



Suriname Strategy Document

As discussed by the Bureau UOS on 16 May 2014

Table of contents

Foreword	3
1. Introduction	5
1.1. <i>General Info</i>	<i>5</i>
1.2. <i>Development priorities</i>	<i>6</i>
1.3. <i>Higher education</i>	<i>7</i>
1.3.1. Higher Education environment in Suriname	7
1.3.2. International cooperation in HE	8
2. Strategy formulation process	9
2.1. <i>Background of the Suriname country strategy formulation process</i>	<i>9</i>
2.2. <i>Views and themes expressed during the formulation process</i>	<i>10</i>
2.2.1. Expressions of interest by the South	10
2.2.2. Expressions of interest by the Flemish stakeholders	11
3. Strategy framework and implementation	11
3.1. <i>Areas of focus (thematic, regional, partners)</i>	<i>11</i>
3.1.1. Geographical focus	11
3.1.2. Partner institutions	12
3.1.3. Thematic areas	12
3.1.4. Transversal needs and opportunities	12
3.2. <i>Partnership modalities</i>	<i>12</i>
3.3. <i>Country Strategy Framework</i>	<i>14</i>

Foreword

Framework for programming and selection

A country strategy reflects the objectives and the choices of instruments for university cooperation for development between the country in question and Belgium/Flanders. A country strategy serves as a reference framework for programming, leading to strategy-based calls for proposals.

A strategy assures relevance and complementarity. Relevance because it focuses on the needs and priorities of the partner country, and complementarity because it takes into account what other development partners do. As such, a strategy starts from the needs of the partner country, and in particular the national priorities in terms of poverty reduction and national policies for Higher Education. Furthermore it will take into account the ambitions, capacities, expertise, and interest for cooperation among the Flemish academic community.

The country strategy represents the strategic niche for future VLIR-UOS cooperation in a specific country. A strategic framework is designed for an indicative period of 6 to 12 years. However, in the case of Suriname a revision will be needed after the end of the institutional cooperation programme with AdeKUS.

Country Strategy Process

The process of country strategy identification was rolled out by VLIR-UOS in the context of the implementation of the Political Agreement signed in 2010. In this agreement, VLIR-UOS committed itself to formulate a strategy for each of its 20 VLIR-UOS partner countries. This will be done in a phased manner.

A country strategy is in fact a road map for cooperation. It is the result of numerous inputs and consultations with a wide spectrum of actors in Flanders and the country in question. The basis of the country strategy paper is a desk study comprising a context analysis of higher education and development priorities in the country. Each country engagement results in a country strategy paper. It is a policy document that will be used by VLIR-UOS to guide its funding decisions.

The country strategy represents the strategic niche for future VLIR-UOS cooperation in a specific country. A strategy can contain a geographical and/or thematic focus. It should be multi-disciplinary and include an optimal balance between the different programme types and levels of intervention of VLIR-UOS.

Time frame

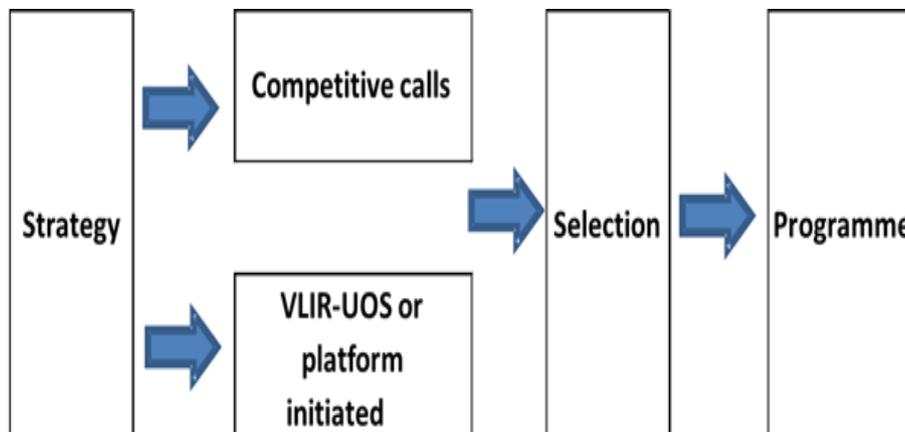
The development of academic capacity requires a long-term framework that is often precluded by current policy dynamics, which are characterized by constant changes and shifts at the international and country level in both North and South.

Therefore, VLIR-UOS has opted for a strategic framework covering, in principle, 12 years. Obviously, contextual differences will apply as is the case for Suriname where we will revise the country strategy at the end of the institutional university cooperation programme with Adekus.

From country strategy to country programme

The country strategy paper is the basis for working out a fully-fledged country programme. A country programme consists of a portfolio of specific cooperation projects according to different intervention types.

In order to achieve this, both competitive open calls and strategically earmarked partner selection will take place as appropriate.



A country programme will consist of a portfolio of different intervention types – mainly as existing today in VLIR-UOS, complemented by national-level initiatives where required.

LEVEL OF RESULTS AND INTERVENTIONS IN THE CONTEXT OF COUNTRY STRATEGY			LEVEL/NEED/OBJECTIVE
National Network University Cooperation, Research platforms and other national-level projects			More direct contribution to country-level priorities and capacity building
	Institutional University Cooperation (IUC)		Institutional strengthening and capacity building
		TEAM and South Initiatives	Strengthening and capacity building at departmental or faculty level
		Scholars	Re-enforcing the individual

Country level objectives and results

VLIR-UOS facilitates academic partnerships and related initiatives within the context of a long-term country strategy with a general objective. Furthermore, VLIR-UOS has defined a range of indicators (Key Result Areas) on the basis of which individual initiatives are expected to report. Apart from tangible key result areas, VLIR-UOS also tracks more qualitative results. In a country programme, results from individual projects are brought together in order to come to a set of clear country-level results.

1. Introduction

1.1. General Info¹



The Republic of Suriname is located on the north-eastern Atlantic coast of South America. It is bordered by French Guiana to the east, Guyana to the west and Brazil to the south. With a surface around 165.000 km², Suriname is the smallest sovereign state in South America. As a member of CARICOM, Suriname is frequently considered a Caribbean country and has multiple links with the Caribbean nations.

Suriname was a Dutch colony since 1667 and became independent in 1975. In 1980 the civilian government was replaced by a military regime that declared a socialist republic. It continued to exert control through a succession of

nominally civilian administrations until 1987, when democratic elections were held. In 1990, the military overthrew the civilian leadership, but a democratically elected government - a four-party coalition - returned to power in 1991. The coalition expanded to eight parties in 2005 and ruled until August 2010, when voters returned former military leader Desire Bouterse and his coalition to power.

Suriname is a pluralistic society with around 550.000 inhabitants, consisting primarily of Creoles (persons of mixed African and European heritage; 31%), the descendants of escaped African slaves known as Maroons (10%), and the descendants of Indian (37%) and Javanese (15%) contract workers.

At the beginning of the 21st century, Suriname was economically not better off than in 1975. However, between 2005 en 2010 GDP nearly doubled, and during this period per capita GDP increased with 177%. In the period 2010 – 2013, economic growth has remained at about 4-5% per year, but the government's budget was strained by high inflation in 2010. In January 2011, the government devalued the currency by 20% and raised taxes to reduce the budget deficit, which receded inflation to about 4% in 2013.

The economy of Suriname is dominated by the mining industry, with exports of alumina (bauxite), gold, and oil accounting for about 85% of exports and 25% of government revenues. Other industries include lumbering, agriculture (bananas, rice, etc.) and fisheries. But with the stagnating agricultural sector, the underperforming utility companies, the inefficient public transportation system, the undersized drainage system of Paramaribo, an unfair land allocation system and housing shortage, the economy of Suriname is not short of challenges. However, ICT has become one of the growing sectors within the economy and compared to other countries in the region, the public health situation remains reasonably well organized with good primary care and increasingly wider access to top level medical treatment.

¹ Information based on 'The World Factbook'

Suriname is ranked as an upper-middle income country by the World Bank. According to the United Nations Development Programme (UNDP) Human Development Report 2012, Suriname ranked 105 among 187 ranked countries, with a Human Development Index (HDI) value of 0.684. Suriname's neighbouring countries Brazil and Guyana rank 85 (0.730) and 118 (0.636) respectively.

1.2. Development priorities

The constitution of Suriname requires the elaboration of a development plan. The current plan, 'Ontwikkelingsplan 2012 – 2016: Suriname in Transformatie' of the government of Suriname was published in 2012 and provides the framework for an operational development policy. The main objectives of this plan are to achieve stability on the balance of payments and the national budget, as well as an actual and structural increase of GDP and pro capita income.

The document is rather general and doesn't seem to have a very clear focus. Within 6 main policy areas (hoofdbeleidsgebieden) and 15 core themes (kernthema's) formulated in the document, almost all aspects of society seem to be covered at some extent. The main policy areas are:

1. Administration and Justice (rationalisation and decentralisation of public administration, maintenance of law and order with highest priority for human rights)
2. Economy (increase of earning capacity, diversification of the economy, sustainable development, development of tourism, stimulate entrepreneurship)
3. Education, science and culture (reorganisation of the education system in order to close the gap between supply and the demand from the labour market with a focus on professionalization of teachers, quality assurance, improvement of the legal framework and formulation of a policy on science and technology)
4. Welfare (creation of a youth friendly society, sustainable employment, promotion of a healthy lifestyle)
5. Security and international policy (improve security)
6. Spatial planning and environment (sound use of available space, with attention for management of waste and chemicals, renewable energy, protection of the atmosphere and sustainable management of natural resources).

In order to finance the realisation of this ambitious plan, the government of Suriname plans to use the income from unsustainable (mining) activities to support investments in more sustainable economic activities (agriculture, tourism,...) in order to make the economy of Suriname more sustainable in the long run. Concerning international donors, the focus is on multilateral organisations (several UN bodies, Inter-American Development Bank, Pan-American Health Organisation, Islamic Development Bank, Caribbean Development Bank, etc.). The 'historical' relationship with the Netherlands (principal donor since independence in 1975) will be ran down, and the bilateral focus will be on relations with France, Belgium, Germany, Italy, Russia and the UK.

A special reference should be made to the municipal development cooperation (stedenband) between several Flemish and Surinamese municipalities (funded by the Flemish government), f.e. Paramaribo – Antwerp, Para – Leuven, Blauwgrond – Kortenberg and Galibi – Koksijde. Although this programmes have a modest budget and some of them are formally finalised, these programmes underline the interest of cooperation between Belgium (Flanders) and Suriname.

1.3. Higher education

1.3.1. Higher Education environment in Suriname

According to UNESCO, the need for HE in Latin America and the Caribbean (and in Suriname in particular) is increasing since highly qualified people and top research is needed to make recent economic success sustainable. Hence the demand for highly qualified people is increasing, but currently Surinamese HE cannot always live up to this demand. The weak points of the HE policy framework in Suriname include weak legislation on Higher Education (lack of minimal conditions for HE-institutions), the lack of inspection and accreditation system in HE as well as the lack of policy on science and technology in general. Moreover, the content and end terms of the existing HE-programmes are insufficiently attuned to social demands and the needs of the labour market. These weak points generate challenges for HE in Suriname.

In Suriname, the Ministry of Education and Community Development (MINOV – Ministerie voor Onderwijs en Volksontwikkeling) is responsible for Higher Education. There is formally only one university in Suriname, the Anton de Kom Universiteit van Suriname (AdeKUS), founded in 1968. However, various forms of tertiary education are increasingly being offered by foreign institutions or by local institutions in collaboration with foreign universities.

The AdeKUS consists traditionally of three faculties (Medical Sciences, Technological Sciences and Social Sciences) with an additional Institute of Graduate Studies and Research (IGSR) since 2006. In line with the Academic decree of 10 July 1986 the Faculties have the task to provide education, while separate (semi) autonomous institutes are charged with research tasks and the provision of services to the society. The strategic policy of the AdeKUS Board, finalised in 2012, put the following mission statement forward: 'To create and share knowledge in a sustainable partnership'. The vision focusses upon accreditation, transformation towards a professional organization through the fast introduction of HRM and the enhancement of (partial) financial autonomy through improved earning capacity.

Currently AdeKUS is in transition from the old "doctoraal" system to the internationally adopted BaMa structure: the former "kandidaat" programmes at AdeKUS had been replaced by BSc programmes and new MSc programmes are being installed. In 2012, apart from the 3 new MSc programmes supported by the VLIR-UOS IUC programme, already more than 10 "incidental" (once-only) MSc programmes were started at the Institute for Graduate Studies and Research (IGSR) and already 5 additional MSc at the AdeKUS faculties, with some more in the planning, "regular" (to be repeated) as well as "incidental" (only one or two cohorts). In terms of academic output, IGSR publishes 'The Academic Journal of Suriname' as an online journal. The Journal primarily publishes the results of scientific research carried out in Suriname in Social Sciences, Biomedicine and Technology

Apart from AdeKUS, several Surinamese institutes for higher education (HBO) have become better organised and several Dutch institutes for higher education became active in Suriname, offering diploma courses as well as Bachelor and Master education. They do not only compete with AdeKUS as far as enrolment of students is concerned, but also in contracting the limited number of locally available qualified lecturers.

Other institutes of higher education in Suriname include PTC (Polytechnic College) and COVAB (Stichting Centrale Opleiding voor Verpleegkundigen en beoefenaren van Aanverwante Beroepen, known as Elsje Finck-Sanichar College COVAB). Secondary school teachers training is provided by IOL (Instituut voor de Opleiding van Leraren) and LOBO (Lerarenopleiding Beroepsonderwijs – vocational training). 5 colleges of education provide training of primary school teachers (supported through VVOB) on higher secondary education level, but will grow towards HBO level. IOL started several Master

courses in collaboration with IGSR and is now giving thought to gradually reform the present training courses into a professional (vs. academic) BaMa structure.

Currently, there is no clear policy line from the Ministry of Education on research, research programmes or research priorities. Apart maybe from the Lim A Po Institute, at present research programmes within the existing centres for tertiary education are only being undertaken within the AdeKUS faculties and the various institutes related to the university. These programmes and projects relate to the agricultural sector, forestry, public health, environment, biodiversity and applied technology.

Most of the financing of the higher education in Suriname - apart from the foreign institutes that appeared recently on the local market - is covered by the national budget (personnel, maintenance of buildings, functioning cost). This budget does not always allow for expansion, nor for new research activities, sometimes even not for basic maintenance of the existing infrastructure.

As foreseen in the law on Accreditation of May 2007 some quality control will be enacted by the Bureau for Accreditation which became operational recently.

1.3.2. International cooperation in HE

International donors active in the education sector in Suriname include UNICEF, IDB (Inter-American Development Bank), VVOB, ACCC (Association of Canadian Community Colleges), Islamic Development Bank, Caribbean Development Bank and CIDA (Canadian International Development Agency). However, most of these organizations focus on primary and secondary education. Apart from ACCC working with PTC, the international cooperation in HE focuses on AdeKUS (being the single university in the country). VLIR-UOS and the Flemish universities are – through the IUC programme – one of the main structural partners of AdeKUS. Moreover, several Flemish universities have other cooperation projects with AdeKUS, both internally funded (f.e. UHasselt project on physiotherapy) as externally funded projects (f.e. EU financed Edulink projects: KU Leuven with AdeKUS and University of Guyana on ‘Capacity building in applied renewable energy technologies in Guyana and Suriname’ and the University of Antwerp with AdeKUS on ‘Mainstreaming Energy Efficiency and Climate Change in Built Environment Training and Research in the Caribbean’).

Traditional contacts with Dutch universities got renewed and extended with the implementation of 7 projects under the Twinningfaciliteit Suriname - Nederland (UTSN - twinning facility) involving some 1,8 Mln Euro between 2008 and 2011 (new call for a second phase was launched in February 2014 but doesn't focus exclusively on HE cooperation).

Apart from the traditional ties with the Netherlands and Flanders, AdeKUS maintains contacts and relationships with universities in the region and on the American continent and with several multilateral institutions such as the University of the West-Indies (UWI), the University of Guyana, several universities in the USA and Canada, and in Cuba and Brazil. AdeKUS is also a member of the Caribbean University Network and of the regional Union of Amazonian Universities (UNAMAS).

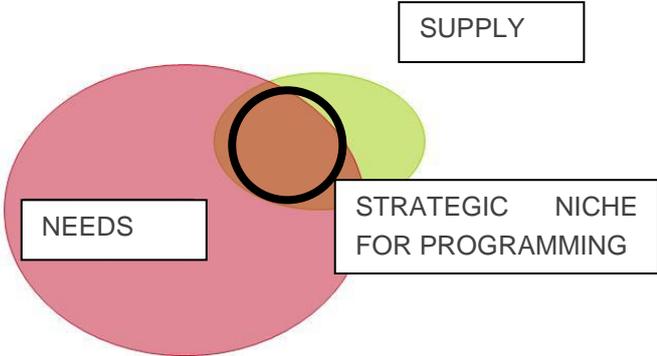
Locally AdeKUS renewed and/or formalised its contacts with some local enterprises: Hakrinbank and the Central Bank concerning the programmes in public finance, and with the electrical power company EBS and the telephone company Telesur.

MINOV is in charge for the selection of the candidates for international scholarships financed by bilateral partners. In the past, most scholarships were financed by the Netherlands or Belgium, but currently other countries as China, India, Cuba, Mexico, Indonesia, Brazil and Georgia offer scholarships. However, those scholarships are not always taken up due to a lack of candidates.

2. Strategy formulation process

2.1. Background of the Suriname country strategy formulation process

As indicated above, country strategies are policy documents that guide funding decisions of VLIR-UOS and allow for strategically coherent and contextually relevant impact-based programmes. This is reflected in the following diagram, where supply and needs (demand) are catered for within a strategic programming niche.



After engaging in 5 country strategy identifications in 2011-2012 (Cuba, Ecuador, Tanzania, Uganda and Vietnam) and realising a similar process in DR Congo, Ethiopia and South Africa, Suriname was identified as one of two countries to engage next in a country strategy development (the other being Burundi). The difference with the country strategy process for Suriname is that in Suriname a fairly large (especially given the scale of HE in Suriname) and long term VLIR-UOS funded programme (Institutional University Cooperation Programme with AdeKUS) is already up and running (since 2008) with its own focus and well formulated goals. For this reason, the aim of the strategy formulation process was to look at the strategic domains covered by the current projects of VLIR-UOS in Suriname and to look at synergies and opportunities towards the future, interactions with other donors and emphasize the importance of embedding all of this in a more regional perspective within the Caribbean region and within South America.

During the preparatory desk study, the existing cooperation of Flemish universities and institutes for higher education with Suriname has been mapped and initial input from the South (Suriname Embassy in Belgium) and a selected number of Flemish IUC actors has been analysed. This information has been put together in a pre-mission strategy status sheet and served as base for discussion during the South Seminar, organised by VLIR-UOS in Paramaribo on 28th May 2013 and attended by around 45 participants. The conclusions of the South seminar were presented, discussed and completed during the North seminar, organised in Brussels on 25th February 2014 and attended by around 35 participants. Based on the input of the desk study and the North and South seminars, a ‘Suriname Strategy Status Summary Document’ was elaborated which served as a basis for the elaboration of the present strategy document.

2.2. Views and themes expressed during the formulation process

2.2.1. Expressions of interest by the South

The South Seminar inventorised the opportunities for future cooperation and came up with a number of complementary conclusions on prevailing themes, trends and issues identified in the pre-mission status report.

The discussion on **thematic focus areas** led to the identification of several areas which could be grouped into 3 main themes:

- **Natural resources** (with sub themes biodiversity, climate change, sustainable development, environment, land management & land rehabilitation, agriculture, food security, green pharmacy, eco-tourism,...)
- **Public health** (health promotion, health education, prevention, sport, promotion of healthy lifestyle, chronicle diseases,...)
- **Social development** (education, didactics, poverty, migration (national en international), security, urban planning, rural development, mobility, participation, art & culture, gender, youth,...)

Moreover, 2 **transversal support themes** were identified:

- Support of the institution in terms of policy (good governance) and management (HRM & (institutional) capacity building)
- Support of threefold task of the institution: education (distance learning, lifelong learning, use of media and ICT, curriculum development, reading skills,...), research (support and promotion of evidence based research) and social services (dissemination of research results to society, technology transfer, support entrepreneurship,...)

The discussion on **partners** was approached from the Surinamese position and yielded an extensive list of possible partners with whom the Surinamese HE-institutes could collaborate. The multitude of potential project partners can be grouped in 8 categories:

- Regional partnerships (CARICOM, OAS (Organisation of American States),...)
- International organisations: multilateral organisations (UNICEF, UNESCO, PAHO,...), international NGO's (WWF, Tropenbos, CI,...) and other donors (VVOB,...)
- National politics: cabinet of the vice-president and other ministries (MINOV, Agriculture, Urban planning, Forestry, Natural resources, Regional development,...)
- Local and traditional authorities, district commissioners
- Media
- Companies (Suralco, Staatsolie, IAMGold, Surgold, TeleSur, SLM,...) and unions
- Primary, secondary and HBO institutions
- Grassroot level organisations: local NGO's, local multipliers & key figures, sport clubs,...

When it comes to the question of possible partners for VLIR-UOS cooperation, one is faced with the fact that the number of HE institutions in Suriname is rather limited. Next to the obvious AdeKUS, a possible 'first degree' partner for VLIR-UOS in Suriname include IOL.

Regarding **instruments and modalities**, the idea of a kind of project management office / science shop was suggested in order to develop contacts with civil society, to look for a local match between supply and demand in the field of (applied) research, and to look for suitable partners and tools supporting this research. This way, 'bottom up' research would be strengthened, which would benefit the societal impact of the research.

When evaluating the existing VLIR-UOS instruments, it came forward that the 'South Initiative' instrument is highly appreciated in Suriname as a dynamic and flexible tool. However, it would be appreciated if the questions and needs of the Suriname partners would be addressed in a more systematic way during formulation, for example by means of broad stakeholder meetings. Bottom line of the discussion on instruments and synergies is that the partners in Suriname are in favour to shift the focus of the project identification process and the initiative to formulate research question to the South.

2.2.2. Expressions of interest by the Flemish stakeholders

During the North Seminar, the participants to gave input in the process of the identification and formulation of the VLIR-UOS country strategy for Suriname based on the conclusions of the South Seminar. The main conclusions that came forward were:

- To add 'Education' as a central topic with possible development of a national crosscutting initiative complementary with VVOB action and with a role to be played by the Flemish university colleges and the Suriname Institute for teacher training (Instituut voor de Opleiding van Leraren - IOL).
- To add 'sustainable forestry' as an important sub theme under the main theme of 'natural resources'
- To add 'media literacy and journalism education' as a sub theme under the main theme of 'social development'
- To add 'nursing' as a sub theme under the main theme of 'public health'
- To underline the importance of regional cooperation as a transversal theme
- To underline the importance of IOL as a potential strategic partner
- To underline the importance of REI for Suriname (especially for the Flemish university colleges). However, REI should be better contextualised. In order to achieve this, REI should not be used as an exploration tool, and only be allowed with 'known' host partners

3. Strategy framework and implementation

3.1. Areas of focus (thematic, regional, partners)

3.1.1. Geographical focus

Given the scale of the country, there is no need to exclude certain regions from cooperation. Since most if not all HE institutions are based in the capital Paramaribo, there will be a de facto focus on activities from Paramaribo. However, this doesn't mean that activities should be restricted to the capital. On the contrary, the intention is to give more attention to the interior of the country through the existing as well as new projects.

3.1.2. Partner institutions

Since there is only one official university in Suriname, and given the fact that there is already a large scale VLIR-UOS programme on-going with this institution, the focus of the present strategy will be on AdeKUS and the continuation of the IUC programme. In the field of education and teacher training, there can be an important role to play for IOL. Other HE-institutions (COVAB, LOBO, PTC) can be eligible partners in the framework of SI projects. Several other actors (even non-HE institutes) can contribute to projects as 3rd parties.

3.1.3. Thematic areas

Based on the existing partnerships and the discussion during the N- and S-seminars, 4 broad thematic areas have been identified as strategic themes for the Suriname country strategy:

- Sustainable management of natural resources
- Public health
- Social development
- Education

During the seminars, several sub-themes have been identified and discussed (and were listed in the seminar reports). However, those sub-themes are not exhaustive and should be considered rather as examples. Moreover, these themes need to be approached in a multi-disciplinary fashion.

In fact, the 4 identified thematic areas can be grouped under the umbrella of 'sustainable development'. This is in line with the national development priorities as well as the priorities of the main partner institution, AdeKUS. Consequently, the thematic focus of the Suriname country strategy can be summarized as '**Sustainable Development**'.

3.1.4. Transversal needs and opportunities

The identified cross-cutting themes can be divided in 2 categories. The first category of cross-cutting themes focuses on the intuitional support of the partner institutions: support in the fields of policy (good governance), management (HRM & (institutional) capacity building) and internationalisation (Regional cooperation (South America, Caribbean, OAS)). The second category of cross-cutting themes focuses on the support of the partner institutions in their threefold task of education (through distance learning, lifelong learning, use of media and ICT, curriculum development, ...), research (through support and promotion of evidence based research) and social services (through dissemination of research results to society, technology transfer, support entrepreneurship,...).

3.2. Partnership modalities

This country strategy builds on existing project and linkages, without inhibiting new partnerships. It should also have potential to link up with support provided by other facilitating agencies apart from VLIR-UOS. The themes formulated in the strategy offer plenty of possibilities for HE-cooperation between institutions in Flanders and Suriname. However, given the limited scale of HE in Suriname, some restrictions apply when it comes to available instruments.

Having a broad and multi-faculty institutional cooperation programme on-going at AdeKUS, this IUC instrument remains important for the remainder of the programme. After the regular IUC cycle, AdeKUS

will be eligible to submit proposals for the Research Initiative Programme (RIP). Other post IUC possibilities will be looked at when revising the Suriname country strategy at the end of the IUC.

TEAM projects with AdeKUS are not possible during the remaining period of the IUC programme and no other potential TEAM partner institutions have been identified.

On the other hand there are clear opportunities for South Initiative projects with AdeKUS (for projects in thematic areas not addressed in the framework of the IUC programme), IOL (for those issues that will not be addressed in a possible National Crosscutting Project, cfr. infra), COVAB, PTC and LOBO.

Travel scholarships for Flemish students (REI) who go to Suriname for thesis fieldwork or internship, stay very important, especially for the Flemish university colleges. However, REI should be better contextualised and should not be used as an exploration tool. During selection, REI applications who intent to go to 'known' host partners will have a competitive advantage.

At a national level, the 'classic' Network Programme (national network of several national universities led by a former IUC partner) will not be possible after the closing of the AdeKUS IUC programme because of the lack of other universities in Suriname. However, possibilities to facilitate cooperation at a national level arise in the form of national crosscutting initiatives, for example around the theme of education / teacher training, with IOL and support from several Flemish universities and university colleges, including indirect synergies with the VVOB programme.

There is no specific instrument available to facilitate the idea of a project management office / science shop as discussed during the South seminar. However, this idea might be elaborated during the last years of the IUC programme (i.e. to transform the IUC Programme Support Unit (PSU) into a project management office).

Partnership modalities (portfolio of intervention types):

Level	Remarks
National	No possibilities for a 'classic' Network programme, but opportunities for national crosscutting initiatives on Education
Transversal	Needs for strengthening capacities (good governance, management) and the threefold task of the partner institutions. This could be done in the framework of the on-going IUC programme, as well as in other projects (SI, national crosscutting).
Institutional	After IUC programme with AdeKUS, no other IUC opportunities since AdeKUS is the only university in Suriname.
Sub-institutional	South Initiatives are possible, but no possibilities for TEAM projects
Individual (scholarships)	REI remain important to support N-S mobility of students. However, S-N mobility outside projects is very limited and could be promoted in the future, as there is a growing interest among Surinamese students to study in Flanders

3.3. Country Strategy Framework

The table below summarizes the potential domains in which the aforementioned themes and sub-themes could be pursued in a programme of VLIR-UOS supported cooperation.

Table : Country Strategy Framework – strategic niche of cooperation

THEMES	SUB-THEME AREAS	Partners	Instruments	DOMAINS OF INTERVENTIONS				EFFECT
				Education	Research	Extension	Management	
THEMATIC AREAS								
Sustainable management of natural resources	biodiversity, climate change, sustainable forestry, environment, land rehabilitation, agriculture, food security, eco-tourism,...	AdeKUS, PTC	IUC, SI	X	X	X	X	Thematic capacity of partner institutions responsive to (national) challenges in Suriname
Public Health	health promotion and education, physiotherapy, promotion of healthy lifestyle, chronic diseases, nursery, green pharmacy,...	AdeKUS, COVAB	IUC, SI	X	X	X	X	Thematic capacity of partner institutions responsive to (national) challenges in Suriname
Social development	poverty, migration, security, urban planning, rural development, mobility, media literacy and journalism education, participation, art & culture, language diversity, gender, youth,...	AdeKUS	IUC, SI	X	X	X	X	Thematic capacity of partner institutions responsive to (national) challenges in Suriname
Education	teacher training, Quality assurance and accreditation, pedagogical innovation, distance learning, reading skills, speech therapy,...	IOL, AdeKUS, LOBO	SI, National crosscutting	X	X	X	X	Thematic capacity of partner institutions responsive to (national) challenges in Suriname
TRANSVERSAL THEMES								
Institutional support	policy, management and internationalisation	AdeKUS, IOL	IUC, SI, National crosscutting				X	Supporting enabling environment
3-fold task	Education, Research and social services	AdeKUS, IOL	IUC, SI, National crosscutting	X	X	X		Supporting enabling environment
EFFECT				Quality of the education programmes improved	Research capacity strengthened and research quality improved	Impact on society increased	Organisation, management and procedures professionalised	

The overall objective of VLIR-UOS in Suriname is to contribute to the sustainable development of the country. More specifically, VLIR-UOS wants to strengthen a number of Surinamese partner institutions through the facilitation of the collaboration with Flemish HE institutes in the fields of sustainable management of natural resources, public health, social development and education, so these Surinamese institutions will be able to better fulfil their role as development actors in Suriname.