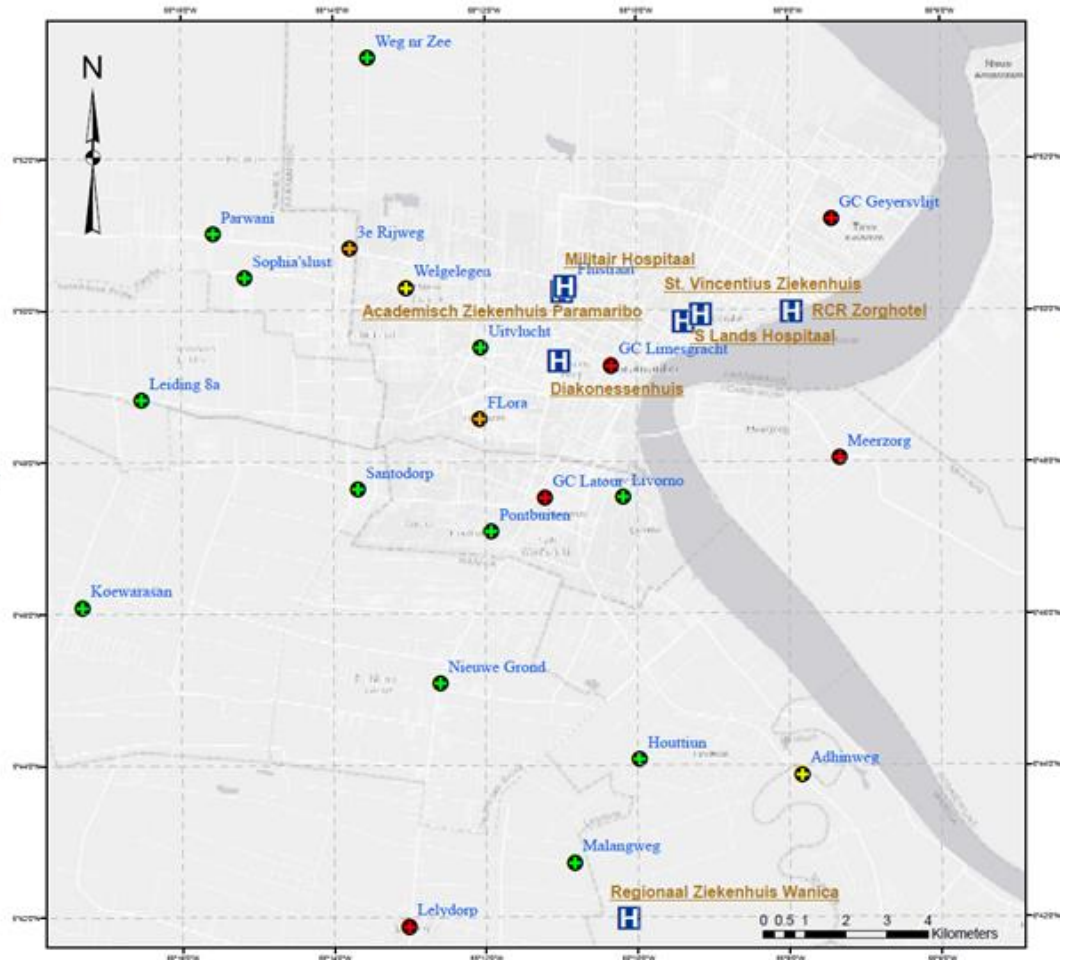
**Spread of hospitals and RGD outpatient clinics in Paramaribo and surroundings**

**Legend**

-  Hospitals
-  Health center
-  Comprehensive health center
-  Aid station
-  Outpatient clinics

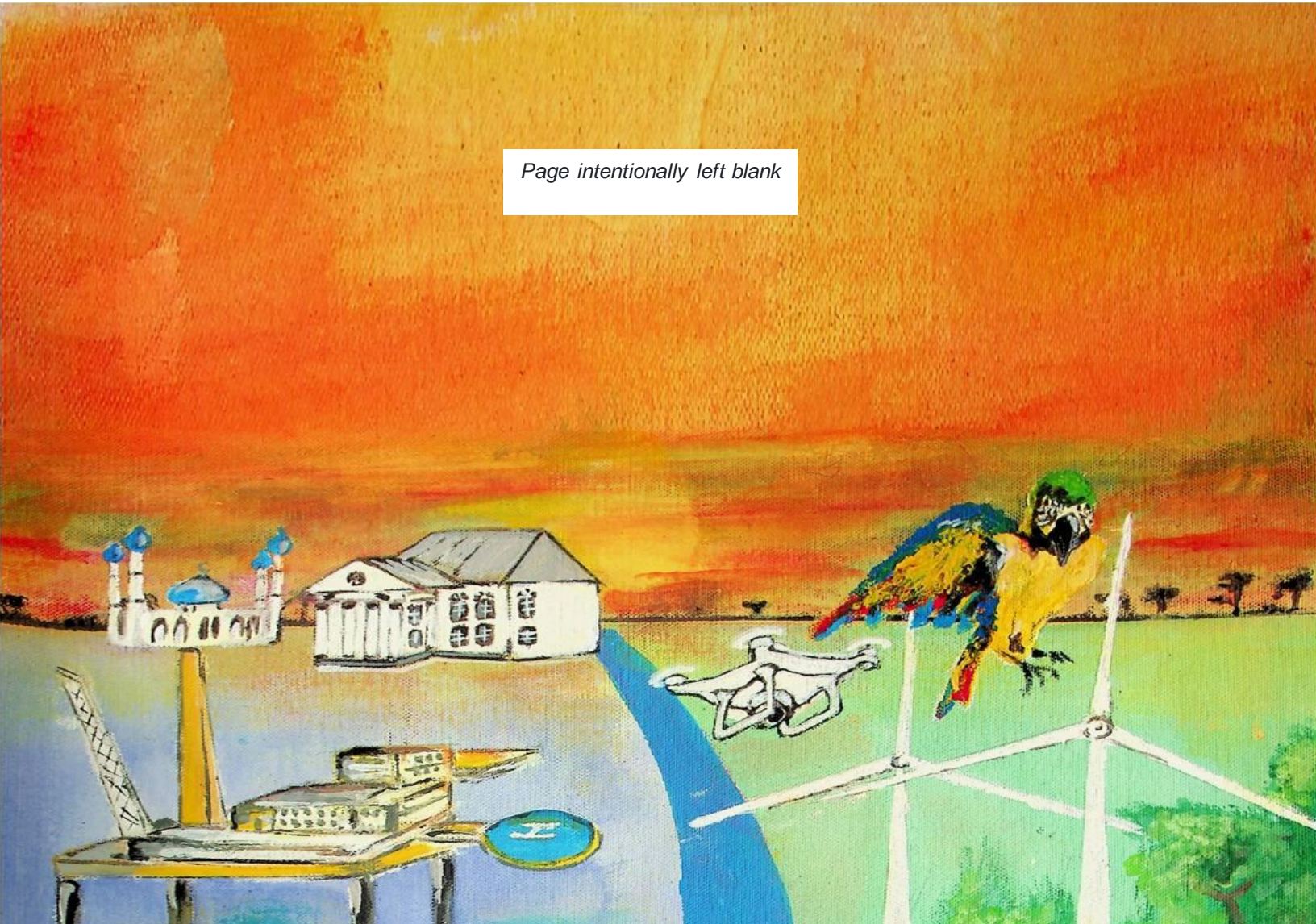


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