Suriname Investment Climate & Sector Support

Industry-Specific Business Licensing Requirements in Suriname

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Industry-Specific Licensing Requirements in Suriname

Analysis of the Fruit Processing and Tourism Industries

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List of Acronyms

ASYCUDA	Automated Systems for Customs Data
CARICOM	Caribbean Community
DB	Doing Business
ECD	Economic Control Division
EIA	Environmental Impact Assessment
FDI	Foreign Direct Investment
G2B	Government to Business
GDP	Gross Domestic Product
GOS	Government of Suriname
KKF	Business Chamber of Commerce
LAC	Latin America and Caribbean
LLC	Limited Liability Company
MTIT	Ministry of Trade, Industry and Tourism
NIMOS	National Institute for Environment and Development in Suriname (National Instituut Voor Milieu en Ontwikkeling in Suriname)
OSS	One Stop Shop
SOP	Standard Operating Procedures
UK	United Kingdom
WBG	World Bank Group

1.0 Executive Summary

Suriname, one of the smallest nations in South America, is an upper middle-income country – one of the Caribbean's highest performing economies over the past decade mainly due to its large endowments of natural resources. However, the global fall in oil and gold prices resulted in the contraction of the overall economy in 2015 and 2016, reflecting Suriname's dependency on the extractive sector. The Government of Suriname (GOS) has called for economic diversification and private sector-led growth to boost the overall economy and create new jobs across various sectors.

As part of this goal, the GOS has made it a priority to develop a conducive business and regulatory policy environment to facilitate private sector development and attract more investment. One specific objective is to modernize the business licensing mechanism to reduce administrative burdens on businesses, and in February 2017 the GOS passed the Business and Professions Licensing Law to improve the business licensing regime. Specific reforms included establishing the rule that all business can conduct their business freely unless specific licenses are required and creating standardized appeal procedures.

The World Bank Group (WBG) is supporting the GOS to help achieve its private sector development, investment, and economic diversification goals. As part of the support, the WBG responded to a GOS request to help improve its business licensing regime, beginning with an inventory analysis of the policy relevance and business friendliness of all business licenses currently required by the Ministry of Trade, Industry & Tourism (MTIT). A second stage of analysis then delved more deeply into licensing processes in agribusiness and tourism, two priority industries for the GOS. This report presents the findings of this industry-specific analysis, based primarily on detailed research to identify agribusiness licensing requirements, including a business process mapping exercise to identify business environment constraints hindering private enterprises from starting and operating their businesses in the fruit processing sub-sector.

Firms in Suriname that engage in producing and selling processed fruit products for consumers (including fruit jams, jelly, fruit candy, juice, canned fruits or repackaging fruit/food products etc.) to international and local markets are required to have a fruit processing manufacturer's license from MTIT. According to an analysis of the inventory of licenses conducted by the WBG, **a typical fruit processor requires 266 working days to obtain the required business license. 231 of these working days are needed for MTIT to receive 19 approvals from 16 different regulatory agencies before issuing the fruit processing business license.** The licenses must also be renewed every three years by following the same procedure to obtain updated licenses and clearance certificates.

Additional key findings of the licensing analysis include:
- None of the agencies involved has Standard Operating Procedures (SOP) for issuing a clearance, nor is there adequate information transparency about the approval requirements and processes.
- At least six regulatory agencies are conducting similar and redundant activities related to inspections for neighborhood nuisance checks, without adding any significant value to regulatory enforcement but instead increasing the administrative burden both on the public and private sector.
- The business registration process at the Business Chamber of Commerce remains incomplete until a fruit processor obtains a manufacturer's license from MTIT
- MTIT takes around 35 days to internally process the fruit processing manufacturer's license due to the requirement of multiple levels of internal approvals including from the Head of Licensing Department, the Permanent Secretary, and the Minister
- The business licensing and permitting system in Suriname does not have an ex-post inspection nor compliance mechanism upon issuing or renewing the business licenses;

- The lack of an environmental law and effective health and safety regulations have an impact on the government's public safety objectives, and on the competitiveness of firms operating in the fruit process and tourism sectors.

Finally, this report also produces key recommendations that key policymakers within the GOS can consider and incorporate in the Business Licensing Law implementing regulations. The recommendations can help the GOS reduce time, cost and licensing approval requirements for businesses in Suriname in the fruit processing and manufacturing industry as well as in other similar industries including fish and meat processing. It can be expected that implementing the following recommendations can reduce business license processing time by roughly 40-50%. The following are some of the important recommendations for immediate consideration. Additional recommendations can also be found in Chapter 10:

- The business licensing requirements for a fruit processor should be divided according to the lifecycle of a business: the clearance from most of the line agencies is not essential at the business registration stage, and these can be received at a later stage of the business life cycle to expedite the initial registration process;
- MTIT should eliminate their current responsibility of issuing or renewing the manufacturer's license for fruit processors;
- Eliminate the Nuisance Permit and Neighborhood Inspection requirements to obtain the Business Registration and Manufacturer's License;
- Simplify the Name Clearance and Business Registration Process to encourage business entry;
- Eliminate the Bureau of Public Health's Personal Health Certificate requirement for employers to establish and operate a business, and for employee recruitment;
- Streamline each business license and develop Standard Operating Procedures (SOP) in order to standardize the delivery of the respective services to the private sector;
- Improve information transparency for the fruit processors or investors starting or operating businesses in Suriname to ensure better access to required information by the businesses; and,
- Over time, the existing one-stop shop (OSS) for business licensing should integrate the services of all the related technical regulatory agencies.

2.0 Background

Suriname is a small country with a commodity-based economy largely dominated by mining and public sector activities. With an abundance of natural resources such as oil, gold, and bauxite, Suriname's revenue from these commodity sales has historically accounted for roughly 30 percent of GDP and roughly 90 percent of exports. Between 2004-2014, Suriname's economy grew over 4.5 percent per year as a result of favorable commodity prices.

However due to the recent commodity price shock, Suriname moved from one of the fastest-growing economies in Latin America and Caribbean (LAC) to experiencing the second largest economic decline in the region. The overall economy, which has been largely dependent on the commodity exports, contracted by nearly 7 percent in 2016 (WEF 2016), thus demonstrating their wide exposure to external shocks.

A lack of export diversification and robust private sector in Suriname are primary factors that make the overall economy susceptible to shocks from changes in global commodity prices. Around 60 percent of total formal sector employees are employed by the government or state-owned enterprises that are dominant in many industries. Two thirds of registered firms are engaged in non-tradable service sector activities such as wholesale/retail trade or hospitality, and less than 10 percent of firms are involved in manufacturing or agribusiness. The state owns 95 percent of land, with only a fraction leased to the private sector, resulting in underutilization and slow distribution of public land to the private sector.

The business licensing regime in Suriname is seen as complex and ad hoc, with 47 percent of firms in Suriname identifying business licensing and permits as a major constraint, according to the World Bank Group's Enterprise Surveys, which is far above the average for LAC (17.1 percent) and all countries worldwide (12.5 percent). Based on WB's Doing Business (DB) 2018 rankings, Suriname is ranked 186th out of 189 in "*Starting a Business*" as it takes approximately 84 days compared to 30 days in the Latin America and Caribbean region (LAC), with a cost of 101 percent per capita income, compared to an average of 32 days and 32 percent of per capita income across Latin America and the Caribbean (LAC)

In order to reduce dependency on extractives and increase overall resiliency of the economy, the GOS has committed to undertaking broad-based structural reforms to improve productivity and diversification of the economy. The economic diversification plan is reflected in the 2016 Stabilization and Recovery Plan, which calls for promoting private sector led growth through investments in high growth potential sectors including agribusiness and eco-tourism to create new jobs, stabilize the overall economy and generate more government revenues.

As part of the broader structural reform, the GOS has made it a priority to develop a conducive business and regulatory policy environment to facilitate private sector development and attract more investment. This includes the specific objective of modernizing the business licensing mechanism of Suriname by reducing administrative burdens on businesses. In February 2017, the GOS passed the Business and Professions Licensing Law to improve the business licensing regime. Specific reforms included establishing that all business can conduct their business freely unless specific licenses are required and creating standardized appeal procedures.

The WBG has been supporting the GOS in its private sector development and economic diversification efforts. A Country Partnership Strategy (CPS) established between the WBG and the GOS in 2015 included a key objective of creating a conducive environment for diversified private sector growth. Initial analytical work conducted under the CPS identified opportunities to improve competitiveness and investment in the

agribusiness and extractives sectors,[1] and follow-up technical assistance is supporting the government in promoting new investments in fruits and vegetables and increasing transparency in the extractives sector. A reform program agreed between the WBG and GOS during discussions about potential policy lending support highlighted the Business and Professions Licensing Law as a priority reform.[2] Recent discussions have considered the possibility of WBG investment project financing for further investment climate reforms and competitiveness support for agribusiness and extractives.

One specific request for support from GOS was for the design and implementation of business licensing reforms related to the Business and Professions licensing law. In response, WBG conducted an initial inventory analysis of all business licenses required by MTIT, considering the legality, necessity, and business friendliness of 44 existing licensing requirements.[3] This analysis identified that many licensing requirements do not meet their regulatory or policy goals, there is significant overlap across ministries and agencies in terms of licensing authority, and that MTIT has limited to no technical capacity for many of the requirements currently in place. The report recommended a reduction in MTIT licensing requirements and streamlining licensing authority across ministries and agencies.

Based on the findings of the inventory analysis as well as previous sector scans of agribusiness for potential economic diversification opportunities, the GOS has requested the WBG to conduct further business licensing analysis and mapping following a case study approach. Given the focus on agribusiness as a sector of high potential in other elements of the WBG program in Suriname, the study selected **fruit processing** in Suriname to analyze with the goal of identifying all business licenses and permits required to start and operate a business in this industry.

In addition to the analysis on the business licensing requirements of a fruit processor, this study rapidly reviewed the regulatory and licensing system of the emerging tourism sector in Suriname. Despite its recent growth, the industry remains at a nascent stage with little institutional structure, policy framework, or tourism promotion strategy. Therefore, the study on the tourism sector is limited to a high-level regulatory analysis to review the existing licensing structure.

3.0 Key Objective

The key objective of this report is to produce recommendations that Suriname will be able to consider and incorporate in the Business and Licensing Law implementing regulations to reduce the time and approval requirements for new businesses in Suriname, including for new investors in the agribusiness sector. It is expected that the successful implementation of the recommendations will help the country issue necessary licenses for fruit manufacturers in a faster, easier and transparent way, and that the improvements for the case study fruit manufacturing firm would also result in improvements for firms across sectors.

This objective will be achieved in two ways:
- First, this report presents the inventory of all business licenses and permits required by a **fruit processor** for entry and operations in the fruit processing industry.
- Second, this report presents a detailed mapping and analysis of the specific steps, time and processes required for the issuance of several of the individual licenses required. Furthermore, the

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[1] See Suriname Sector Competitiveness Analysis, WBG 2017, available at: https://openknowledge.worldbank.org/handle/10986/26205.

[2] The preparation of this Development Policy Loan was put on hold due to changes in the macroeconomic policy environment in Suriname, but GOS proceeded with implementing the core reforms in the program.

[3] This initial inventory analysis and the follow-up mapping work presented in this report were funded by the Competitive Industries and Innovation Program trust fund managed by the WBG.

business process mapping highlights the current bottlenecks in the existing process and provides broader level recommendations to streamline and simplify at the individual agency or license level.

This report also delivers high-level analysis of the tourism sector, and provides recommendations to GOS to hold broader level discussions on how to regulate the emerging tourism industry.

4.0 Methodology of the Report

To review and analyze the business licensing mechanism of Suriname, this report carried out a vertical mapping exercise to identify the licenses and permits required in order to start or operate a business in fruit manufacturing or tourism. The methodology of this report also includes a detailed processing mapping of the individual approvals, clearances, and licenses required from the respective regulatory agencies. The process mapping exercise captures the extensive process details, the complex relationships, the processing times and inefficiencies across the government agencies.

In order to verify the findings, the team interviewed key private and public sector representatives. In addition, a number of focus group discussions were conducted with private and public sector representatives.

The following section provides a background description of what is business license or process mapping, and why the process mapping exercise is essential to understanding the existing licensing regime in Suriname:

4.1 What is Business License Process Mapping?

Often times when revisiting a business licensing mechanism, process owners of a particular business license cannot explain how a process has become so complicated; the work typically continues to be done, despite questions of why it is done this way. The most common response from process owners however is that a license has always been processed in this certain way. Nevertheless, questions about a process should be a signal to reformers to pause, and assess that it is time to review how a process works.

A business license mapping (BLM) exercise can be an effective tool to revisit the main purpose and goal of a business licensing system. BLM as an analytical tool can provide clearer understanding of the functions of the existing licensing mechanism, while presenting opportunities to identify room for improvement and streamlining by helping to a) visualize how the existing system functions through conducting a vertical mapping exercise; b) identify key constraints including bottlenecks, workflow, process owners, number of steps, and key outputs; and c) provide answers to improve and streamline the overall workflow by eliminating redundant and non-value adding steps, or consolidate steps to reduce processing time.

4.2 Why Conduct Process Mapping on Fruit Processing Manufacturer's License?

Prior to reengineering or streamlining a procedure, process flowcharts can be used to meticulously review the existing system and identify the key licensing constraints including time, number of steps, unusual practices, and processing time etc. to address the business environment impediments currently hindering the private sector growth.

In order to extensively review Suriname's fruit processing licensing requirements to start or operate a business, a comprehensive business license mapping and analytical exercise was conducted with the process owners from respective regulatory agencies to collect data and develop a visual flow chart. Interviews were also organized with private sector representatives to validate the data and translate the findings into a visual flow chart. This graphic representation was developed to highlight and document the exact workflow including the number of actors involved in a process; number of key steps taken as value adding or non-

value adding steps; key decision points made by the process owners; and last but not the least, the duration of processing time and waiting time taken to issue a key output-- a license or permit.

Based on the analytical findings, the process maps can be successfully applied to identify opportunities to streamline the licensing process to ease administrative burden from the government's perspective and reduce cost of compliance from the private sector's perspective.

The licensing mapping was further employed to map and review the specific licenses required to register a business and obtain manufacturer's license. The findings from the analysis also revealed licensing constraints currently hindering the business environment in Suriname. For instance, the analysis identified seven different regulatory agencies that are conducting similar and redundant activities such as inspection for nuisance check without adding any significant value to the regulatory enforcement, but instead increasing administrative burden both on the public and private sector. A few more crucial findings include—business registration process at the Business Chamber of Commerce remains incomplete until a fruit processor obtains a manufacturer's license from MTIT; and MTIT takes around 35 days to internally process the fruit processing manufacturer's license due to the requirement of multiple level approvals including the Head of Licensing Department, Permanent Secretary, and Minister of Trade, Industry & Tourism.

5.0 Fruit Processing, a Case Study Approach

Agriculture traditionally has been an important sector of the economy of Suriname. Within the agriculture sector, rice, bananas, and fish and shrimp are the main subsectors, with a smaller but growing fruits and vegetables subsector. The country has an existing pool of talented agro-entrepreneurs, processing facilities with international certifications to export to European and American markets, and foreign investors have also expressed their interest in potential investment opportunities.

The agriculture sector, however, faces significant regulatory constraints. Given the interest in diversifying the agribusiness sector, the GOS plans to take proactive steps in order to create a business enabling environment for increased private investments.

Therefore, in order to fully review and analyze the existing investment climate and business licensing constraints in the agribusiness sector, this study follows a case study approach using the fruit manufacturing industry as the primary sub-sector in order to understand: what are the main regulatory process impediments to businesses and what are the government requirements that have led to the existing regulatory environment.

To better understand how a fruit processor experiences the existing business licensing requirements, this case study conducted a complete mapping of the licensing process starting from registering its business to the permits required to construct a factory plant or exporting its manufactured products. The analysis included identifying the regulatory agencies issuing the licenses and permits and interviewing respective process owners to understand and navigate through the complexities and inefficiencies a fruit processor has to experience to establish a business.

Additionally, the fruit manufacturing licensing has been selected as a proxy for agribusinesses in general, based on the assumption that the business licenses and permits generally correspond to the requirements of other manufacturers in the agribusiness sector. In light of this, the fruit manufacturing case study provides a comprehensive outlook of the overall business licensing and permit structure in Suriname, including the key issues and challenges investors generally faced when starting or operating a business.

Based on the analysis, **a typical fruit processor requires 266[4] working days to receive the requisite license and start a fruit processing business in Suriname. Within this process of granting the fruit processor manufacturing license, MTIT must obtain 19 approvals or clearances from 16 institutions.[5]** This license must also be renewed every three years by following the same procedure to obtain the different requisite approvals, licenses, and clearance certificates.

6.0 Overview of Fruit Processing Licensing Requirements and Steps

A fruit processor, whether a Limited Liability Company (LLC), Sole Proprietorship, General and Limited Partnership must register at the Trade Register, Suriname Business Chamber of Commerce and Industry (KKF) through their One Stop Shop (OSS) service. A prospective fruit processor (or "applicant") initially applies for a **name clearance** at the Business Chamber and pays a fee to reserve the selected name for the company as the applicant does not receive name clearance credentials immediately until the business registration process is completed.

Simultaneously, the applicant applies for **business registration** at the Business Chamber of Commerce. The service desk at the Business Chamber takes over the task of compiling the necessary documents for application from the applicant and examines if the required documents have been properly submitted. If yes, the service desk officer collects a fee and officially uploads the supporting documents into the OSS system and files the request with different institutions such as MTIT and District Commissioner's Office.

Concurrently, a fruit processor must also complete **tax registration** at the Tax Department and requires a **local notary's assent** to ratify the company's bylaws including articles of incorporation, personal holdings and contact information etc.

Once the applicant applies for business registration as a fruit processing entity, the application file along with the supporting documents is received at the licensing unit, MTIT through the OSS system in order to initiate the process for the fruit processing **manufacturer's license**. The licensing unit then thoroughly examines the application file and analyzes the supporting documents submitted by the applicant. **Once the application is reviewed, the unit then forwards the application to the seven relevant technical regulatory agencies** including NIMOS, Bureau of Public Health, Ministry of Public Works, Fire Department Economic Control Division, and Labor Inspectorate for further scrutiny and clearance.

According to the process maps and stakeholder consultations, **obtaining advisory guidelines[6] from all the respective agencies requires approximately 231 working days**. The research findings indicated that none of the agencies has Standard Operating Procedure (SOP) for issuing a clearance, nor is there adequate information transparency pertinent to approval requirement and processes. Therefore, the service delivery

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[4] The methodology of the findings from the analysis consist of conducting 1) a vertical mapping of the licenses/ permits required from the respective regulatory agencies to start and operate a business as a fruit processor; and 2) detailed license process mapping analysis to identify the number of steps, process owners, workflow, processing and waiting time etc. required to issue a permit or clearance. Each of the details were collected through stakeholder consultation and key informant interviews (KII) with the private sector as well as public sector representatives from the respective regulatory agencies. The number of days required to complete a specific administrative tasks, technical assessment, or inspections are an estimated range agreed based on the first round of discussions with the stakeholders. The data collected from the discussion and KIIs may be subject to change based on the feedback received from the process owners once the existing business license flowcharts are validated.

[5] List of agencies and their clearance are included in Table 1 in Page 2

[6] The term 'advisory guideline', often referred by the GOS as technical advisory guidelines or advisory clearances, is received by MTIT from the respective regulatory agencies after MTIT requests additional information. Technical Advisory guidelines are not business licenses or clearance certificates. MTIT generally receives these advisory guidelines to review the licensing application process prior to issuing or rejecting a business license.

at the agency level is time consuming and varies significantly. In addition to the waiting time, MTIT's internal procedure as a result of a multiple approval requirement system, and back and forth workflow approach substantially increases the overall processing time and consequently increasing cost of compliance and causing significant delays to start operations. According to the business license mapping exercise, MTIT takes at least 35 business working days to scrutinize and issue the license internally.

Table 1: The following table highlights the respective business license, permits and clearance required from various regulatory agencies:

Entry Licenses:

No.	Institutions	Licenses
1.	Suriname Business Chamber of Commerce	1) Company Name Clearance 2) Business Registration
2.	Tax Registration Department	3) Business Tax Registration
3.	Commercial Bank	4) Create a Bank Account
4.	Ministry of Finance	5) Foreign Currency Permission
5.	MTIT	6) Manufacturer's License
6.	District Commissioner's Office	7) Nuisance Permit
7.	Economic Control Division	8) Neighborhood Inspection
8.	Ministry of Public Works	9) Construction Permit
9.	Water, Gas, Electricity and other relevant Utility Departments	10) Water 11) Electricity 12) Gas
10.	Fire Department	13) Fire Safety Clearance
11.	NIMOS	14) Environmental Clearance or Environmental Guidelines
12.	Bureau of Public Health	15) Health Safety and Food Safety Advisory Guideline
13.	Labor Inspectorate	16) Labor Safety Guidelines
14.	Customs	17) Export/Import License
15.	Ministry of Agriculture	18) Phytosanitary Certificate
16.	Bureau of Standards	19) Standards Certification

6.1 Within MTIT: Process for Obtaining Clearance Certificates from other Regulatory Agencies for Fruit Processing License

Issuing a manufacturer's license to a fruit processor requires advisory guidelines from 10-11 technical regulatory agencies. The steps required for MTIT to obtain these guidelines or certificates and then conduct its internal review is provided in the "As-Is Process Map" presented in the Technical Appendix A to this report. This map shows each individual step and responsible party involved to illustrate the details of the process and inform potential streamlining. Similar process maps are available for many of the specific individual clearance certificates/advisory guidelines required by MTIT from other agencies, and these will be summarized and presented subsequently.

The fruit processor case study assumes that the enterprise must construct a factory plant. Therefore, the applicant must submit a building plan in order to receive a **building plan approval** and **construction permit** from the Ministry of Public Works. During the course of the plan approval process, the Public

Works also conducts a physical inspection of the building site, location, environment and neighborhood for nuisance prior to providing Construction Permit. The internal processing time to approve a building plan and construction permit takes 20 days to complete the permit process.

Fire advisory guidelines are also a prerequisite in order to construct a factory plant. The fire department in conjunction with the Public Works reviews the building plan and subsequently checks location and neighborhood for nuisance. The fire department may take up to 25 days to provide guidance to Public Works and MTIT. The Construction Permit process also however still requires guidance and approval from **utility, sewage and water connections** as other prerequisites prior to approving a building plan and construction permit.

In order to ensure **environmental regulation and standards criteria** are being complied by the fruit processor, MTIT requires guidelines and clearance from National Institute for Environment and Development in Suriname (NIMOS). As there is no Environmental Policy Act in place in Suriname, NIMOS follows its predefined guidelines, developed internally, to examine the business application received from MTIT and based on the business criteria, NIMOS places the application under its environmental category (Category B1, B2, B3 and C) to further review and inspect the location of the factory plant and whether operational plans comply with the environmental regulations. Based on the process mapping analysis and consultation with process owners, issuing an advisory guideline on environmental guidelines may take up to 41 business working days.

A factory plant design and associated licensing application must also be reviewed by the Bureau of Public Health for **food and health safety related inspections**; this process includes signing off and issuing **personal health certificates** for the individual business applicants and associated business employees prior to the operation of the business. The agency also is responsible for site inspection, nuisance check and assessing other healthy safety issues including checking sanitation, storage capacity, and healthcare facilities for employees. As there is a lack of coordination with Ministry of Public Works during the building plan review process, significant delay in approving the plans occur frequently, despite receiving approval from Public Works, as the Bureau of Public Health has sufficient discretionary authority to reject issuing advisory guidelines until proper health safety regulations are met by the applicant.

Prior to obtaining a manufacturer's license from MTIT, an applicant for a fruit processing plant must receive **advisory guidelines from the Labor Inspectorate**. The labor inspectorate conducts location and neighborhood inspections, reviews the machinery to be used within the factory plant for a nuisance check, and checks the building plan to ensure labor safety requirements are met as per the Labor Safety Act prior to providing advisory guidelines. The inspectorate is also responsible for reviewing the premises during the construction phase to ensure construction workers are working in a safe and sound environment. There are no standard operating procedures or measures to review an application. The Labor inspectorate is also short of inspectors for the site inspection required for the nuisance and neighborhood check. As a consequence, receiving advisory guidelines from the Labor Inspectorate causes substantial delay in receiving licenses and thereby increases significant waiting time for MTIT.

The Economic Control Division (ECD) is primarily responsible for a **neighborhood inspection**. As there are no proper industrial or commercial zoning mechanisms in place in Suriname, the MTIT requests ECD to conduct a physical neighborhood inspection to ensure the proposed plan for a factory plant complies with the Nuisance Act, and does not cause any noise pollution to the potential neighborhoods. However according to stakeholder consultations and the manufacturer's license process mapping, seven agencies conduct neighborhood inspections and nuisance checks for the permit despite ECD's mandate to conduct neighborhood inspections, resulting in duplicative inspections and examination.

If a fruit processor plans to import or export its products that fall under the negative list, an export or import license must also be obtained from the export/import license department within MTIT. Customs procedures for export and import clearance may also be required from the Customs department in addition to phytosanitary certification from the Ministry of Agriculture for perishable items.

Once the licensing department, MTIT receives the advisory guidelines from the respective regulatory agencies, the head of the licensing department conducts a final review of the advisory guidelines to ensure its completeness. If the guidelines are found satisfactory, the head of the licensing department requests to draft the fruit processing manufacturer's license for the fruit processor and subsequently signs the draft document. The draft license is then forwarded to the Permanent Secretary for signature and approval, which is then sent to the Minister for final approval. Once approved, MTIT then sends the signed manufacturer's license for the fruit processor to the Business Chamber of Commerce where the applicant can receive the Business Registration and Manufacturer's license.

According to typical global practices, operational level business licenses are acquired after starting a business. But in Suriname, based on stakeholder consultations and key informant interviews, a fruit processor must apply for both entry level licenses and operational licenses as prerequisite to obtain a business registration certificate and manufacturer's licenses following the same procedure as business license and permit issuance process.

7.0 Specific Time and Steps Required to Issue Individual Business Licenses and Permits Required for Fruit Manufacturing

The following section describes in detail the time and steps required to issue each individual business license required for fruit manufacturers to start and operate a business ranging from Name Clearance, Business Registration to Fire Clearance and Construction Permit etc. The Technical Appendix A with individual process flowcharts provides a visual reference of each individual step required for each of the permits and licenses described here:

1) **Business Name Clearance Process at Suriname Business Chamber of Commerce:**
   An applicant for the fruit processing manufacturer's license visits the front desk section at the Suriname Business Chamber of Commerce requesting an application form in order to apply for the Business Name Clearance. Upon collecting the application form, the applicant completes the form, proposes three possible names for the business and submits the required supporting documents with the processing fees to the front desk representatives. The front desk officer then checks the application and the supporting documents for completeness and subsequently issues a payment receipt to the applicant. Once the process is complete, the front desk officer then logs into the registry, checks for the availability of the proposed names. If the proposed name is available, the officer reserves the name and completes the process. The overall process is generally completed in less than half a day.

   Business Registration Processing Times: 1 Day

   The Business Name Clearance process **takes less than a day** to be completed. Though the name clearance is approved, the applicant does not receive a name clearance certificate until the Business Registration and Fruit Processing Manufacturer's License procedures are approved by the Suriname Business Chamber of Commerce and MTIT respectively. Applicants have an option to

pay additional fees to reserve the name until the license is approved. The delay in issuing the name clearance certificate can delay the starting of a business and is perceived by the private sector as a significant constraint in entering the market.

2) **Business Registration at Suriname Business Chamber of Commerce:**
An applicant for the fruit processing manufacturer's license can formally apply for the business registration at the Suriname Business Chamber of Commerce. At this point, the business registration process is considered the first step of the fruit processing manufacturer's licensing application process. **The Business Registration process can be completed in less than a day.**

The applicant first picks up a unique token ID along with the application form from the front desk at the Suriname Business Chamber of Commerce. Once collected, the applicant completes the application and submits the form with the supporting documents including passport size photo, notarized article of incorporation, birth certificate, deed registration etc. to the front desk officer. The contact point at the front desk logs the information and scans the supporting documents into the OSS system, then prints the electronic version of the application form and forwards it to the Secretary at the Chamber of Commerce. The Secretary after receiving the form, reviews the supporting documents and checks for completeness. At this stage, the Secretary can reject the application for business registration or request to clarify and provide any of the missing documents from the applicant. However, if the application is found to be complete, the Secretary signs the application and returns the file to the Front Desk officer. At the final stage of the process, the front desk officer updates the information in the OSS system, prints out the certificate and forwards it again to the Secretary for signature. The business registration certificate is placed on file as the business registration procedure is considered only partially complete until the applicant receives the fruit processing manufacturer's license from MTIT.

Although the Suriname Chamber of Commerce has developed an OSS system to process the business registration in less than a day, the system still heavily relies on a top down workflow approach[7]. The system also lacks a digital footprint mechanism[8] to ensure transparency of the approval process. The OSS could be further simplified if a digital signature of the Secretary were incorporated into the system. Once the application form is cleared and signed by the Secretary, the Front Desk representative could simply print the business registration certificate using the digital signature of the Secretary. The introduction of the digital signature could eliminate a step requiring the physical signature of the Secretary at the Suriname Chamber of Commerce.

3) **Fruit Processing Manufacturer's License Procedure at Suriname Chamber of Commerce:**
The application process for a fruit processing manufacturer's license starts at the Suriname Chamber of Commerce once the business registration procedure is complete and approved. An applicant for the fruit licensing manufacturer's license obtains, completes and submits the application form with the supporting documents at the Trade Register office at the Chamber. The contact point at the Trade Register desk reviews the application and checks for completeness. If found complete, the officer then scans/ uploads the supporting documents and logs in all the information into the OSS system. Once the information is uploaded, a unique ID is generated. The hard copy of the application file is then sent out to the MTIT licensing department to initiate the procedure. The MTIT licensing department can access the information from the OSS system and can refer to the physical application form and supporting documents as reference.

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[7] An organizational structure where senior officials review the application first prior to assigning a mid or junior level staff to review and scrutinize the application from the outset.
[8] Digital Footprint Mechanism improves transparency within the OSS system. A Digital Footprint leaves a trace in the system so users can view who accessed the business license application during processing.

The process at MTIT starts with the Redactie[9] (at the licensing department) examining the application and supporting documents. If the information is found to be adequate, the Redactie forwards the application to the Agenda[10] (licensing department) to review and analyze the documents. Based on the analysis, the Agenda at the licensing department determines what additional guidelines are required to process an application for a fruit processing manufacturer's license. Once determined, the agenda forwards the application to the respective regulatory agencies including Bureau of Public Health, Ministry of Public Works, NIMOS, Fire Department, Labor Inspectorate, and Ministry of Agriculture etc. **As each regulatory agency has their own unique procedure, providing advisory guidelines to MTIT vary and therefore the waiting time ranges from 231-266 days.**

After all the advisory guidelines are received from the regulatory agencies, the Redactie, licensing department carefully reviews and evaluates the information. At this point, the licensing department can request further clarity or information. If the guidelines are found to be sufficient, the Redactie prepares an approval letter, which is forwarded to the Head of the Licensing department for further scrutiny. The head of the department will scrutinize the information and the explanation letter, and approve (or reject) the application based on the findings.

Once approved (or rejected), a representative from the Business Chamber of Commerce will print the license from the OSS system and forward it to the Secretary, MTIT for signature as draft license received and officially requests the agenda of the licensing department, MTIT to initiate the approval (or rejection) process of the license. The agenda signs the license as received and requests the Redactie to attach a checklist of the guidelines received from the regulatory agencies. Once attached, the checklist and the draft license is forwarded to the Head of the licensing department for final review of the approved (rejected) license with checklist and then referred back to the Secretary, MTIT for signature. The Secretary signs the manufacturer's license and sends the license for final approval/rejected license to the Minister, MTIT. After the approved/rejected license has been signed, the agenda from the licensing department officially stamps the license and requests a representative from the Suriname Business Chamber of Commerce to pick up the approved/rejected fruit processing manufacturer's license.

4) **Pre-Plan Building Approval at the Ministry of Public Works, Suriname:** If a fruit processing manufacturer's license applicant needs to construct a factory plant, the applicant must also obtain a building plan approval and construction permit from the Ministry of Public Works. Although MTIT forwards the application file requesting guidelines from Public Works, the applicant must formally apply through an Architect for the pre-plan building approval and construction permit at the Ministry of Public Works. The Architect who is representing the applicant completes the application form and submits the supporting documents including the building plan and structural designs to the front desk officer at the building department. The front desk officer collects the application and supporting documents and checks for completeness. If

Processing time to complete plan approval process: 20 days; and waiting time is 4

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[9] Redactie – a Redactie is a designation at the Licensing Department of MTIT. A Redactie receives and examines the business licensing application for completeness.

[10] Agenda – an Agenda is a designation at the Licensing Department, MTIT. Once an Agenda receives a business licensing application from a Redactie, he or she reviews and examines the application thoroughly. An Agenda will also decide whether additional business license "guidelines" are required from respective regulatory agencies.

found complete, the officer orders the architect to pay the fees (judged per sq. meter, 100 SRD for processing fee and based on the size of the building) at the payment register located at the Public Works building. Once the payment is received, the payment register issues a receipt which is then presented to the building department to create a unique application ID. After the ID is created, a representative from the building department scans the application files and uploads it into the database. The files are then shared with the planning department and building construction unit. The next two processes are conducted simultaneously. The planning department conducts an on-site visit for nuisance check including neighborhood inspection; meanwhile the building construction unit reviews the building plan, examines the structural designs and other supporting documents. The planning department in the meantime produces an inspection report which is afterwards shared with the building construction unit, once complete. The Building Construction Unit then calls for a meeting with the Traffic Department (within Public Works office) and Fire Department to review the building plan and structural design to ensure the regulatory requirements of the Fire Clearance as well as the traffic Department are in compliance with the building code of Suriname. If the application and the building plan are found in compliance with the requirements of the Public Works, Traffic Department and Fire Department, the Construction Unit then produces a draft license, which is later reviewed by the head of the unit. If the Head of unit finds the building plan in compliance, the draft license is signed and forwarded to the Director, Planning Department for signature and issuance of the draft license. The draft license is then handed to the Architect, providing clearance for the construction of the foundation and plinth level.

The overall building plan approval process takes **20 day**s to process the application along with another additional **4 days** of waiting time to facilitate meetings with the Traffic and Fire Department. The Public Works conduct duplicative tasks such as conducting inspections for the nuisance check and neighborhood inspection. **This task is undertaken by 6 other regulatory agencies and therefore adds no significant value to the overall process**. The overall procedure has a multiple review system requiring approval from the construction unit, Head of Construction Unit, Director of Planning Department, which as a result increases the number of administrative steps in order to review and complete the plan approval process.

Time to complete Plinth/foundation level Inspection: 7 days

5) **Foundation and Plinth Level Inspection at the Ministry of Public Works:** The Architect representing the applicant building a fruit processing factory plant notifies the Ministry of Public Works once the foundation or plinth level construction has been completed for inspection. Once notified to the Public Works, the construction unit assigns an inspector to schedule and conduct an on-site inspection to check the foundation or plinth level construction. During the inspection, the inspector checks if the foundation is found to be in compliance with the building code of Suriname. If found faulty, the inspector will immediately notify the architect to demolish and reconstruct the foundation. However, if the foundations are found to be in compliance with the recommendations, the inspector will produce an inspection report, update the information into their system and issue a certificate immediately.

The inspection procedure of the foundation level inspection takes 7 days to complete including producing the inspection report and issuing a certificate which is generally handed out immediately after the inspection on site. Based on the discussion with the process owners at the Ministry of Public Works, it was found that the inspection process to acquire an occupancy certificate is the same once the construction of the building is complete. However, the process owners could not provide sufficient information on how Ministry of Public Works coordinate with the requirements of the Bureau of Public Health, a key regulatory agency that reviews factory plan structural designs to ensure health safety requirements are found in compliance with the Health and Safety Act.

6) **Advice from Fire Department on Pre-Plan Building Approval and During Construction:** The Fire Department plays a key role in examining a building plan approval in conjunction with the Ministry of Public Works to ensure the rules and regulations are in compliance with the building code and fire safety rules. The Fire Department generally receives the application and the supporting documents on the building plan and structural designs once the Building Construction Unit of the Ministry of Public Works has reviewed the application. The administrative officer from the fire prevention department receives the application and forwards it to the Head of the fire prevention unit. Once the application is reviewed, the Head of the fire prevention unit attends a review meeting with representatives from the Ministry of Public Works and conducts a joint review of the documentation. Upon consultation, the Head develops a recommendations report which is then sent directly to the building construction unit at the Ministry of Public Works. The overall review process at the Fire Department does not take more than 8 days.

Fire Clearance issuance takes 25 days to process;

Upon completion of the building plan approval process, the fire department receives a notification from the Ministry of Public Works to initiate inspection at the construction phase of the building to ensure fire safety guidelines are in compliance with the building code. The administrative officer of the fire prevention department receives the notification and updates it on the internal registry or database. The Head of the Fire Prevention Department can identify and select the application or building currently under construction for inspections. Once selected, the Head assigns a fire inspector and requests to conduct an on-site inspection. Upon completion of the inspection, the fire inspector then produces a report for the head to review and clear. If found non-compliant during the inspection, a joint meeting is requested by the Head of the Fire Prevention Department with the architect and representatives from the Ministry of Public Works. During this meeting, the architect receives instructions and guidelines for rectification and requests to notify the fire department once the issues have been addressed and modified. After receiving such notification, if the guidelines still require further restructuring, the fire department then sends a formal notification to the construction police department for a non-compliant building.

However, if the building is found to be rectified, the Head of the Fire Department sends the fire advisory guidelines/clearance to the Ministry of Public Works and the Architect. **The overall process takes 25 days to internally process the application and provide guidelines**. Although, the overall process follows a two-level approval system (inspector and Head of Fire Prevention Department to provide guidelines), the top-bottom workflow approach increases processing time. In addition, the lack of coordination with the Ministry of Public Works increases waiting time to 8 days which can significantly slow down the approval process. Lack of information transparency in fire advisory guidelines and procedural requirements also increase the chance of non-compliance. According to the fire department, **over 50% buildings are found to be non-compliant after the first round of inspections.**

7a) Environmental Advisory Guidelines Required for Fruit Processing Manufacturer's License from NIMOS (Category B1 or C): The National Institute for Environment and Development, or NIMOS is responsible to develop national legal and institutional framework for environmental policy and management in Suriname. In addition, NIMOS also has the responsibility to review and issue environmental guidelines for potential business applicants requiring a manufacturer's License from the MTIT.

When an applicant applies for a fruit processing manufacturer's license, MTIT must obtain environmental guidelines from NIMOS if the applicant intends to build an establishment or facility

that may have potential environmental impacts. After the initial scrutiny of the manufacturer's license application, MTIT requests NIMOS to provide environmental guidelines. Although MTIT shares the application file and supporting documents with NIMOS, the information provided generally remains insufficient to examine an application. Hence, in most cases NIMOS contacts the applicant directly for more information, if required. The application is typically received by the administrative officer at NIMOS who then creates a unique ID for the application and logs all the required information into their internal system. In the subsequent step, the file is forwarded to the Director, NIMOS who conducts an initial review of the application and marks the application file as Category B1 or C (based on the type and size of business). Once the application is marked, the Director returns the application file back to the administrative officer who forwards the file to a senior environment officer. The Senior Environment Officer then reviews and thoroughly scrutinizes the application. If further information is required, the Senior Environment Officer will directly contact the applicant requesting additional information. However, if the application is deemed complete, the senior environment officer schedules an appointment for a field visit and assigns an environment field officer to conduct on-site inspection using a checklist for nuisance check, neighborhood inspection and potential environmental impacts. Once the inspection is complete, the field officer produces an inspection report and forwards it to the assigned senior environment officer. Based on the report, the Senior Environment Officer then confirms and marks if the application is a Category B or C (based on the type and size of business), and subsequently provides guideline/advice, drafts a letter and forwards the package through the administrative officer to the Director for final scrutiny. The Director then completes a final scrutiny of the report and application and decides if further information is required before approving the guidelines. If no additional information is required, the Director approves the environmental guideline and signs the letter which is then forwarded to the MTIT through the administrative officer at NIMOS. **The overall processing time to issue a B1 or C Category environmental guideline takes 20 days to issue.**

7b) Environmental Advisory Guidelines for Fruit Processing Manufacturer's License Requiring Environmental Impact Assessment (B2 or B3 Category): If an applicant for a fruit processing manufacturer's license has plans to build an establishment or facility that may have potential environmental impacts, MTIT must officially request NIMOS to provide environmental guidelines and conduct an Environmental Impact Assessment (EIA).

In this process, the application is received by the administrative officer at NIMOS who creates a unique ID for the application and logs all the required information into the internal system. In the subsequent step, the file is forwarded to the Director, NIMOS who conducts an initial review of the

Overall Processing Time to Issue Environmental Guidelines: 41 days

application and assigns the file to a Senior Environment Officer. The Senior Environment Officer's responsibility is to thoroughly review and scrutinize the application. If the application is deemed complete, the Senior Environment Officer schedules an appointment for a field visit and assigns an environment field officer to conduct on-site inspection using a checklist for a nuisance check, neighborhood inspection and potential environmental impacts and produces a report for the assigned senior officer. Based on the report, the Senior Environment Officer confirms and marks if the application is a Category B2 or B3 (based on the type and size of business and whether an Environmental Impact Assessment is required). The officer then requests the applicant to conduct an EIA.
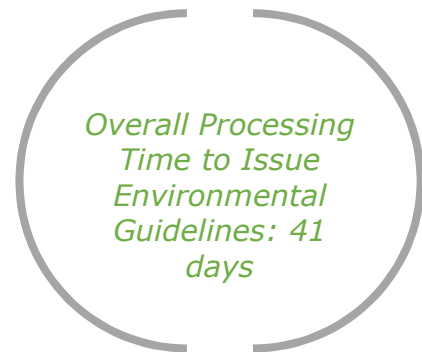
Once the requests for the EIA are sent out, an applicant generally takes 2-3 weeks to conduct the EIA. Upon completion of the EIA, the applicant submits the EIA report to the administrative officer, NIMOS. The administrative officer then forwards the report to the Director for scrutiny. Once reviewed, the Director forwards the EIA report for further assessment to the assigned Senior Environment Officer. If the Senior Environment Officer does not require any further clarification, the officer starts drafting advisory guidelines and an approval letter. The letter and the guidelines are sent back to the administrative officer who updates the registry and shares the guidelines along with the draft letter to the Director, NIMOS for final review and signature. Once reviewed, the Director signs the environmental guidelines and signs the letter which are then shared with both the applicant and MTIT.

The environmental guideline application process for B2 and B3 category takes 41 days and 9 days of waiting time to schedule and conduct site inspection. In addition, **the EIA may take up to 21 days to produce which further adds the waiting time period to complete the process**. The four categories B1, B2 and B3 and C need to be revised and updated.

8) **Neighborhood Inspection Process by Economic Control Division (ECD):** An application for a fruit processing manufacturer's license requires a neighborhood inspection. Therefore, the MTIT requests the Economic Control Division (ECD) to conduct the inspection for a nuisance check in the area the applicant intends to start or operate its business. Once ECD receives the request from MTIT, a coordinating group within ECD scrutinizes the application and assigns an inspector to conduct an on-site inspection in the proposed neighborhood area. The assigned inspector then visits the premises and consults with the surrounding neighbors, develops a locational sketch and produces a report which is later shared with the Head of the ECD. The Head after reviewing the report and the locational sketch, provides specific guidelines and returns the application file along with the guidelines to the MTIT. It is important to note that the ECD does not have any authority to approve or reject a request. MTIT generally makes the final decision based on the outcome of the inspection report.

The neighborhood inspection is not a modern practice and can add significant burden to the applicant in complying with the procedure including inspections. **The overall process adds 5 days to the overall processing time of issuing the fruit processing manufacturer's license**. The neighborhood inspection process can be eliminated if the government allocates a certain location only for business purposes.

9) **Obtaining a Phytosanitary Certificate for Exporting or Importing Processed Fruit from Ministry of Agriculture:** If a fruit processor intends to export or import its fruit products, an applicant must first apply for a phytosanitary certificate from the Ministry of Agriculture once the company is in operational or production phase. An applicant must first obtain an application from an administrative officer from the Ministry of Agriculture, fill out the required information and submit it to the administrative front desk along with supporting documents. Once the application is received, the administrative officer reviews the information, updates the registry and forwards the application form along with the support documents to the Head of the Plan Quarantine Department. Once received, the Head reviews the application and assigns an inspector to conduct an on-site or visual inspection of the products. The assigned inspector then schedules an appointment with the applicant and conducts the on-site inspection to check for visual pest control or pest residue level. If the products are found at an unsatisfactory level, the inspector immediately rejects the application on site. If the products pass the inspection, the inspector produces a report and forwards it to the Head of the Plant Quarantine Department. The Head then reviews the report, and immediately approves the application and requests an administrative officer to prepare a phytosanitary certificate. After the phytosanitary certificate is prepared, the Head of the Plant Quarantine signs

the certificate and returns it to the administrative officer who then contacts the applicant to obtain the approved phytosanitary certificate from the Ministry of Agriculture.

According to the business license mapping analysis, obtaining a phytosanitary certificate for perishable items such as fruit takes three days for exports and a day for imports. Based on key informant interviews with private sector representatives, the overall processing time may vary depending on when the applicant contacts the Ministry of Agriculture to schedule an appointment, or when an actual inspection takes place. As the phytosanitary certificate process relies only on visual inspection of pest residue, no testing at the laboratory is conducted by the plant quarantine department.

Importing fruit products that are potentially uncommon may however take a significant amount of time to issue a phytosanitary certificate. The Ministry of Agriculture often requests the exporting countries to share required documents such as the description of the fruit product, data on pesticide residue levels and other required information before a product can be shipped from the country of origin. The requirements of the import phytosanitary certificate add significant burden to the importers as there is no standard operating procedure in place to expedite the process. Moreover, a lack of transparency can increase waiting time to complete the process due to the unavailability of information.

10) **Export Clearance Process[11] from the Customs Department for Fruit Processors producing perishable items:** Once a fruit processor has obtained a phytosanitary certificate and is ready to export to overseas markets, an applicant must obtain an export clearance from the Customs department in Suriname. The first step of the process is to collect the following documents such as phytosanitary certificate for exports, invoice of the product, international transaction form and documentation of the certified broker processing the clearance process. Once the documents are collected, an applicant typically through the assistance of a certified customs broker scans the documents and uploads them into the ASYCUDA World system. The next step is to add the total value of goods into the system, which is then calculated by the ASYCUDA system to produce the total tax value due. After the calculation is completed, the customs broker takes a print out of the value or assessment notice and takes it to a bank to create a bank draft and pays the total amount due. Once the bank draft is created, and the amount paid, the broker takes the documents to the cashier department at customs to submit the documents. The documents are then reviewed by the department and updated in the ASYCUDA system. The cashier prints out a receipt and provides it to the customs broker. The customs broker takes the receipt to the port of exit and submits the proof of payment, and other supporting documents to a customs officer who cross checks the information in the system. If the information is found to be accurate, the customs officer creates a temporary pass and requests the broker to schedule an inspection and arrange transportation. In the final phase of the process, the customs broker conducts an on-site final inspection of the products to be exported and requests the fruit processor to load the items into a container. After the products are loaded into a container, the customs officer seals the container, and returns to the office to update the information into the ASYCUDA system and hands out an export clearance certificate to the customs broker.

11) **Health Safety Guidelines from Bureau of Public Health:** Prior to issuing a fruit processing manufacturer's license, MTIT requires health safety guidelines from the Bureau of Public Health. According to the business license mapping analysis and consultation meetings, the Bureau of Public

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[11] This analysis of the export clearance process focused on processing steps related to the fruit processor case study. A more in-depth diagnostic of trade facilitation issues was conducted by the WBG in 2016, 'Suriname Trade Facilitation and Customs Diagnostic Report'.

Health does not have a structured procedure to issue the guidelines. Therefore, no visual process flowchart or process map could be designed.

Due to a lack of an administrative operating procedure, issuing a health safety guideline can take **up to six months**, therefore causing a significant delay in issuing a fruit processing manufacturer's license due to the time taken by the bureau.

The Bureau has two key tasks: a) conduct an on-site inspection of the proposed location of the factory plant for a nuisance check and neighborhood inspection, a similar and redundant step conducted by 5-6 other regulatory agencies and 2) review the building plan and structural design obtained from the Ministry of Public Works to ensure the building plan has enough facilities to ensure the health safety of its employees. The bureau however, lacks coordination with the Ministry of Public Works in developing and approving the building plan and structural designs. According to the inspectors from the Public Health, it is quite common for the inspectors to reject the structural plan and request redesign of the building plan. **Due to this lack of communication, the approval process of health safety guideline can take up to six months**.

12) **Labor Safety Guidelines from the Labor Inspectorate:** The labor inspectorate provides labor safety guidelines to MTIT for processing the fruit processing manufacturer's license. However similar to the Bureau of Public Health, the Labor Inspectorate does not have a structured procedure to issue the guidelines to MTIT. Therefore, no visual process flowchart or process map could be designed.

The inspectorate generally examines the type of machinery to be used once a factory plant is operational and also conducts on-site inspection of the proposed area for a nuisance check and neighborhood inspection. The labor inspectorate is also responsible to ensure the safety of construction workers during the construction phase of the plant.

8.0 Regulation and Licensing of Tourism in Suriname

Over the past few years, Suriname has witnessed a surge in growth of the tourism industry due to an increasing number of tourists visiting from the Netherlands and Guyana. Due to its cultural blend, diversity, natural habitat, and availability of tropical rainforests, Suriname has significant potential to become an attractive location for cultural and eco-tourism.

According to the World Tourism and Travel Council, the total contribution of Suriname's travel and tourism to GDP was USD 114.9 million, about 2.7 percent of GDP in 2016, and is forecast to rise to 3.8 percent, approximately USD 178.2 million of GDP by 2027. In 2016 travel and tourism directly supported 2,500 jobs (1.1 percent of total employment), which is expected to rise by 0.6 percent to 3,000 jobs in 2027.

Despite the growth potential, the tourism industry in Suriname remains at a very nascent stage. From a policy and planning perspective, there is little institutional structure, policy framework, or tourism promotion strategy in place that can attract and guide new investments in the sector. However, the sector is a priority for the government, and MTIT is leading GOS efforts to establish a strategic plan for the sector and promote new investments. To inform this process, MTIT requested the WBG to initiate a review of the existing business licensing structure of the tourism industry at a broader level to identify gaps and opportunities to create a clear, transparent, and precise regulatory structure that both guides the industry as well as sets appropriately high standards for tourism in the country. In response to the request, the WBG

consulted with representatives from MTIT's Tourism Department and held focus group discussions with private sector representatives to identify and review the business licensing requirements for businesses starting or operating in the tourism sector.

From an institutional perspective, the industry is led by the Suriname Tourism Foundation, a public-private organization that seeks to raise awareness and promote tourism activity in Suriname. This body lacks the mandate to establish public policy for the tourism industry however, and to address this need, GOS is currently awaiting approval from the National Assembly of Suriname for the creation of a new Tourism Board to replace the Suriname Tourism Foundation. The new Tourism Board will be led by a new Director of Tourism and will have key representatives from both the public and private sector. It will have a more active role and responsibility to develop a policy framework and formulate a new marketing promotional campaign. There is also the Suriname Hospitality and Tourism Association (SHATA), a private sector organization that remains the primary and in many cases only organization that can offer services such as advocacy, marketing, and promotional and educational services to the private sector.

In terms of the regulatory framework, the tourism industry in Suriname remains substantially unregulated. A commercial tour operating agency can start or operate a business upon registering with the Suriname Chamber of Commerce without any tourism-specific business licenses or inspections pertinent to safety and security, health and hygiene, or occupational requirements. The existing regulatory framework is thus limited to licensing required to start or operate a business, and does not ensure product quality or consumer protection. This can create a non-competitive environment for legitimate tourism businesses and jeopardize consumer (tourist) protection.

Based on international experience, some countries have introduced tourism licenses to improve industry regulation, but this solution needs to be designed and implemented very carefully since a tourism license should not create additional barriers to doing business but rather have clear and transparent requirements for a business to operate as a tourism entity. In many other countries, market self-regulation within a robust tourism framework has proven adequate to create a level playing field for tourism entities. A market-driven approach would be considered preferable where feasible given the lighter regulatory burden on the private sector; and where tourism-specific regulatory requirements are deemed to be necessary, these should be as light as possible to facilitate private sector investment and growth of the industry. Technical Appendix B presents a set of country case studies of tourism licensing prepared by the WBG that provide additional examples of how to consider the trade-off between regulatory and market-based approaches.

Given the fledgling nature of the tourism industry in Suriname, the GOS needs to establish an appropriate level of regulation to ensure its successful growth as well as meet high quality standards. Currently, MTIT, pertaining to the tourism sector, only issues separate business licenses related to hotel and hospitality services, transportation, and establishing a travel agency. In Suriname, tourism entities can start operating their business without securing the certificates aforementioned, with only the exception of hotel and hospitality services.

Commercial tour operating agencies generally obtain their business registration from the Suriname Business Chamber of Commerce and obtain a nuisance permit from the District Commissioner's Office, if required. Additionally, the commercial tour operators or other tourism related businesses generally register their business with the SHATA.

The tourism industry in Suriname, despite its recent growth, requires a comprehensive overview and general policy review by the GOS before formulating a policy framework on how to regulate the industry. A strong, supportive legislative framework and an effective, efficient institutional framework can help the tourism industry in Suriname to expand through private investments and create more opportunities for SMEs

currently operating in the country through providing strategic and promotional support that will attract more tourism.

The following are some of the key high-level recommendations that the GOS may consider to develop the tourism sector in Suriname:

- Start with an in-depth review of the sector to inform a policy decision about licensing and overall regulatory planning for the sector. This should consider the trade-offs between market-driven and regulatory-driven approaches, considering international practices as presented in Technical Appendix B.
- The term "tourism entities" should be clearly defined to understand what types of private sector providers are covered by a policy or regulatory framework.
- If there are concerns about competition by legally registered tourism entities with low quality, informal sector tourism firms, then any tourism license should impose the least burden possible on tourism entities. For example, the GOS could consider developing a self-certification program based on compliance, risk factors, and random inspections. A self-certification system means that the tourism entity informs the relevant authorities that it is operating as a tourism entity and affirms that it is in compliance with all relevant rules, under penalty of law.
- Governance structures and human resources policies for regulatory enforcement should support transparency, professionalism, and focus on outcomes. Execution of regulatory enforcement should be independent from political influence, and compliance promotion efforts should be rewarded.
- GOS should ensure clarity of rules and processes to ensure compliance (including through inspections): coherent legislation to organize inspections and enforcement needs to be adopted and published, and clearly articulate the rights and obligations of officials and of businesses.
- Transparency and compliance should be promoted through the use of appropriate instruments such as guidance, toolkits and checklists.
- Ensure relevant authorities provide safety certification to the tourism entities prior to operating a business, if required (however not mandatory for each tourism entity opening its business). As per global best practices, many relevant authorities provide safety certifications such as fire and safety, health and hygiene, and occupational certifications for entities offering tourism related services.

9.0 Key Recommendations for Business Licensing Reform

Based on the licensing analysis, focusing on the requirements for a fruit manufacturer, this section provides strategic recommendations to MTIT and the GOS to design, develop, and prioritize reform action plans. It is expected that the successful implementation of the recommendations will help the country issue necessary licenses for fruit manufacturers in a faster, easier and more transparent way, and that the improvements for the case study fruit manufacturing firm would also result in improvements for firms across sectors. By implementing the following recommendations, the business license for fruit processing manufacturer's license processing time can be roughly reduced by 40-50%. Further recommendations specific to individual clearance or licensing processing are provided in Chapter 9.

1. **The business licensing requirements for a fruit processor should be divided according to the lifecycle of a business:** At this moment, a business registration is issued by the Suriname Business Chamber of Commerce and Industry (KKF) after receiving clearance from MTIT and MTIT issues their approval after receiving clearance from 16 ministries and agencies. However, the clearance from most of the line agencies is not essential at the business registration/licensing stage, they can be availed at a different, later stage of the business life cycle. For example – business registry can be given based on the clearance of Name, Tax registration and opening a bank account; Construction permits and

environment clearance can be issued at the time of factory construction depending on the business category. This approach will help the business to make more effective planning pertinent to start and operate a business in Suriname.

2. **MTIT should eliminate their responsibility of issuing or renewing the manufacturer's license for fruit processors.** Although the MTIT licensing department thoroughly examines and analyzes a fruit processor's manufacturer's license application received through Business Chamber of Commerce's OSS system, MTIT does not have the required resources and technical capacity to review, assess and inspect the technical aspects of the manufacturer's application such as health safety issues, building plan and environmental compliances etc. Therefore, the licensing department is reliant on the technical regulatory agencies to provide advisory guidelines prior to issuing the license.

   In addition, MTIT takes at least 35 business working days to scrutinize and process the licenses internally in addition to a waiting time of 231 days required to receive the guidelines and advice from regulatory agencies. This is a direct result of MTIT's multiple approval requirement system, and back and forth workflow approach, which therefore substantially increase the overall processing time at MTIT.

   As an umbrella Ministry, MTIT could increase its focus on providing strategic policy directions, formulating industrial policies, and providing other support to the private sector by decreasing its need to administer licenses.

3. **Eliminate Nuisance Permit and Neighborhood Inspection requirements to obtain the Business Registration and Manufacturer's License.** The need for the Nuisance Permit and Neighborhood Inspection adds significant burden to the private sector due to a higher cost of compliance and the time required to obtain the permits from the regulatory agencies. From a public-sector perspective, issuing a Nuisance Permit and the associated inspections substantially increases costs to the scarce resources of the regulatory agencies. **There are seven agencies (Bureau of Public Health, NIMOS, District Commissioner's Office, Ministry of Public Works, Economic Control Division, Labor Inspectorate and Fire Department) conducting similar inspections and undertaking overlapping procedures to issue the permit**. Therefore, this practice forces the seven agencies to invest their scarce resource into the same inspection, which is not strategic and good practice. Elimination of the process will allow the ministries to invest their resources in the appropriate regulatory areas – for example, NIMOS can spend their resources in ensuring better environmental management of the factories and the Public health department will be able to deal with national public health issues more effectively.

4. **Simplify Name Clearance and Business Registration Process to encourage business entry.** The business registration and name clearance process at the Chamber of Commerce must be independent of the manufacturer's license for fruit processors. The current business licensing procedure requires the manufacturer's license from MTIT as a prerequisite in order to complete business registration process, resulting in a delay of approximately 266 days for the basic business registration. In addition, the business has to pay after every three months for preserving the name until they receive the manufacturer's license form the MTIT.

5. **Eliminate the Bureau of Public Health's Personal Health Certificate requirement for employers to establish and operate a business, and for employee recruitment.** The Personal Health Certificate issued by the Bureau of Public Health is intended to regulate health and food safety standards. However, the certification is a pre-requisite to obtain business licenses and permits that does not necessarily

address health and safety concerns of an employee in factories or plants. The procedure instead has been cited as a cumbersome procedure by the private sector which negatively impacts the growth of small businesses and adds an unnecessary burden to private enterprises with large factories.

6. **Streamline each regulatory service delivery and develop Standard Operating Procedures (SOP) in order to standardize the respective service deliveries to the private sector.** A lack of operational guidelines, SOPs, and checklists offers too much discretionary authority to the inspectors and government officials from the respective regulatory agencies. Process simplification followed by SOP development is expected to bring good balance between discretionary power and good governance. Hence, it will improve regulatory service delivery by the respective government agencies to the private sector. Chapter 10 provides specific recommendations for such streamlining opportunities.

7. **Improve information transparency for the fruit processors, or investors starting or operating businesses in Suriname to ensure better access to required information by the businesses.** The absence of information transparency causes significant delay and imposes burdens on the fruit processors due to a lack of understanding of the application requirements and regulatory compliance. Due to the lack of adequate access to the required information, private sector often fails to submit a complete application at the first attempt. Hence it is imperative that addressing the issue can reduce the number of inaccurate applications and reduce time and cost for both public and private sector.

8. **Enhance the existing OSS system to bring all regulatory agencies under one umbrella.** In the longer term, the existing OSS should integrate all the technical regulatory agencies under the same eco-system in order to streamline and reduce waiting time to issue a manufacturer's license. Once integrated, the OSS can electronically forward the application along with the required supporting documents to the respective regulatory agencies for processing and subsequent approval/rejection of the license and clearances required to issue the manufacturer's license. Upon receiving mutual consent from the regulatory bodies, the OSS can be the single interface to issue the licenses required.

9. **Establish a high-level policy for regulation of the tourism sector.** Before developing new licensing requirements, GOS should conduct an in-depth review of the sector to inform a policy decision about licensing and overall regulatory planning for the sector. This should consider the trade-offs between market-driven and regulatory-driven approaches, considering international practices as presented in Technical Appendix B.

10.0 Agency- and Process-Specific Recommendations for Licensing Reform

This section presents recommendations for reform at the agency and individual license or clearance process level, based on the business license mapping exercise conducted in the respective regulatory agencies. These specific recommendations are supplemented by the business process maps presented in Technical Appendix A.

No.	Regulatory Agency	Constraints	Recommendations
1.	Business Chamber of Commerce—*Name Clearance and Business Registration*	• The Business Registration is not issued without first obtaining a Fruit Processing Manufacturer's License • Name Clearance is not cleared until business registration process is complete (*Businesses generally pay a fee to reserve the selected name of the prospective company*) • One Stop Shop (OSS) system has a number of bugs that allows any official to approve or reject an application without any proper footprint. • No digital signature in place. A physical signature still required from MTIT, from Minister and Secretary before issuing a license	• Update the One Stop Shop (OSS) system and integrate regulatory agencies into the system providing certifications or clearance for fruit processing manufacturer's license • Fix OSS approval system with proper footprints in place to improve transparency of the approval process • Name Clearance and Business Registration Process should only be for establishment as a legal entity and therefore remain independent of the fruit processing manufacturer's license • OSS should be designed as a single window for submission of application as well as supporting documents required for business registration and fruit processing manufacturer's license • Split licensing scheme into two categories: a) starting a business license- Name Clearance and Business Registration and b) manufacturer License and other associated advisory guidelines

No.	Regulatory Agency	Constraints	Recommendations
			• Push forward a policy agenda to recognize Sole Proprietors as a legal entity
2.	Ministry of Trade, Industry and Tourism-- *Fruit processing Manufacturer's license*	• MTIT takes 266 days to issue a fruit processing manufacturer's license. Out of the 266 days, it takes 35 days to process the application within MTIT; • MTIT requires technical advice from the regulatory agencies prior to issuing a fruit processing manufacturer's license; • MTIT does not have required resources and technical capacity to review, assess and inspect the technical aspects of the manufacturer's application such as health safety issues, building plan and environmental compliances etc.; • The process has a multiple level approval system. For example, prior to issuing a license, the Minister and Secretary in addition to the head of the licensing department need to approve the application; • The procedure has back and forth movement within the departments at MTIT, thereby increasing processing time; • There is no risk based inspection mechanism in place for regulatory enforcement;	• MTIT should eliminate their responsibility of issuing or renewing fruit processing manufacturer's license ◦ Ministry, MTIT should provide strategic policy directions, formulate industrial policies, identify sub-sectors that offer high potential value to potential new investors, and conduct more analytical studies to improve Suriname's economy; • *If MTIT does not eliminate the practice of issuing or renewing fruit processing Manufacturer's License,* then the procedure should be streamlined by eliminating the requirement of the Minister's signature for the following reasons: a) it is not necessary to have that many levels of approval and it is only an administrative decision, not a political or strategic one; and b) requiring a minister's approval can be time consuming as it significantly increases waiting time. • Establish a two-level approval system with only Head of Licensing Department and Secretary, MTIT's signature required for approval; • Develop and promote a bottom up workflow approach to reduce processing time;

No.	Regulatory Agency	Constraints	Recommendations
		• There is no streamlined renewal procedure in place	• Improve communication flow through integrating the regulatory agencies into the OSS system for simpler file sharing; develop a single window for applicants to submit all the required documents instead of submitting required documents at various regulatory agencies; • Develop Standard Operating Procedures for improved transparency
3.	Ministry of Public Works- 1) *Pre-Plan Building Approval and 2) Foundation and Plinth Level Inspection*	• The Ministry of Public Works does not have a pre-defined checklist for the building plan approval and construction permit process; • The plan approval process is heavily dependent on receiving advisory guidelines from Fire Department, Water and other utility departments thereby increasing significant waiting time; • The Ministry of Public Works conducts duplicative tasks such as Nuisance check and environmental inspections (conducted by the planning department), thus requiring additional time to process the application;	• Develop a Standard Operating Procedure to improve transparency; • Delegation of Authority principles can be implemented to streamline the process plan approval process; • The current process requires multiple review or signatures. This causes unnecessary delay in the process with no added value. The process can be streamlined to two level approval system; • Conduct joint inspection with Fire Department and other Utility Departments; • Eliminate inspection for nuisance check; • Eliminated inspection requirements pertinent to environmental regulations (including neighborhood inspection) conducted by the planning department
	Fire Department- 1) *Advice from Fire*	• The fire department conducts redundant tasks	• Develop a Standard Operating Procedure for the Fire

No.	Regulatory Agency	Constraints	Recommendations
	Department on Building Plan Testing (Advice) and 2) Advice from Fire Department on Inspection Process Post Construction	such as Nuisance check and neighborhood inspections in the plan approval stage, therefore increasing processing time to approve building plan; • The Fire Department does not have a pre-defined checklist for the building plan approval and construction process thus increasing cost of compliance for applicants due to a lack of information transparency	Clearance Process to improve transparency; • The current process requires multiple review or signatures. This causes unnecessary delay in the process with no added value. The process can be streamlined to two level approval system; • Eliminate nuisance and neighborhood inspections during plan approval phase; • Eliminate the requirement of Minister's approval or review in case of non-compliance; • Implement bottom-up workflow approach to reduce processing time;
4.	Bureau of Public Health—*Health Certificate and Health Advisory Clearance or Certificate*	• There is no structured procedure in place to issue clearance or advisory guidelines for fruit processing manufacturer's license; • Requires Personal Health Certificate from employees and employers as part of the approval process for manufacturer's license for fruit processing; • Advisory Guideline or Clearance Certificate for Health and Food Safety significantly delays the manufacturer's license process for fruit processing due to a lack of coordination with Ministry of Public Works in approving the building plan approval;	• Eliminate Personal Health Certificate requirements • Develop a Standard Operating Procedure for the advisory guideline and clearance process required from Bureau of Public Health for fruit processing manufacturer's license • Eliminate nuisance, environmental and neighborhood inspection check (or overall physical inspection during plan approval phase) • Develop a pre-defined checklist for the approval process to improve transparency of the inspection process • Improve coordination with the Ministry of Public Works to

No.	Regulatory Agency	Constraints	Recommendations
		• Conducts Inspection to check for Nuisance and other environmental standards prior to issuing a manufacturer's license before a factory plant is built; • No pre-defined checklist for application review and inspection;	approve the Building Plan Approval;
5.	Labor Inspectorate— *Labor Inspection*	• There is no structured procedure in place to issue clearance or advisory guidelines for fruit processing manufacturer's license; • Conducts Inspection to check for Nuisance and other labor safety standards prior to issuing a fruit processing manufacturer's license during plan approval phase; • No pre-defined checklist for application review and inspection; • Lack of resources including car fuel, lack of inspectors;	• Eliminate nuisance, environmental and neighborhood inspection check (or overall physical inspection during plan approval phase); • Develop Standard Operating Procedures for the approval process to increase transparency; • Inspection process should start for labor safety during construction and once factory is operational; • The current process requires multiple review or signatures. This causes unnecessary delay in the process with no added value. The process can be streamlined to two level approval system; • Develop a bottom up workflow approach to reduce administrative processing time;
6.	NIMOS--- *Environmental Clearance Guideline*	• No Environmental Policy Act in place to enforce environmental regulations; monitor and assess environmental risks; develop energy and environmental policies; issue environmental	• NIMOS needs a clear mandate in developing energy and environmental policies; issuing environmental clearance certificate and permits;

No.	Regulatory Agency	Constraints	Recommendations
		clearance certificate and permits; • NIMOS conducts nuisance check and conducts neighborhood inspections like 5-6 other regulatory agencies; • NIMOS does not have a pre-defined checklist for the application review process; • NIMOS does not have an updated business category list for the Environmental Impact Assessment; • Multiple approval process at NIMOS increases processing and waiting time to issue Environmental Clearance;	• Develop Standard Operating Procedures for the environmental clearance process as well as inspections in order to improve transparency; • Eliminate nuisance check during building plan approval phase; • The current process requires multiple review or signatures. This causes unnecessary delay in the process with no added value. The process can be streamlined to two level approval system; • Update the Category A, B and C list; • Develop a bottom up workflow approach to reduce administrative processing time;
7.	Customs Department—*Export and Import Clearance*[12]	• Consignment Inspection process remains ad-hoc for perishable items; • 100% consignment inspection conducted in the import clearance process; • No pre-defined checklist for application review and inspection;	• Develop a Standard Operating Procedure for the consignment inspection process • Develop pre-defined checklists for improved transparency • Introduce risk based inspection system • Develop a bottom up workflow approach to reduce administrative processing time;

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[12] As noted above, the analysis leading to these export clearance process recommendations was a rapid diagnostic that focused on processing steps related to the fruit processor case study. More in-depth recommendations are provided in WBG 2016 'Suriname Trade Facilitation and Customs Diagnostic Report'.

No.	Regulatory Agency	Constraints	Recommendations
8.	Ministry of Agriculture—*Phytosanitary Certificate*	- Ad-hoc Phytosanitary inspection process; - Ministry of Agriculture does not have a pre-defined checklist to obtain a phytosanitary certificate; - No pre-defined checklist for application review and inspection;	- Develop Standard Operating Procedures for inspection process and improve transparency; - Develop a bottom up workflow approach to reduce administrative processing time; - Develop pre-defined checklists for improved transparency
9.	Economic Control Division—*Neighborhood Inspection*	There are up to seven (Bureau of Public Health, NIMOS, District Commissioner's Office, Ministry of Public Works, Economic Control Division, Labor Inspectorate and Fire Department) agencies conducting neighborhood inspection, and undertaking overlapping procedures to issue the permit.	The need for a Neighborhood Inspection adds significant burden to the private sector due to higher cost of compliance and the time required to obtain the permits from the regulatory agencies. An allocated area for businesses or factory plants only can eliminate the need of a neighborhood inspection

Process Map: **Business Name Clearance Process**	No. of Value Adding Activities (Accumulative): 8
Status: As-Is; Page: 1 of 1	Elapsed Time:(Accumulative): 1
Level of Detail: **Detailed**	Waiting Time: (Accumulative):
Date: Last Updated:	Accumulative Cost: (Accumulative):

Business Chamber of Commerce

Front Desk Officer, Chamber of Commerce

Start

1 Hands out Token ID and Application forms 1

Receives Application form and checks for completion

Yes

8 Receives and updates registry as complete 1

END

NO

Applicant

2 Collects a Token No. and Obtains Application Form from Front Desk 1

3 Fills Out Application Form and proposes three potential company names 1

8 Completes Form 1

7 Receives Receipt 1

4 Pay Fees 1

Cash Registrar, Chamber of Commerce

5 Receives Payment 1

6 Issues Receipt 1

Process Map: **Business Registration at Chamber of Commerce**

Status: As-Is; Page: 1 of 1
Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 9
Elapsed Time:(Accumulative): 1
Waiting Time: (Accumulative):200
Accumulative Cost: (Accumulative):

Business Chamber of Commerce

Front Desk Officer, Chamber of Commerce

- Start
- 1 — Hands out Token ID and Application forms — 1

Applicant

- 2 — Collects a Token No. and Obtains Application Form from Front Desk — 1
- 3 — Fills Out Application form — 1
- 6 — Completes Application Form — 1
- Receives Certificate After MTIT License Process Is Obtained — 200
- END

Trade or Foundation Register

- 4 — Receives Application form and updates information into database — 1
- 5 — Prints out Application Form — 1
- 7 — Scans Application and updates system — 1
- 8 — Print Certificate — 1

Secretary

- Receives Application and checks for Completion?
- No
- Yes
- 6 — Signs the Application form — 1
- 9 — Signs Certificate — 1

Process Map: **Applying for License at Chamber of Commerce**

Status: As-Is; Page: 1 of 1

Level of Detail: **Detailed**

Date: Last Updated:

No. of Value Adding Activities (Accumulative): 5

Elapsed Time:(Accumulative): 1

Waiting Time: (Accumulative):200

Accumulative Cost: (Accumulative):

Business Chamber of Commerce

Applicant

Start

1 Fill out Application form and provide supporting Documents [1]

3 Provides Additional documents and information [1]

5 Receives a receipt with unique ID number [1]

END

Trade Register

2 Receives Application form and checks for completeness [1]

Complete ?

NO / YES

3 Scans the application form and supporting documents [1]

4 Uploads the documents into the system [1]

MTIT

5 Receives the Application, Supporting Documents and Starts Manufacture License Processing [200]

END

Process Map: **Manufacturer License for Fruit Processing**

Status: As-Is; Page: 1 of 4
Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 6
Elapsed Time:(Accumulative): 3
Waiting Time: (Accumulative): 0
Accumulative Cost: (Accumulative):

Ministry of Trade, Industry and Tourism (MTIT)

Applicant

- Start
- (1) Brings Required Documents to Apply for License — 1
- (2) Applies for the License and provides supporting documents — 1
- (ii) Completes application and submits application with missing documents
- 1
- (A) Applies for Nuisance Permit Simultaneously

Business Chamber of Commerce

- (3) Receives and Examines Application and Supporting Documents — 1
- Application Complete?
- NO
- YES
- (4) Logs into the database and scans supporting documents into the OSS — 1

District Commissioner's Office

- (B) Processes Application for Nuisance Permit
- END

Redactie, Licensing Dept., MTIT

- (5) Receives and Examines Application and Supporting Documents — 2
- Application Complete? Require Additional Documents?
- NO
- (i) Requests for additional documents in the system — 2
- 1
- (6) Forwards the Application to the Agenda, Licensing Dept., MTIT — 3
- A

Process Map: Manufacturer License for Fruit Processing
Status: As-Is; Page: 2 of 4
Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 13
Elapsed Time:(Accumulative): 12
Waiting Time: (Accumulative):266
Accumulative Cost: (Accumulative):

Ministry of Trade, Industry and Tourism (MTIT)

Agenda, Licensing Dept., MTIT	A → **7** Receives and Examines Application → **8** Identify, analyze and forwards application for advice from other regulatory agencies △4 → Receives Advice from the required regulatory agencies and scans into the system △266
Advisory Bodies eg. NIMOS, Public Health etc.	**9** Receives, examines and provides advice/ clearance for application △5
Redactie, Licensing Dept., MTIT	**10** Examines the advice received from respective regulatory agencies △8 → Additional Information required? — Yes / No → **11** Prepares a Approval/Rejection Letter △9
Head of Licensing Dept., MTIT	**12** Receives and Examines Approved/Rejected Letter with supporting documents and advice from regulatory agencies △11 → **13** Confirms Approved/ Rejected Application △12 → B

Process Map: Manufacturer License for Fruit Processing
Status: As-Is; Page: 3 of 4
Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 24
Elapsed Time:(Accumulative): 35
Waiting Time: (Accumulative):266
Accumulative Cost: (Accumulative):

Ministry of Trade, Industry and Tourism (MTIT)

Business Chamber of Commerce	B → **14** Prints Out Approved/ Rejected License from System [14] → **15** Forwards the Approved/Rejected License [15] ... **24** Scans the Approved/ Rejected License into System and Informs Applicant [35] → D
Secretary, MTIT	**16** Receives and Signs Approved/Rejected License as Received and Forwards [17] **20** Reviews the Checklist and Approved/ Rejected License [22] **23** Officially Informs Chamber to Collect the Approved/ Rejected License [33]
Agenda, Licensing Dept., MTIT	**17** Signs Approved/ Rejected License as Received and Forwards [18] **22** Stamps the Approved/Rejected License [31]
Redactie, Licensing Dept., MTIT	**18** Attaches a checklist with Rejected/ Approved License [19]
Head of Licensing, MTIT	**19** Reviews and approves the checklist with Approved/Rejected License [20]
Minister	**21** Signs the Approved/ Rejected License [29]

Process Map: Manufacturer License for Fruit Processing
Status: As-Is; Page: 4 of 4
Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 25
Elapsed Time:(Accumulative): 36
Waiting Time: (Accumulative):266
Accumulative Cost: (Accumulative):

Ministry of Trade, Industry and Tourism (MTIT)

Applicant

D → 25 Receives Approved/ Rejected Liicense 36 → END

Process Map: Neighborhood Inspection Process
Status: As-Is; Page: 1 of 1
Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 8
Elapsed Time:(Accumulative): 5
Waiting Time: (Accumulative):2
Accumulative Cost: (Accumulative):

Economic Control Division

MTIT

Start

1 — Requests ECD to conduct Neighborhood Inspection — 1

7 — Receives neighborhood inspection advisory from ECD — 4

8 — Makes decision based on the report — 5

END

Head, Economic Control Division

2 — Receives request from MTIT to conduct Neighborhood Inspection — 2

6 — Reviews and signs report — 4

Coordinating Group, ECD

3 — Receives application for neighborhood inspection, updates registry — 2

4 — Prepares and Conducts Inspection — 2

5 — Produces an Inspection Report along with locational sketch of the neighborhood — 3

Process Map: Pre-Plan Building Approval
Status: As-Is; Page: 1 of 2
Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 11
Elapsed Time:(Accumulative): 8
Waiting Time: (Accumulative):4
Accumulative Cost: (Accumulative):

Ministry of Public Works, Transportation and Communications

Architect/Applicant

Start

1. Applies for a Building Permit with supporting documents — 1

Provides Additional Documents/ Rectifies Design from Advice

4. Pay Fees for Building Permit Application — 2

Payment Registrar, Public Works

5. Collect Fees as per size of building construction, provides receipt — 2

NO

Front Desk Officer, Building Dept.

2. Receives Application, building plan and supporting documents — 2

Checks for Completion

Yes

3. Informs Applicant/ Architect to Pay Fees — 2

6. Receives a Receipt, assigns a unique ID — 2

7. Scans supporting documents and uploads in database — 3

Planning Department

x. Produces Report — 8

ix. Conducts Location Inspection — 6

8. Receives Application; Supporting Documents and Building Plan — 4

Building Construction Unit

Receives Report

10. Receives; Examine Application, Building Plan and Supporting Documents — 8

11. Schedule and Hold Meetings with Fire and Traffic Department (within Public Works Dept.) — 12

A

Process Map: **Pre-Plan Building Approval**
Status: As-Is; Page: 2 of 2
Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 17
Elapsed Time:(Accumulative): 20
Waiting Time: (Accumulative):4
Accumulative Cost: (Accumulative):

Ministry of Public Works, Transportation and Communications

Building Construction Unit

- A
- Any Objection or Additional Information Required?
  - No → Finalizes Application and Approves Building Plan (12) (11)
  - YES → (down)
- Receives Updated Information from Applicant
- Produces Draft License (13) (13)
- Receives Signed License (16) (19)
- Receives Signed License (17) (20)

Architect/Applicant

- Receives Advice from Public Works, Fire and Traffic Dept.
- Submits Additional Documents/ Addresses Advice (i) (4)

Head, Building Construction Unit

- Reviews and Signs Pre-Plan Approval License (14) (15)

Director, Planning Department

- Reviews and Signs the License (15) (18)

END

Process Map: **Foundation and Plinth Level Inspection**	No. of Value Adding Activities (Accumulative): 7
Status: As-Is; Page: 1 of 1	Elapsed Time:(Accumulative): 8
Level of Detail: **Detailed**	Waiting Time: (Accumulative):N/A
Date: Last Updated:	Accumulative Cost: (Accumulative):

Ministry of Public Works, Transportation and Communications

Architect/Applicant

- Start
- i — Notified to Re-Construct Foundation of Building — 1
- 1 — Notifies During Foundation Stage of Construction — 1
- Receives Inspection Notification for Presence During Inspection — 1
- 7 — Receives Completion Certificate of Foundation Level Construction — 8
- END

Inspector, Building Construction Unit

- 2 — Receives Notification on Completion of Foundation Construction — 2
- 3 — Schedules an Inspection — 3
- 4 — Conducts Foundation Inspection — 5
- Foundation Fault Found?
- Yes — 5 — Produces an Inspection Report with Order to Re-Construct Foundation — 1
- NO — 5 — Produces Inspection Report and Provides Certificate — 7
- 6 — Updates into database — 7

Process Map: **Foundation and Plinth Level Inspection**
Status: As-Is; Page: 2 of 2
Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): NA
Elapsed Time:(Accumulative):
Waiting Time: (Accumulative):
Accumulative Cost: (Accumulative):

Ministry of Public Works, Transportation and Communications

Building Construction Unit

A → Any Objection or Additional Information Required? —No→ Finalizes Application and Approves Building Plan → Produces Draft License

Receives Updated Information from Applicant

Receives Signed License

Architect/Applicant

YES

Receives Advice from Public Works, Fire and Traffic Dept. → Submits Additional Documents/ Addresses Advice

Receives Signed License → END

Head, Building Construction Unit

Reviews and Signs Pre-Plan Approval License

Director, Planning Department

Reviews and Signs the License

Process Map: Advice from Fire Department on Building Plan Testing (Advice)
Status: As-Is; Page: 1 of 1
Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 8
Elapsed Time:(Accumulative): 8
Waiting Time: (Accumulative):0
Accumulative Cost: (Accumulative):

Fire Department

Ministry of Public Works	Head of Fire Prevention, Fire Department	Representative, Ministry of Public Works

Start

1. Requests for Advice from the Fire Department — 1

2. Receives Advisory Request along with application from Public Works — 2

3. Reviews application and supporting documents — 2

4. Calls for a Review Meeting with Public Works — 3

5. Attends Review Meeting — 5

6. Conducts a Review with Fire Department Staff and Public Works — 6

7. Drafts a Recommendations Report — 7

8. Receives recommendations report — 8

End

Process Map: **Advice from Fire Department on Building Plan Testing (Advice)**

Status: As-Is; Page: 1 of 1
Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 11
Elapsed Time:(Accumulative): 11
Waiting Time: (Accumulative):
Accumulative Cost: (Accumulative):

Fire Department

Swimlane	Activities
Ministry of Public Works	Start → 1 Notifies Fire Department on Approved Building Plan and Construction → 9 Receives Fire Advisory Clearance → END; B → Receives Fire Advisory Clearance; 10 Notify Architect for Meeting, Prepares for meeting
Administrative Officer, Fire Prevention Department	2 Updates Registry on Approved Building; 8 Updates Registry on Approved Building; 9 Notifies Public Works for Meeting
Head, Fire Prevention Department	3 Identify and Select Building for Ongoing Construction Inspection → 4 Assigns a Fire Inspector; 7 Reviews Inspection Report → Non-Compliance Issues Identified? — No / Yes → 8 Prepares for a Meeting with Architect and Public Works
Fire Inspector	5 Conducts Inspection → 6 Produces Inspection Report
Architect	11 Prepares for a Meeting → A

Process Map: **Advice from Fire Department on Building Plan Testing (Advice)**
Status: As-Is; Page: 1 of 2
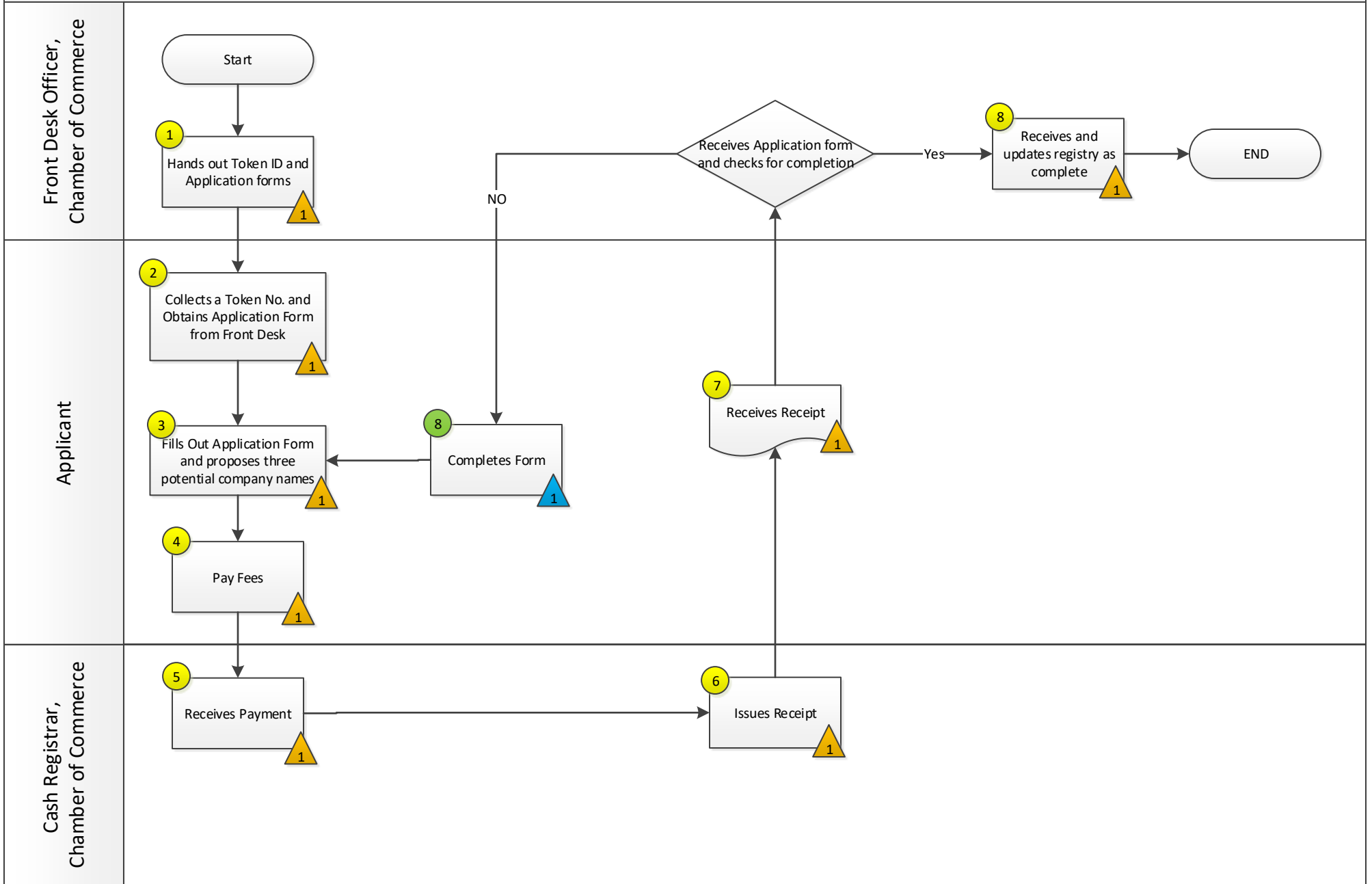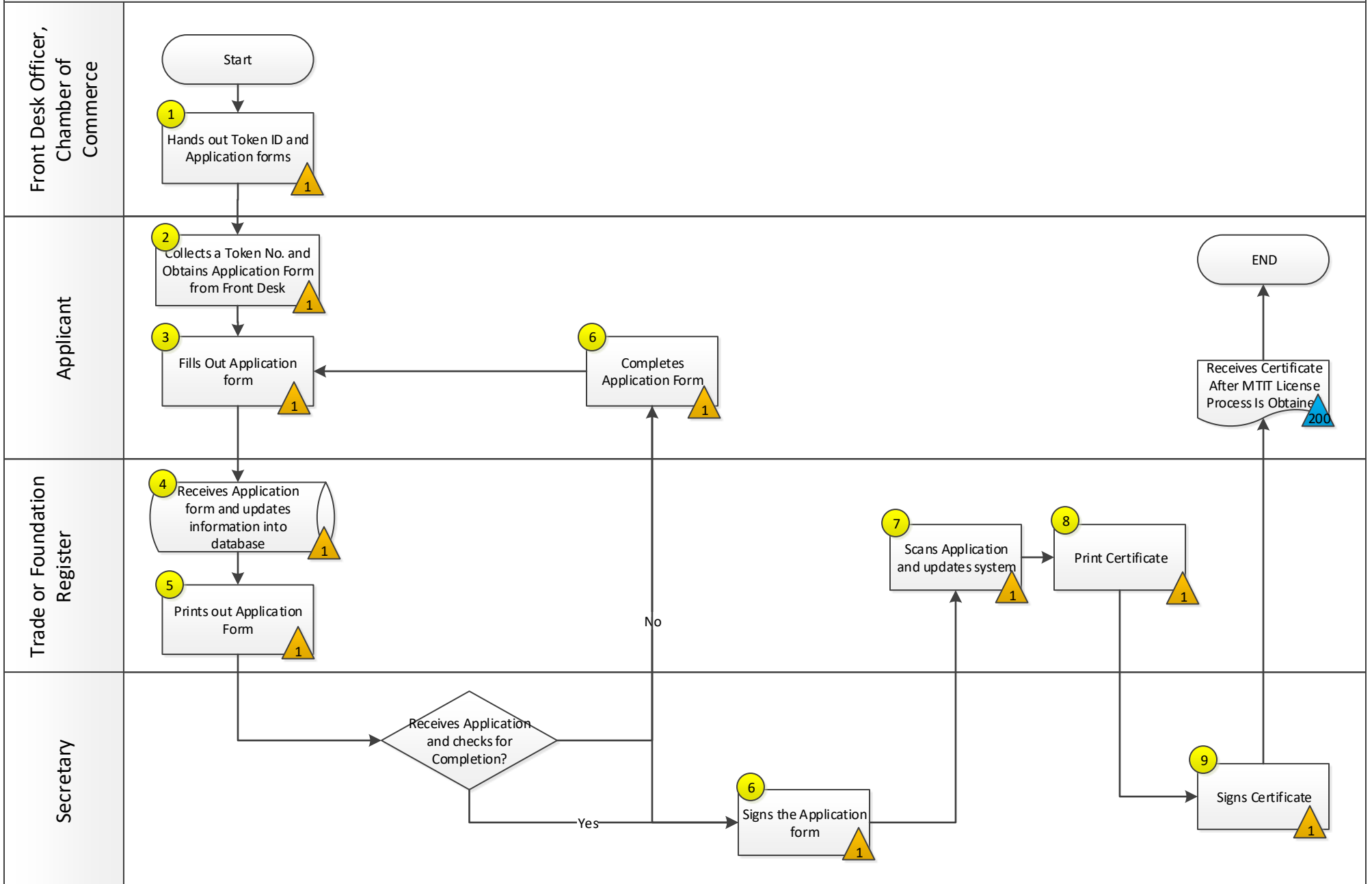Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 20
Elapsed Time:(Accumulative): 25
Waiting Time: (Accumulative):8
Accumulative Cost: (Accumulative):

Fire Department

Head, Fire Prevention Department

A

12 Holds Meeting 12

13 Provides Instructions and Guidelines for recfication 12

16 Assigns Inspection 22

19 Reviews updated inspection report 25

Problems Rectified? — Yes — B

Architect

14 Rectify Problems according to instructions 20

Administrative Officer, Fire Prevention

15 Receives Notification from Architect and updates registry 21

Fire Inspector

17 Conducts re-inspection 23

18 Updates Inspection Report 24

Construction Police Department

No

20 Receives Non-Compliance Notice from Fire Department 25

END

Process Map: Environmental Advice for Manufacturer Fruit Processing (B1 & Category C)
Status: As-Is; Page: 1
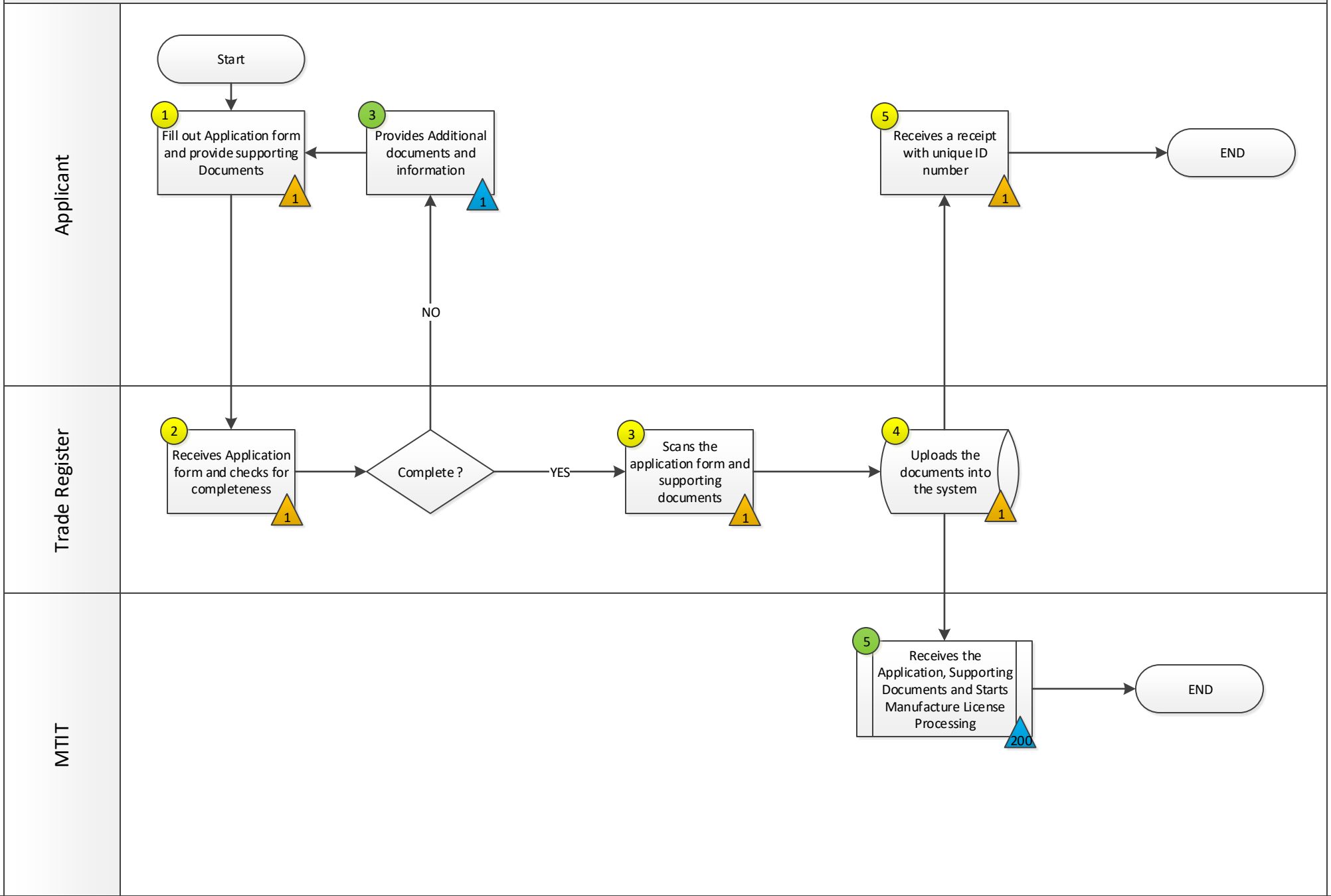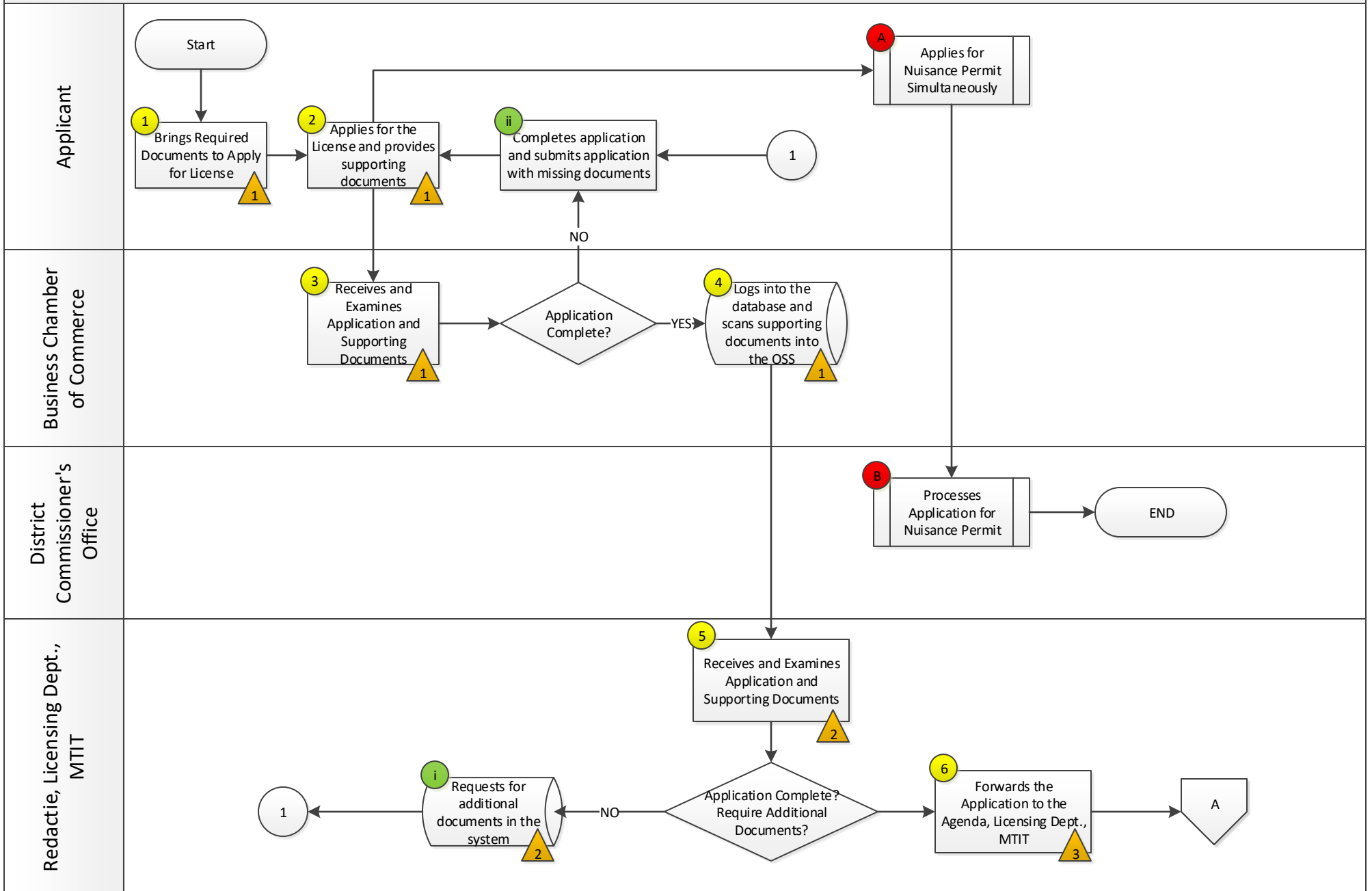Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 8
Elapsed Time:(Accumulative): 6
Waiting Time: (Accumulative):6
Accumulative Cost: (Accumulative):

NIMOS- Suriname

MTIT

Start

1. Requests for Environmental Advice

Administrative officer, NIMOS

2. Receives Application for Environmental Advice, logs into registry and assigns a unique ID

4. Receives Application with Category Marked, updates registry

5. Forwards to the Appropriate Team

Director, NIMOS

3. Receives Application and signs

Marks EIA Required for Category B or Category C?

Senior Environment Officer, Category C

6. Receives Marked Application, and signs received

7. Examines the Application

Complete?

YES

Applicant

ii. Provides additional Information

i. Receives Request to Provide further information

NO

8. Field Visit Appointment Scheduled

A

Process Map: **Environmental Advice for Manufacturer Fruit Processing (B1 and Category C)**
Status: As-Is; Page: 2
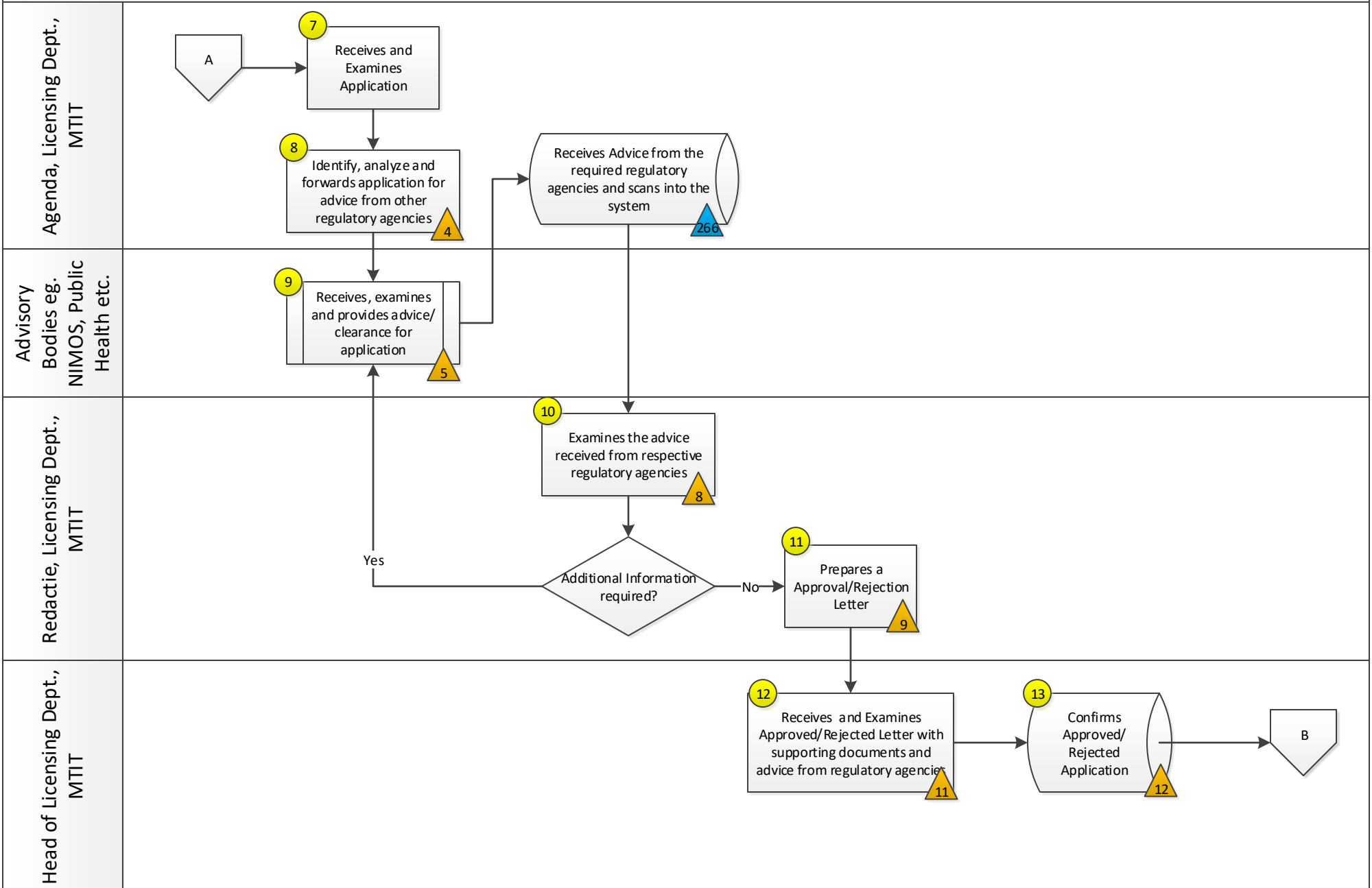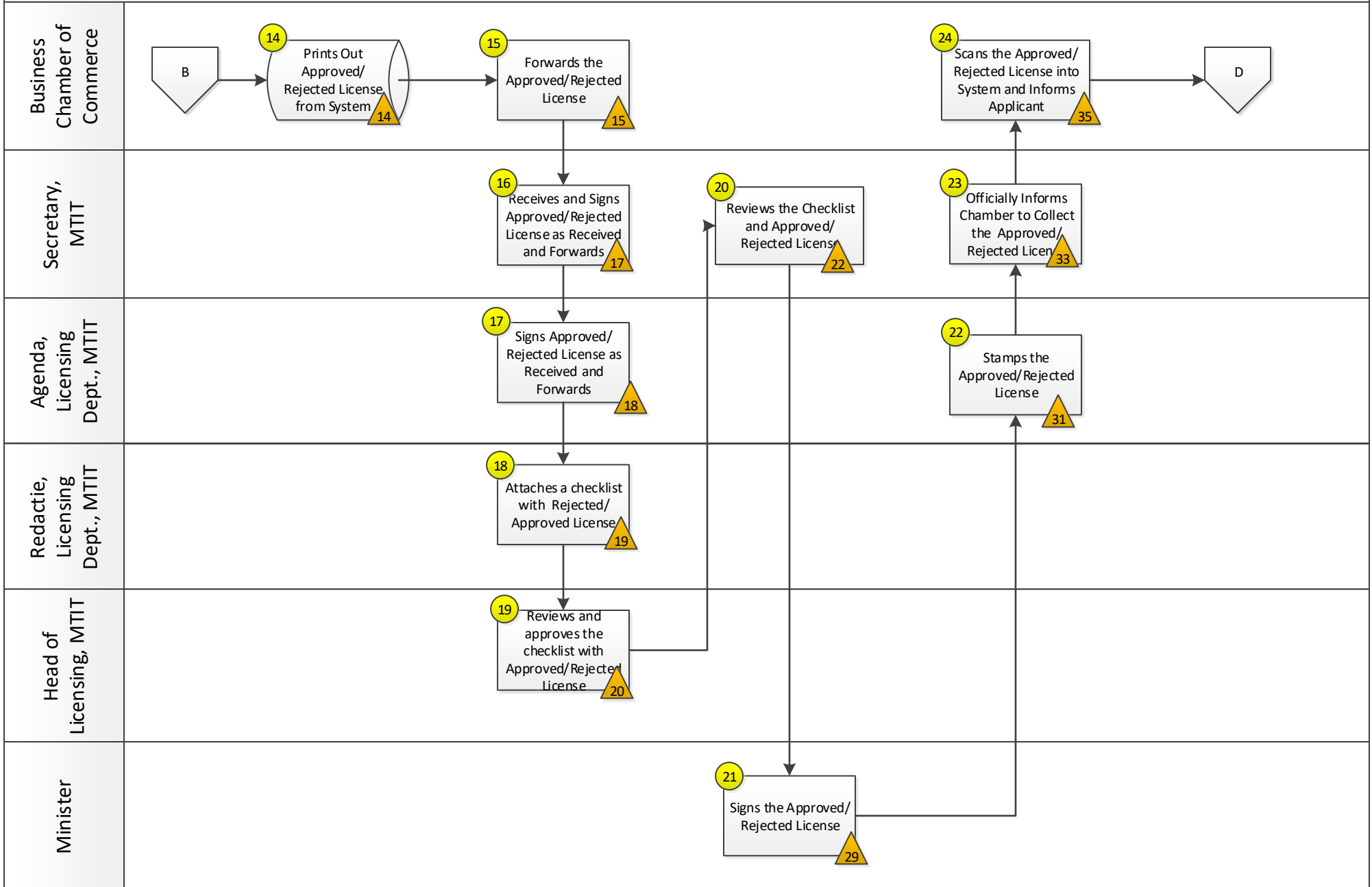Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 19
Elapsed Time:(Accumulative): 19
Waiting Time: (Accumulative):5
Accumulative Cost: (Accumulative):

NIMOS- Suriname

Lane	Content
Environment Field Officer, NIMOS	A → **9** Conducts Site Visit using a guideline and checklist (9)
Senior Environment Field officer, NIMOS	**10** Receives Site Inspection checklist/report and updates registry (11); **11** Decides Category B or C? (11); **12** Produce/Update Inspection report with advice (12); Any Queries — Yes → 1; No → **13** Drafts a Letter (13); **ii** Receives query on report (iii)
Administrative Officer	**14** Receives Report and letters; updates registry (14); **i** Receives queries on Report and letters; updates registry (ii); **18** Receives Report and Signed letters; Updates registry (19); **19** Mail Advisory Report (19) → X
Director, NIMOS	**15** Receives Inspection Report and Letters, signs received (15); **16** Reviews Inspection Report (17); Any Queries — Yes; No → **17** Approves Report, signs letter (18)
Applicant	1 → **i** Provides Update on queries (iii)

Process Map: **Environmental Advice for Manufacturer Fruit Processing (Category B1 and C)**	No. of Value Adding Activities (Accumulative): 20
Status: As-Is; Page: 3	Elapsed Time:(Accumulative): 20
Level of Detail: **Detailed**	Waiting Time: (Accumulative):5
Date: Last Updated:	Accumulative Cost: (Accumulative):

NIMOS- Suriname

MTIT

X → (20) Receives Advisory Report from NIMOS (20) → END

Process Map: **Environmental Advice for Manufacturer Fruit Processing (B2 & B3)**
Status: As-Is; Page: 1 of 4
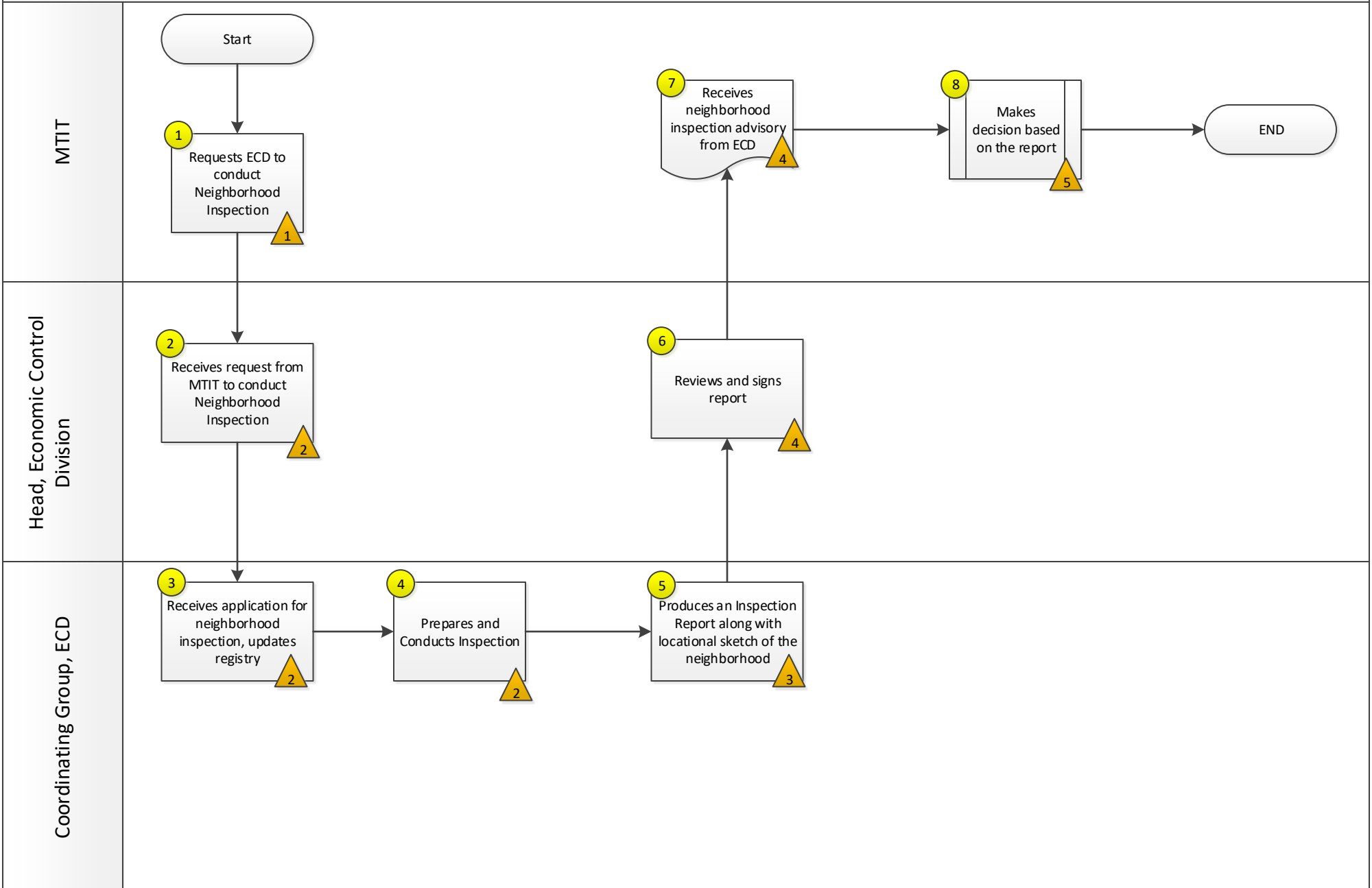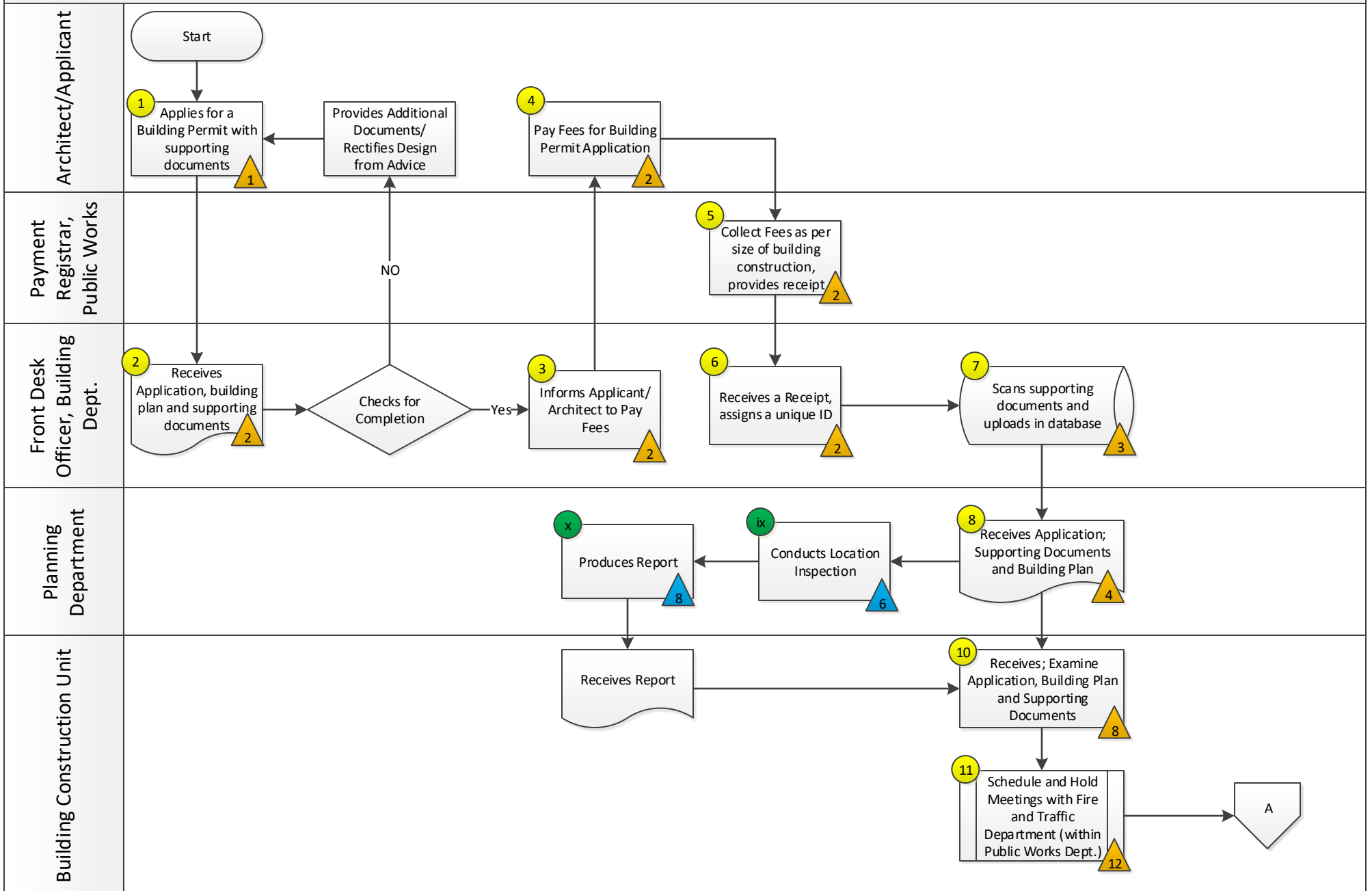Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 8
Elapsed Time:(Accumulative): 8
Waiting Time: (Accumulative):4
Accumulative Cost: (Accumulative):

NIMOS- Suriname

Lane	Content

MTIT
- Start
- 1. Requests for Environmental Advice

Administrative officer, NIMOS
- 2. Receives Application for Environmental Advice, logs into registry and assigns a unique ID
- 5. Receives Application with Category Marked, updates registry
- 6. Forwards to the Appropriate Team

Director, NIMOS
- 3. Receives Application and signs
- 4. Marks to respective department for further processing

Senior Environment Officer, Category B
- 7. Receives Marked Application, and signs received
- Complete? — YES / NO

Applicant
- ii. Provides additional Information
- i. Receives Request to Provide further information
- 8. Field Visit Appointment Scheduled
- A

Process Map: **Environmental Advice for Manufacturer Fruit Processing (B2 & B3))**
Status: As-Is; Page: 2 of 4
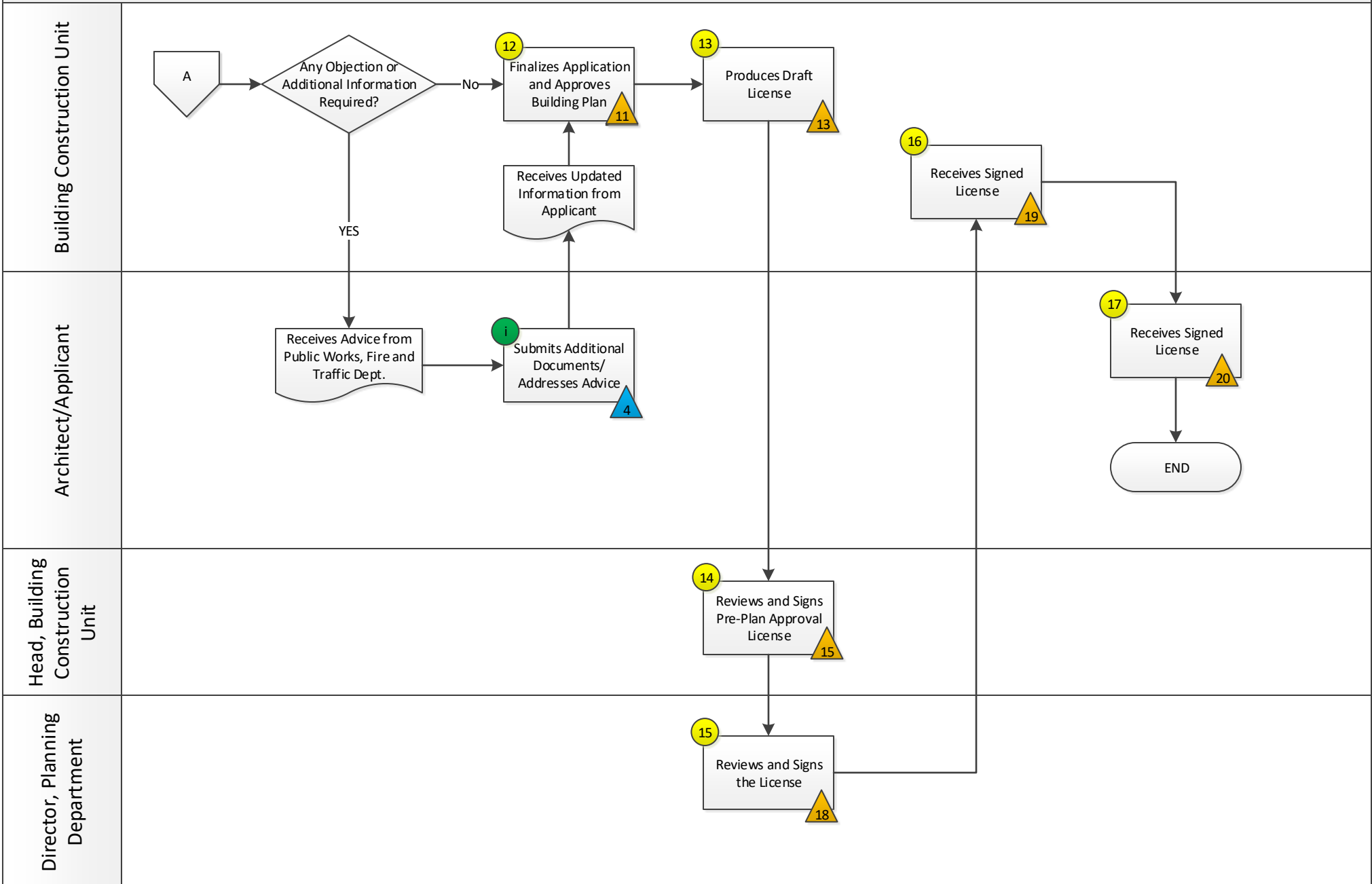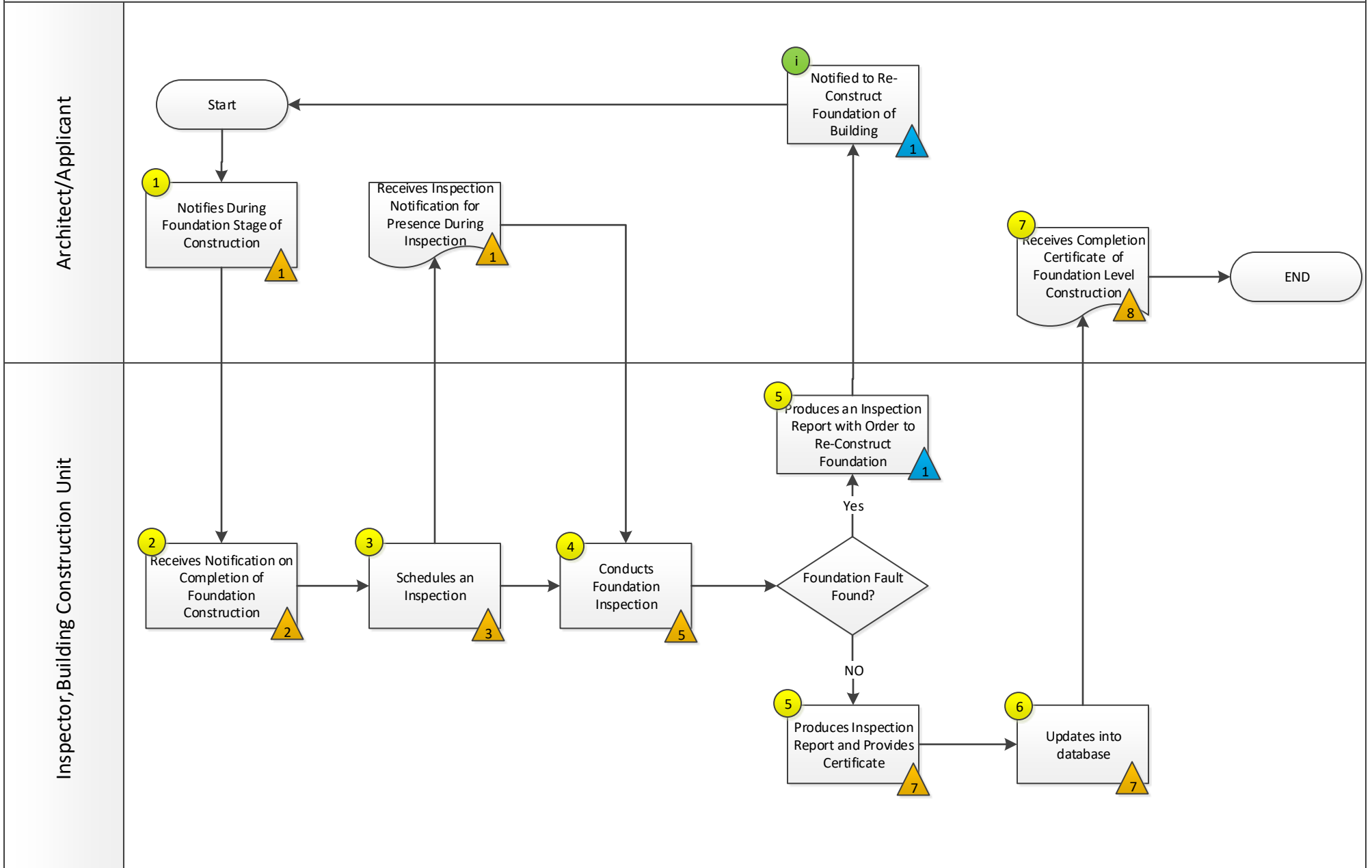Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 19
Elapsed Time:(Accumulative): 32
Waiting Time: (Accumulative):4-10
Accumulative Cost: (Accumulative):

NIMOS- Suriname

Environment Field Officer, NIMOS

A

9 — Conducts Site Visit using a guideline and checklist — 15

Senior Environment Field officer, NIMOS

10 — Receives Site Inspection checklist/report and updates registry — 18

11 — Decides on Category B2 or B3 — 20

12 — Produces/updates Screening Report — 23

13 — Drafts letter to request for an EIA, and a letter to MTIT for Time Extension — 24

Administrative Officer

14 — Receives Report and letters; updates registry — 25

i — Receives queries on Report and letters; updates registry — iv

18 — Receives Report and Signed letters; Updates registry — 31

Director, NIMOS

15 — Receives Screening Report and Letters, signs received — 26

16 — Reviews Screening Report — 28

Any Queries

Yes

No

17 — Approves Screening Report and Signs Letter — 30

Applicant

19 — Receives Letter with Request for EIA — 32

B

Process Map: **Environmental Advice for Manufacturer Fruit Processing (B2 & B3)**
Status: As-Is; Page: 3 of 4
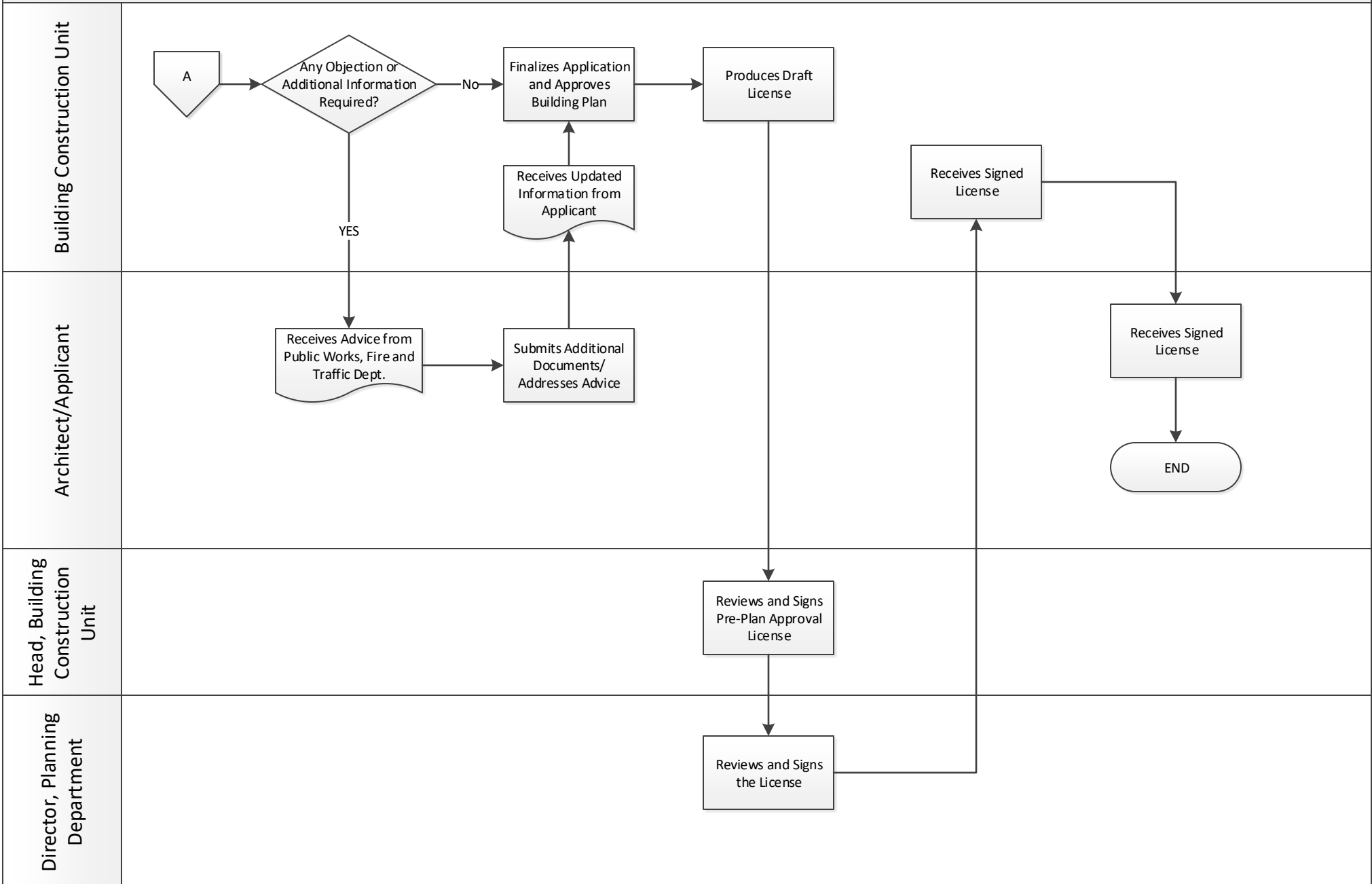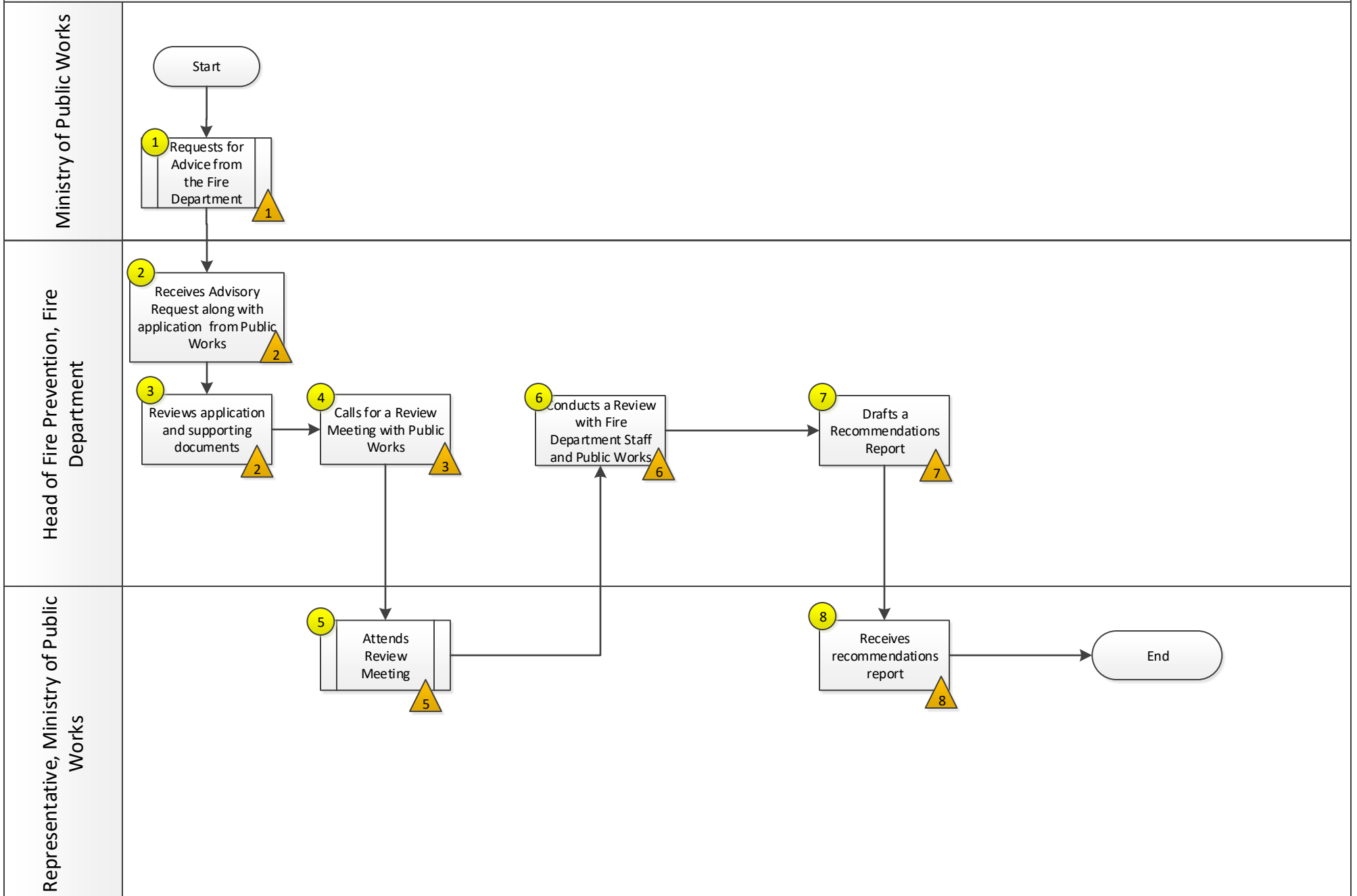Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 29
Elapsed Time:(Accumulative): 41
Waiting Time: (Accumulative): 9
Accumulative Cost: (Accumulative):

NIMOS- Suriname

Swimlane	Activities
EIA Consultant of Applicant	B → 20 Produces EIA Report (34) · iii Receives Queries on EIA (v) · iv Provides Update on EIA (vii)
Administrative Officer, NIMOS	21 Receives EIA Report and updates registry (34) · ii Receives Queries; updates registry (iv) · v Receives EIA Updated Report; and updates registry (viii) · 27 Receives Advisory Report and letter; updates registry (40) · 28 Mail Report and Letter (41) → C
Director, NIMOS	22 Receives Report and Signs (35) · i Reviews the queries, and signs (i) · 26 Reviews Advisory Report and signs (39)
Senior Environment Officer	23 Receives EIA Report and signs (35) · 24 Examines EIA Report (36) · Any Queries — Yes / No · vi Receives Updates on EIA and reexamines reports (ix) · 25 Prepares Advisory Report and Letter (37)
MTIT	29 Receives Letter, Environmental Advisory (41) → End

Process Map: **Environmental Advice for Manufacturer Fruit Processing (B2 & B3)**
Status: As-Is; Page: 4 of 4
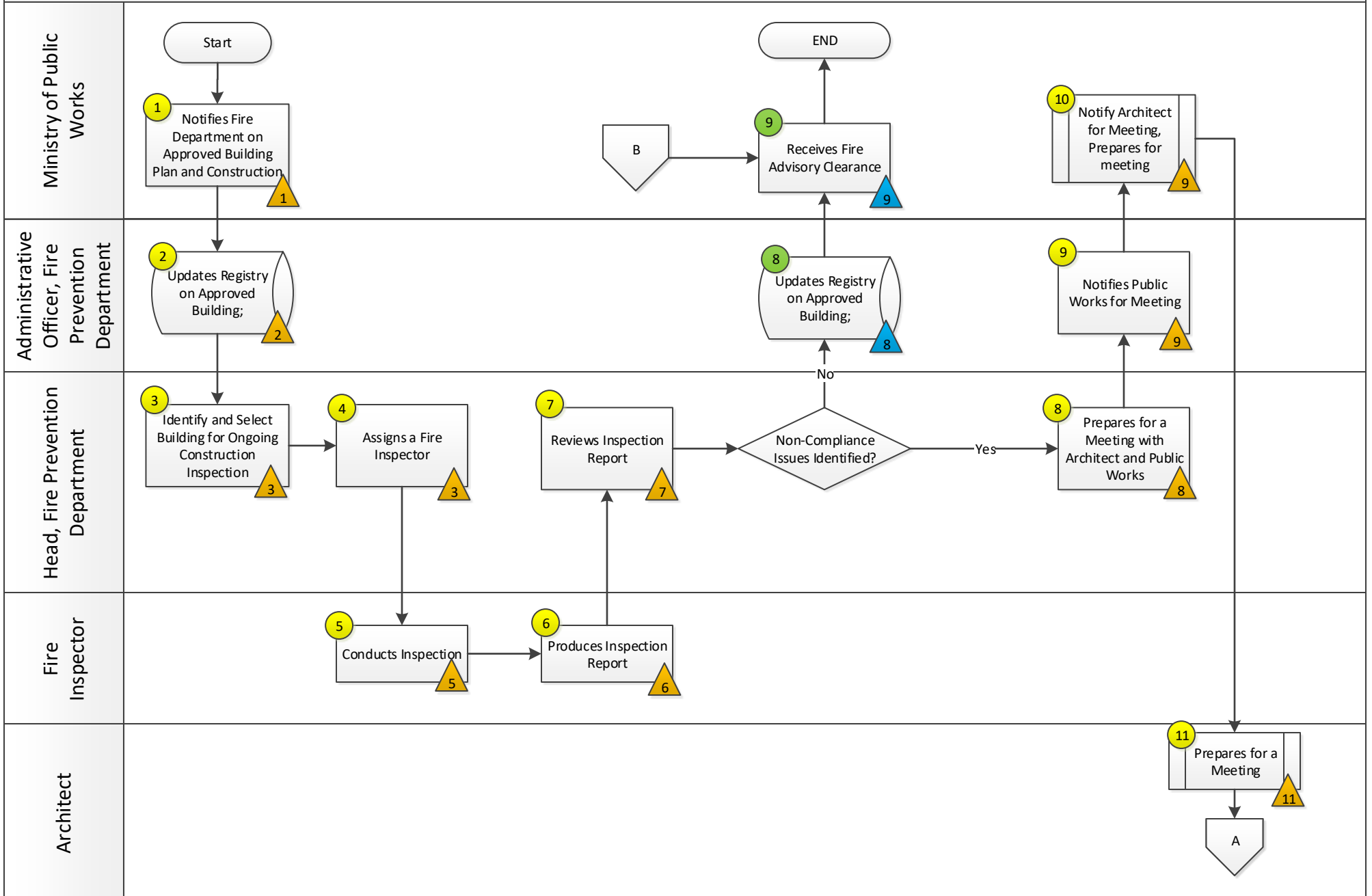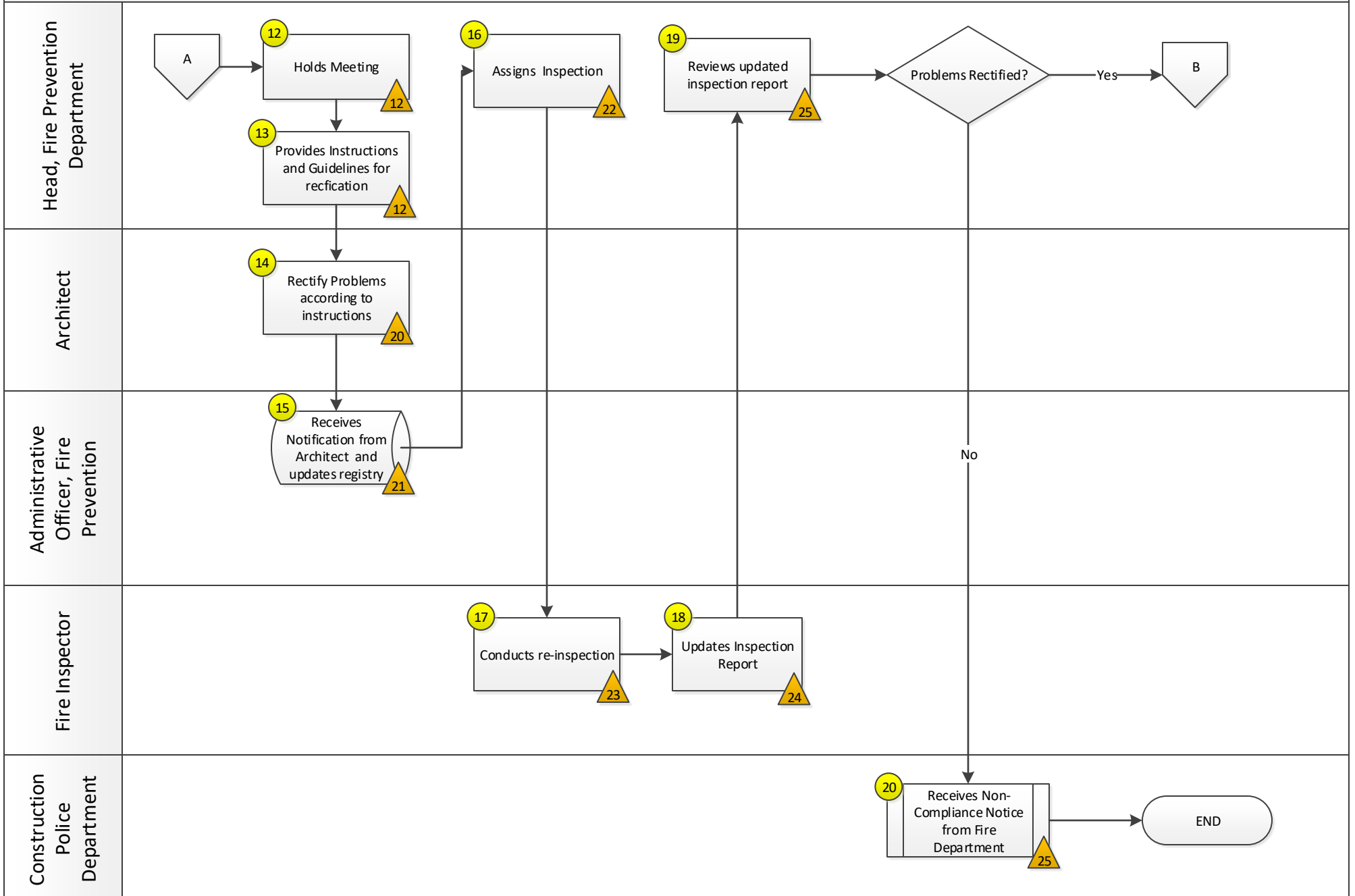Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 29
Elapsed Time:(Accumulative): 41
Waiting Time: (Accumulative): 9
Accumulative Cost: (Accumulative):

NIMOS- Suriname

Applcant

C

29 Receives Environmental Advisory Completion Letter 41

END

Process Map: **Phytosanitary Certificate for Exports: Raw Fruit and Vegetables**
Status: As-Is; Page: 1 of 1
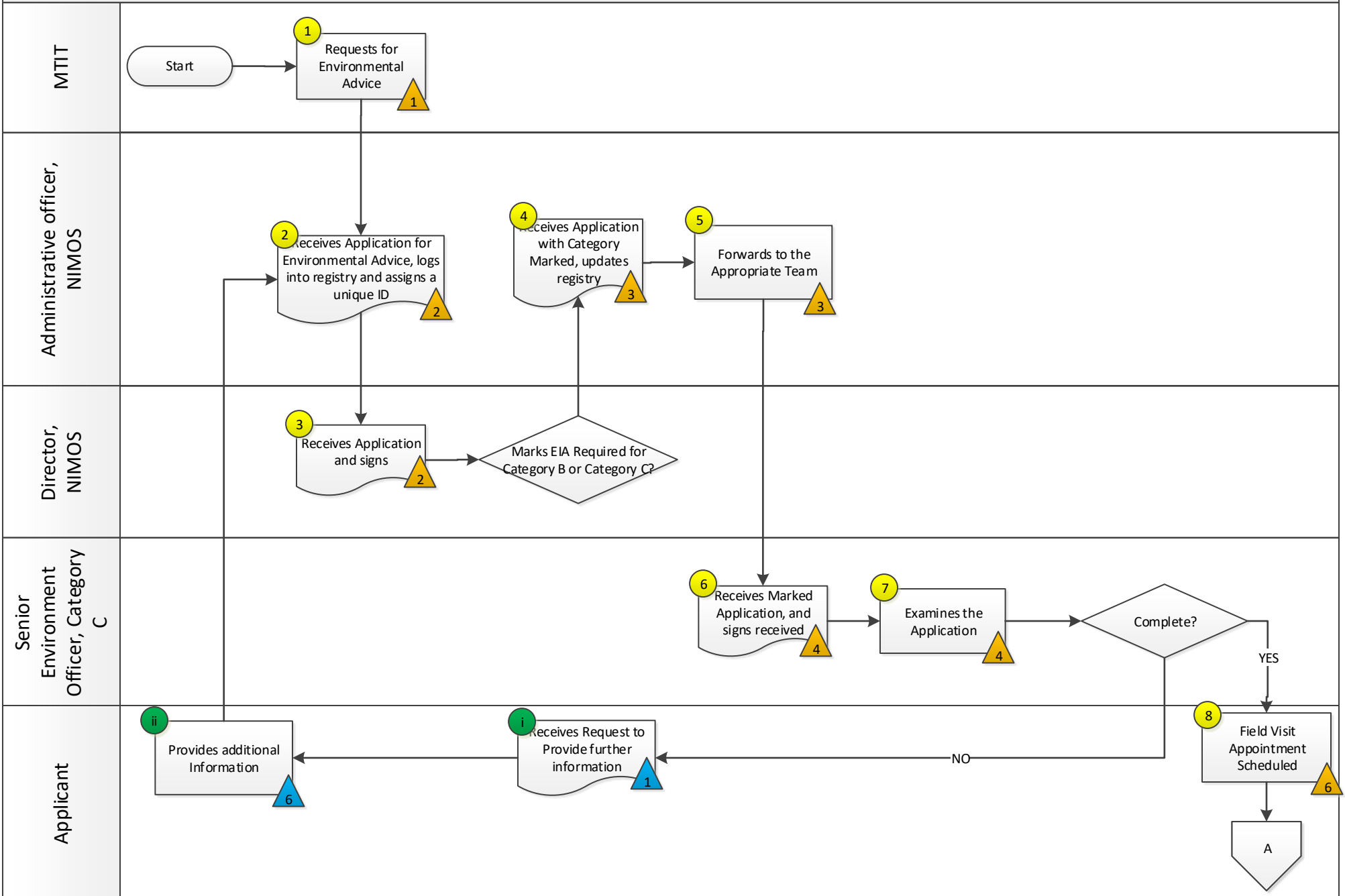Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 11
Elapsed Time:(Accumulative): 3
Waiting Time: (Accumulative):
Accumulative Cost: (Accumulative):

Ministry of Agriculture

Applicant

Start

1 Picks up and completes Application Form — 1

Rejected Application Received

END

Receives Phytosanitary Certificate — 3

Administrative Officer, Min. of Agriculture

2 Receives Application and updates registry — 1

9 Prepares a Phytosanitary Certificate — 3

11 Receives and hand out Signed Certificate to Applicant — 3

Head of Inspector, Plant Quarantine Dept.

3 Receives Application and updates registry — 1

4 Assigns an Inspector — 1

8 Approves the report — 3

10 Receives and Signs Phytosanitary Certificate — 3

7 Receives and reviews Inspection Report — 3

Inspector, Plant Quarantine Dept.

6 Rejects Application — 1

No

5 Conducts On-Site Visual Inspection of Products — 2

Visual Pest Control Inspection Found Okay?

Yes

6 Produces Inspection Report and submits to Head of Inspector — 2

Process Map: Import Phytosanitary Permission for Imported Raw fruit (Common)
Status: As-Is; Page: 1 of 1
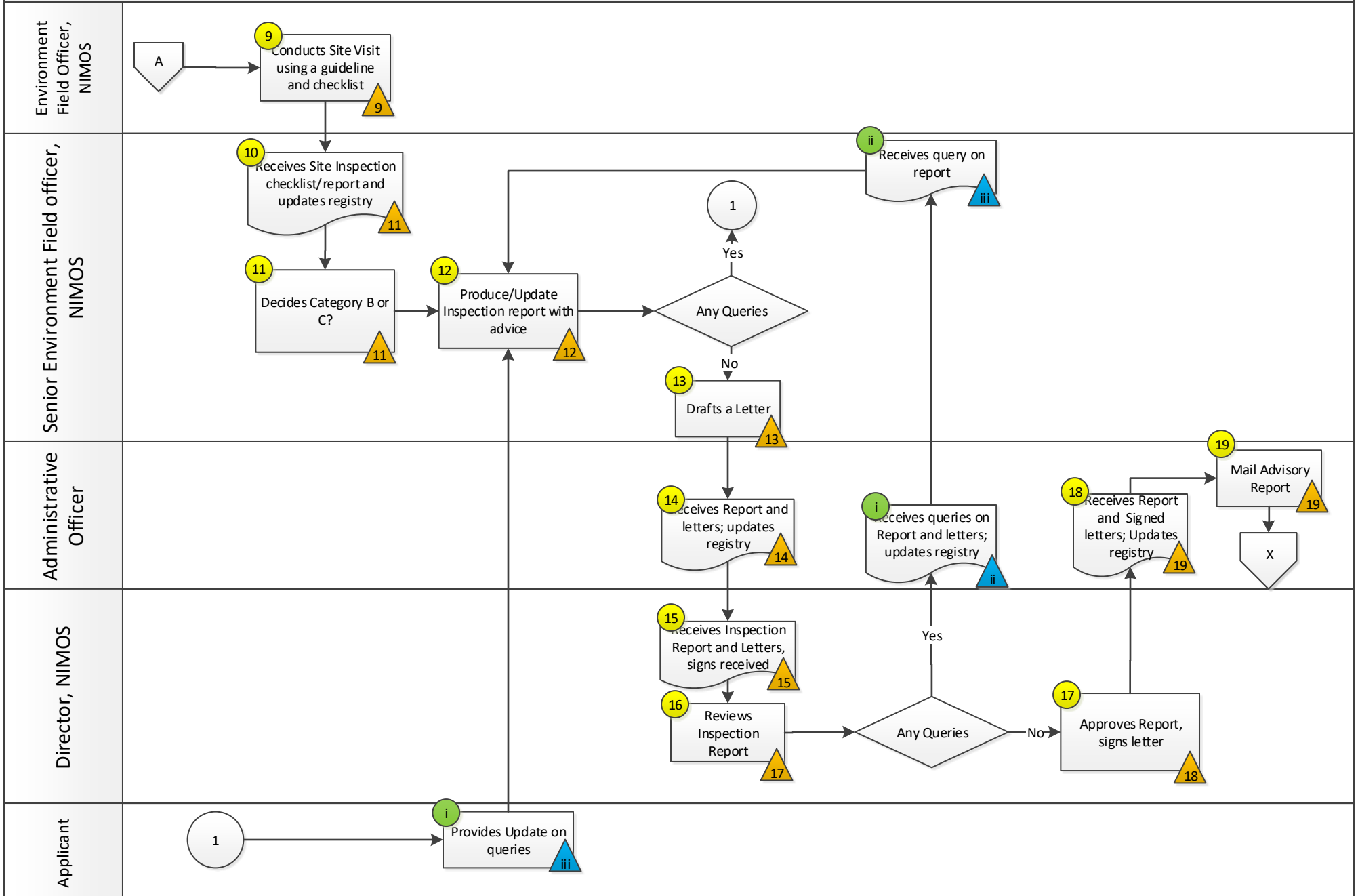Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 8
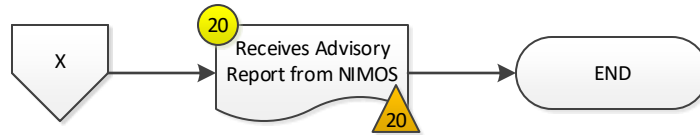Elapsed Time:(Accumulative): 1 day
Waiting Time: (Accumulative):
Accumulative Cost: (Accumulative):

Ministry of Agriculture

Applicant	Start → 1. Picks up and completes Application Form 1 ... Rejected Application Received ... Approved Application Received → END
Administrative Officer, Min. of Agriculture	2. Receives Application and updates registry 1 ... 8. Receives and Forward Rejected Application 1 ... 8. Receives and Forward Approved Application 1
Head of Inspector, Plant Quarantine Dept.	3. Receives Application and updates registry 1 ... 4. Examines Application Form 1 → 5. Provide Comments and Forwards the File 1
Head, Plant Quarantine	6. Receives and Examines Application and Commets 1 → Approve or Reject Application? — Rejected → 7. Signs Rejected Application 1 — Approved → 7. Signs Approved Application 1

Process Map: Import Phytosanitary Permission for Imported Raw fruit (Uncommon)
Status: As-Is; Page: 1 of 1
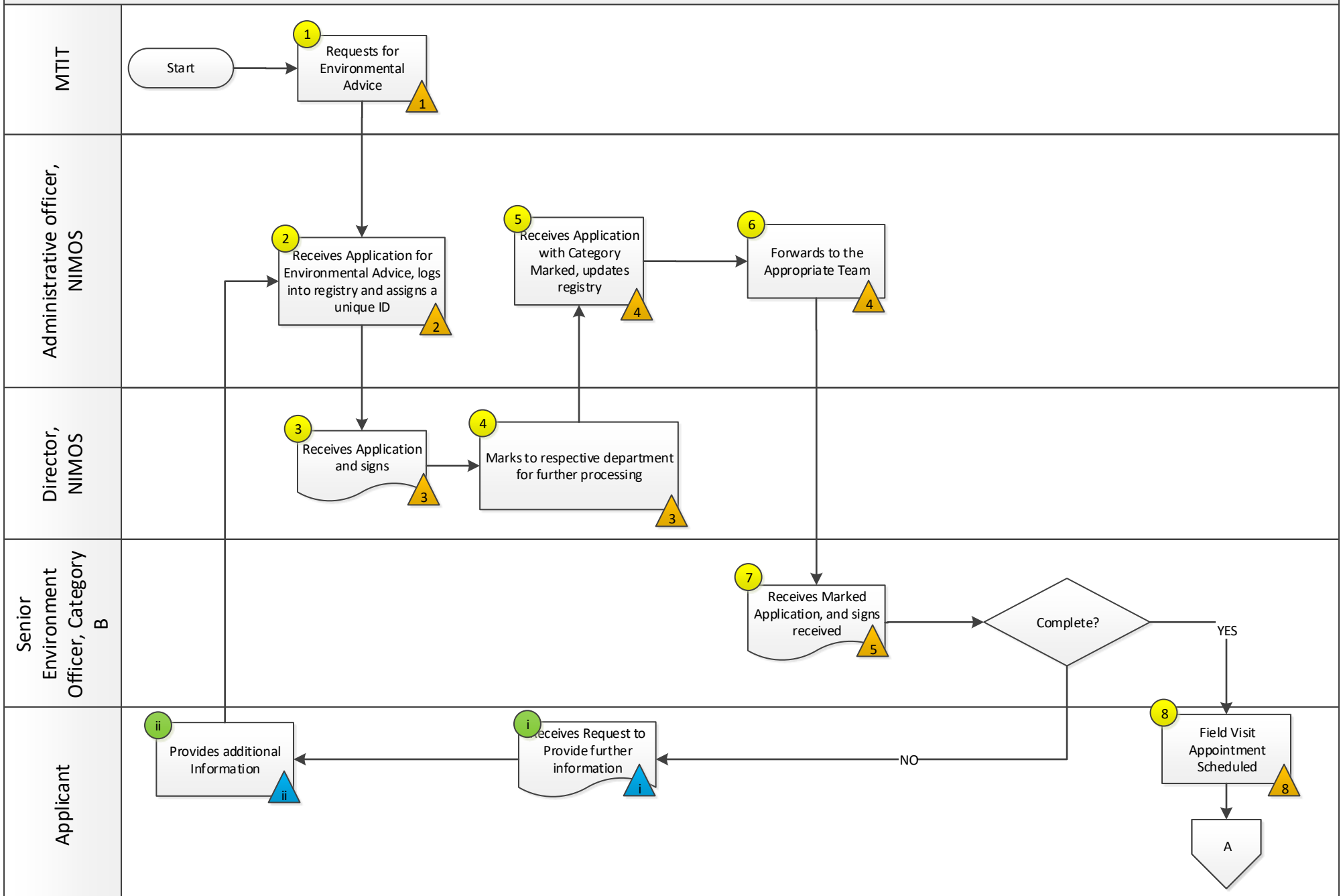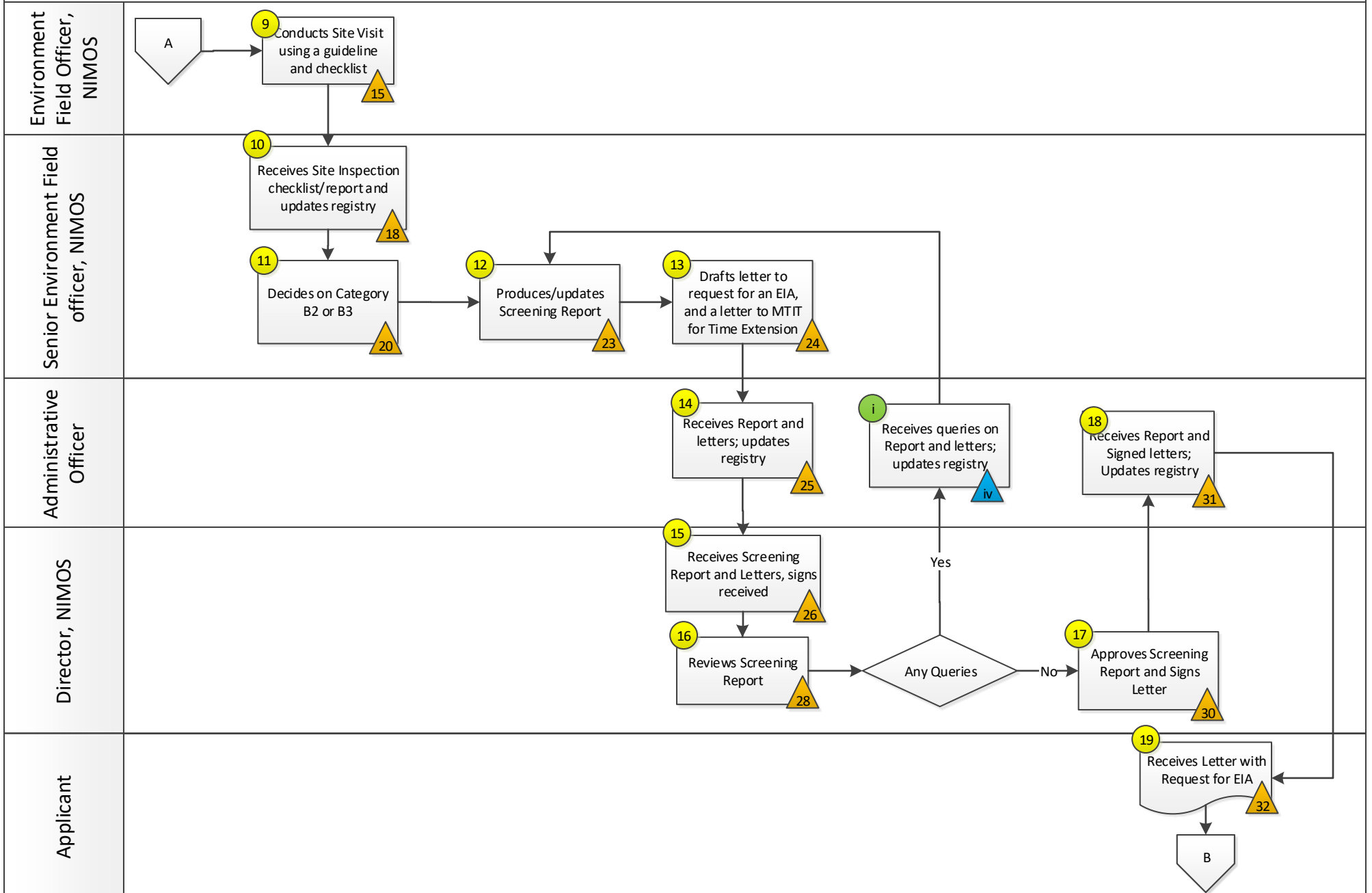Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 8
Elapsed Time:(Accumulative): 1
Waiting Time: (Accumulative):
Accumulative Cost: (Accumulative):

Ministry of Agriculture

Applicant	Start → **1** Picks up and completes Application Form (1) ... Rejected Application Received → END ... Approved Application Received → END
Administrative Officer, Min. of Agriculture	**2** Receives Application and updates registry (1) ... **8** Receives and Forward Rejected Application (1) ... **8** Receives and Forward Approved Application (1)
Head of Inspector, Plant Quarantine Dept.	**3** Receives Application and updates registry (1) → **4** Examines Application Form (1) → **5** Provide Comments and Forwards the File (1)
Head, Plant Quarantine	**6** Receives and Examines Application and Commets (1) → Approve or Reject Application? → Rejected → **7** Signs Rejected Application (1); Approved → **7** Signs Approved Application (1)

Process Map: Import Phytosanitary Inspection Process
Status: As-Is; Page: 1 of 1
Level of Detail: **Detailed**
Date: Last Updated:

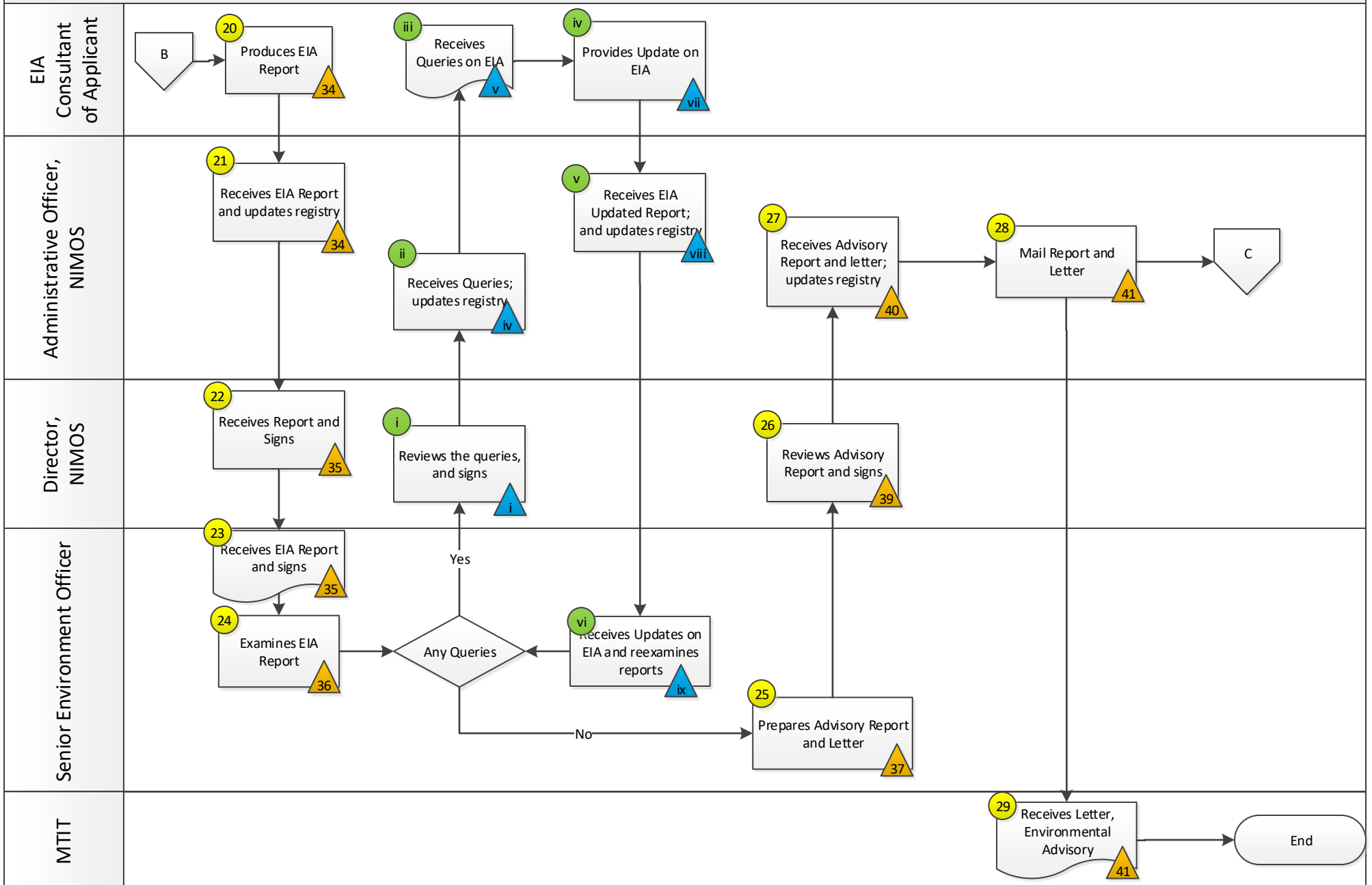No. of Value Adding Activities (Accumulative): 6
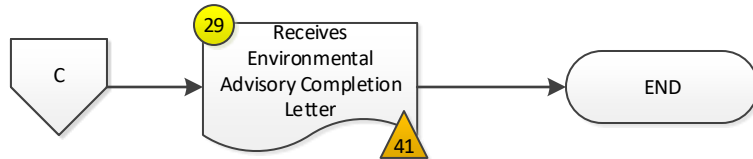Elapsed Time:(Accumulative): 1
Waiting Time: (Accumulative):
Accumulative Cost: (Accumulative):

Ministry of Agriculture

Applicant

Start

1 Fills out Form and Declare Goods to be Imported

Receives Clearance → END

Head of Inspections, Plant Quarantine

2 Receive Declaration of Goods Form and Reviews application

3 Immediately schedules Inspection → 4 Assigns an Inspector For Inspection

END

Receives a Copy of Inspection Report

Customs

Copy of Declaration of Goods Form, received by Customs

Inspector, Plan Quarantine Dept.

5 Conducts on Site Inspection → Pest Inspection Found Okay? → 6 Produces an Inspection Report and provides clearance

No

6 Destroys Consignment on Site → END

Process Map: **Export Clearance Process**	No. of Value Adding Activities (Accumulative): 11
Status: As-Is; Page: 1 of 1	Elapsed Time:(Accumulative): 4
Level of Detail: **Detailed**	Waiting Time: (Accumulative):
Date: Last Updated:	Accumulative Cost: (Accumulative):

Department of Customs, Suriname

Applicant

Start

1. Collects Documents Required and Submits: :
1) Phytosanitary Certificate
2) Invoice of Product
3) Intl. Transaction Form
4) Hires Certified Broker — 3

Customs Broker

2. Scans the Documents and uploads them into the ASYCUDA System — 3

3. Adds the total value of Export Goods in the System (ASYCUDA Calculates Tax) — 3

4. Prints Out Out the Value or Assessment Notice — 3

5. Creates a Bank Draft at the Bank — 4

Receives the Payment Receipt — 4

9. Takes the Receipt to Port of Exit — 4

Cashier, Collector Office, Dept. of Customs

6. Receives Bank Draft and Assessment Notice and Updates it into ASYCUDA System — 4

7. Cashier Prints Out the Receipt — 4

Customs Officer, Dept. of Customs

10. Reviews the Payment Receipt and Supporting Documents in the System — 4

11. Issues a Temporary Storage permission in the Container — 4

A

Process Map: **Export Clearance Process**
Status: As-Is; Page: 2 of 2
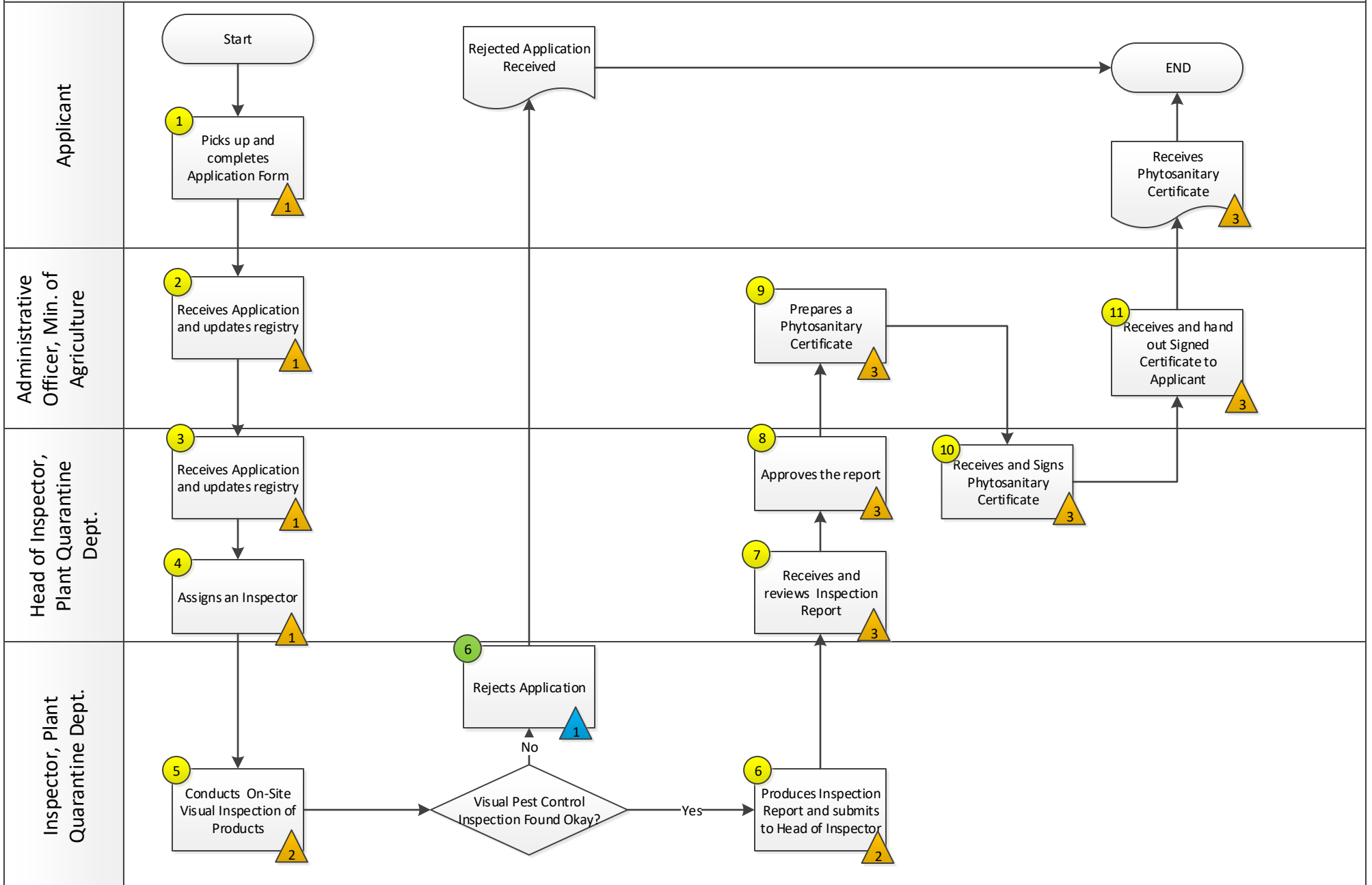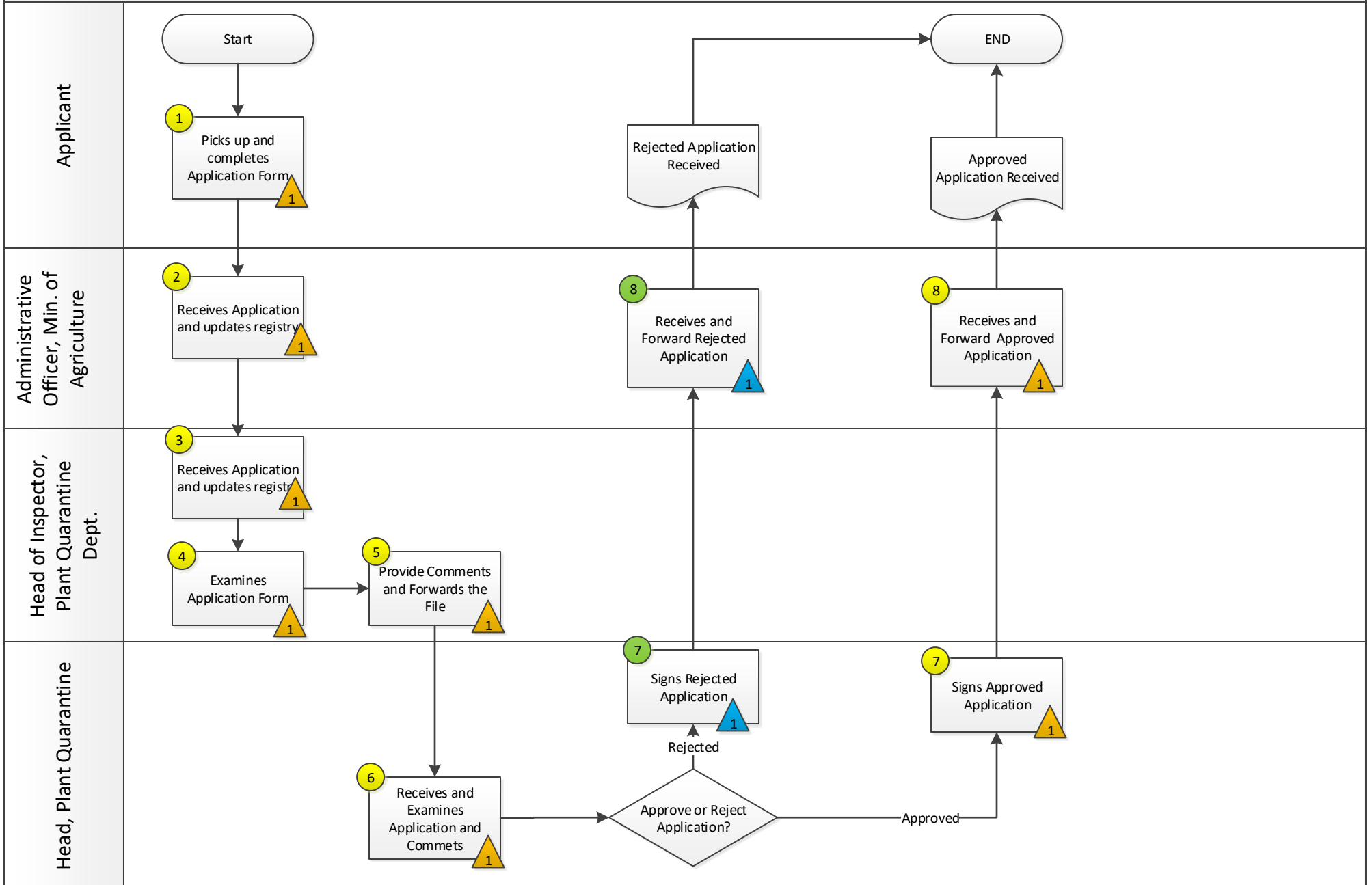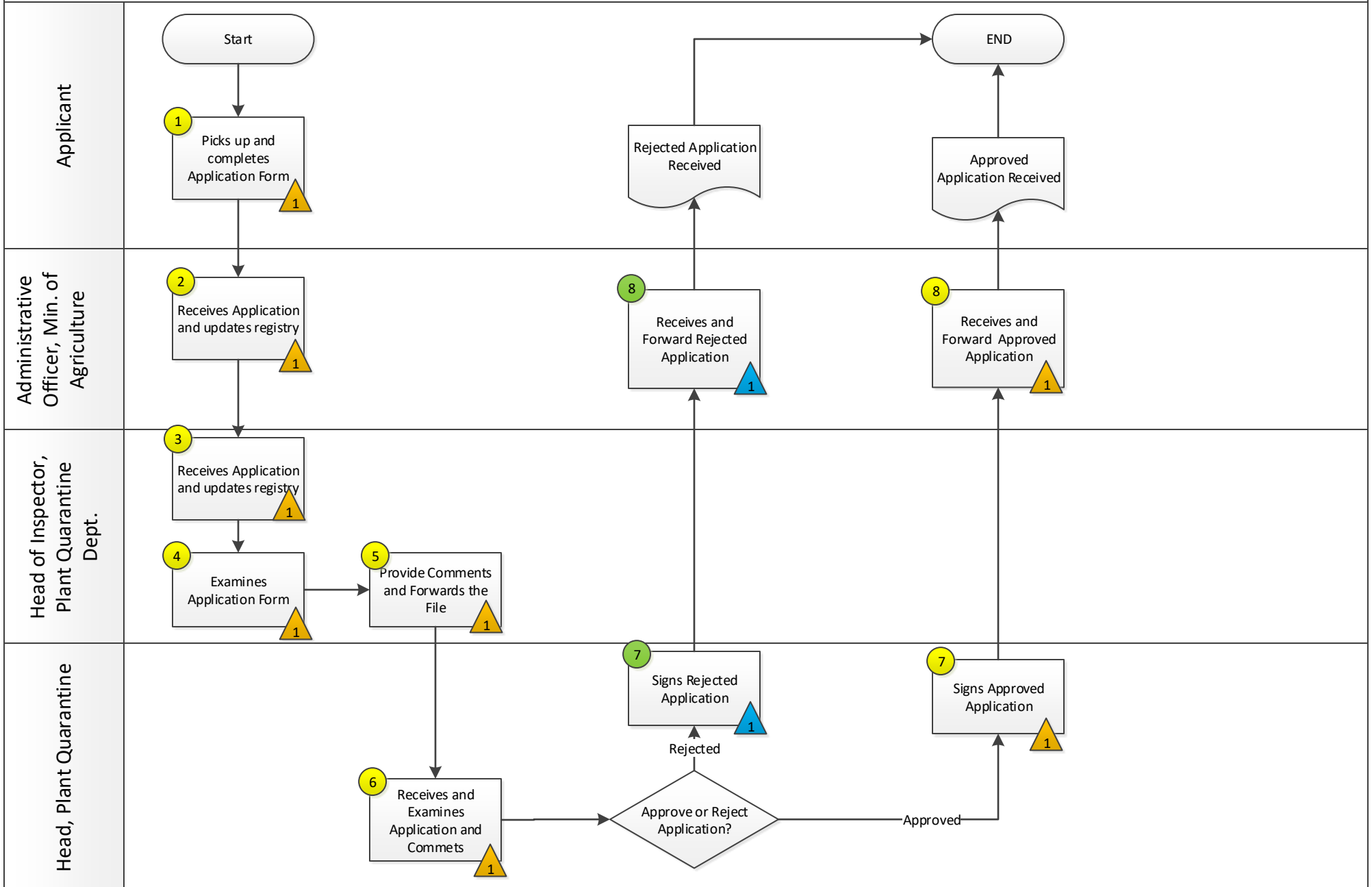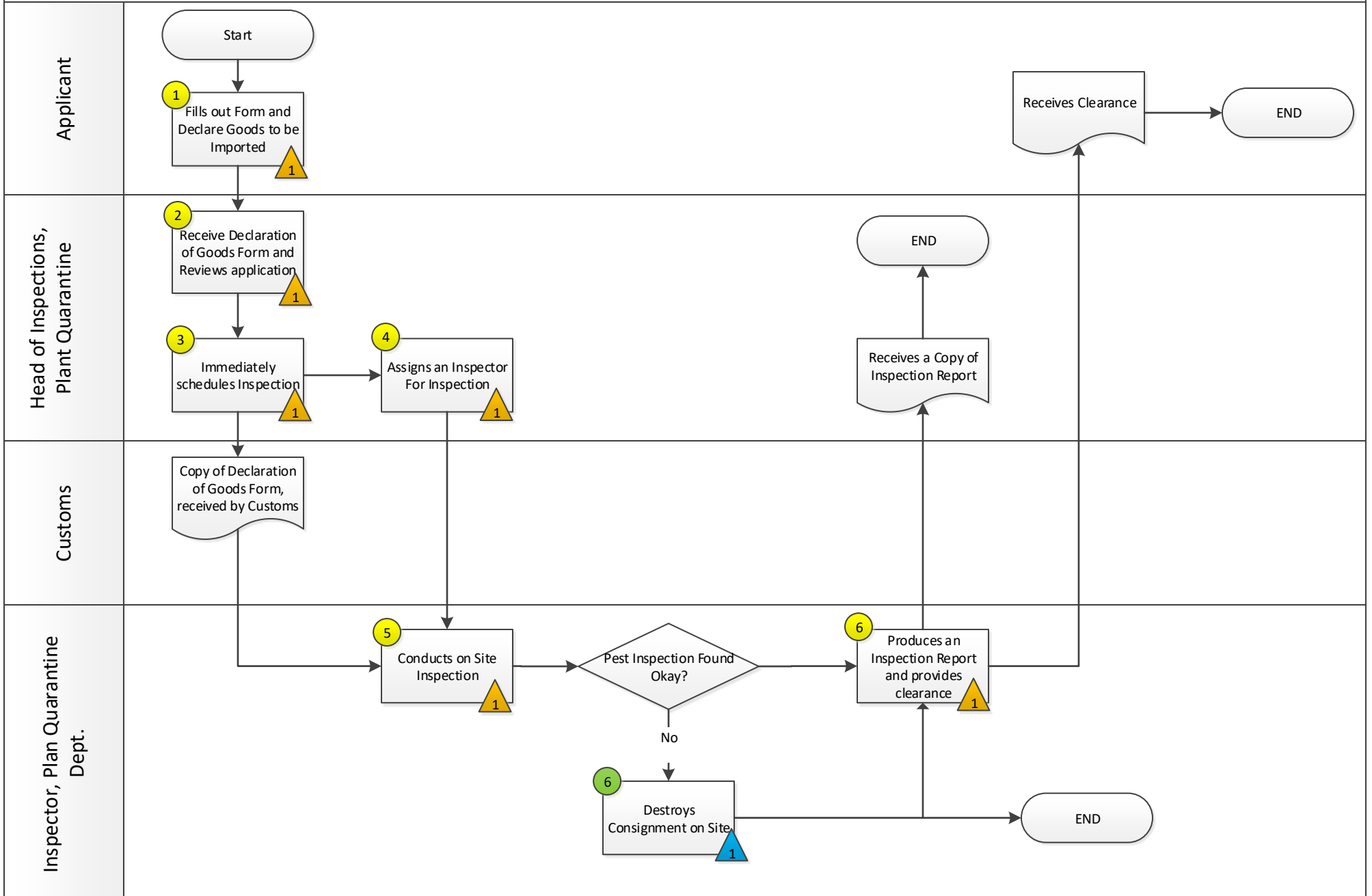Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 17
Elapsed Time:(Accumulative): 5
Waiting Time: (Accumulative):
Accumulative Cost: (Accumulative):

Department of Customs,Suriname

Customs Broker	A → 12 Arranges Transportation and On-site Inspection (5)
Customs Officer, Dept. of Customs	13 Conducts On-Site Inspection of Product (5) → 14 Locks Container after Produced Loaded (5) → 15 Updates Information IN ASYCUDA and Process Declaration of Goods (5) → 16 Gives Export Clearance (5)
Shipping Agent	17 Creates a Manifest (5) → END

Process Map: **Import Clearance Process for Perishable Items**	No. of Value Adding Activities (Accumulative): 12
Status: As-Is; Page: 1 of 1	Elapsed Time:(Accumulative): 1
Level of Detail: **Detailed**	Waiting Time: (Accumulative):
Date: Last Updated:	Accumulative Cost: (Accumulative):

Department of Customs,Suriname

Applicant

Start

1. Provide Documents:
1) Bill of Lading
2) Purchase Invoice of Product
3) Intl. Transaction Form
4) Import Phytosanitary certifcate
△1

Customs Broker

2. Scans the Documents and uploads them into the ASYCUDA System △1

3. Prepares Import Declaration of Goods Form and Uploads in ASYCUDA △1

4. Completes Import Customs Form △1

NO

6. Applies for Customs Inspection △1

9. Pays Import Duty △1

Customs Officer, Dept. of Customs

5. Reviews Documents including Bill of Lading, Purchase Invoice, Import Form △1

Documents Complete?

Yes

7. Conducts Inspection △1

8. Produces Inspection Report △1

10. Check Paid Import Duty Receipt △1

12. Updates information into the ASYCUDA system △1

11. Provides Release Order △1

END

Process Map: **Export Clearance Process**
Status: As-Is; Page: 2 of 2
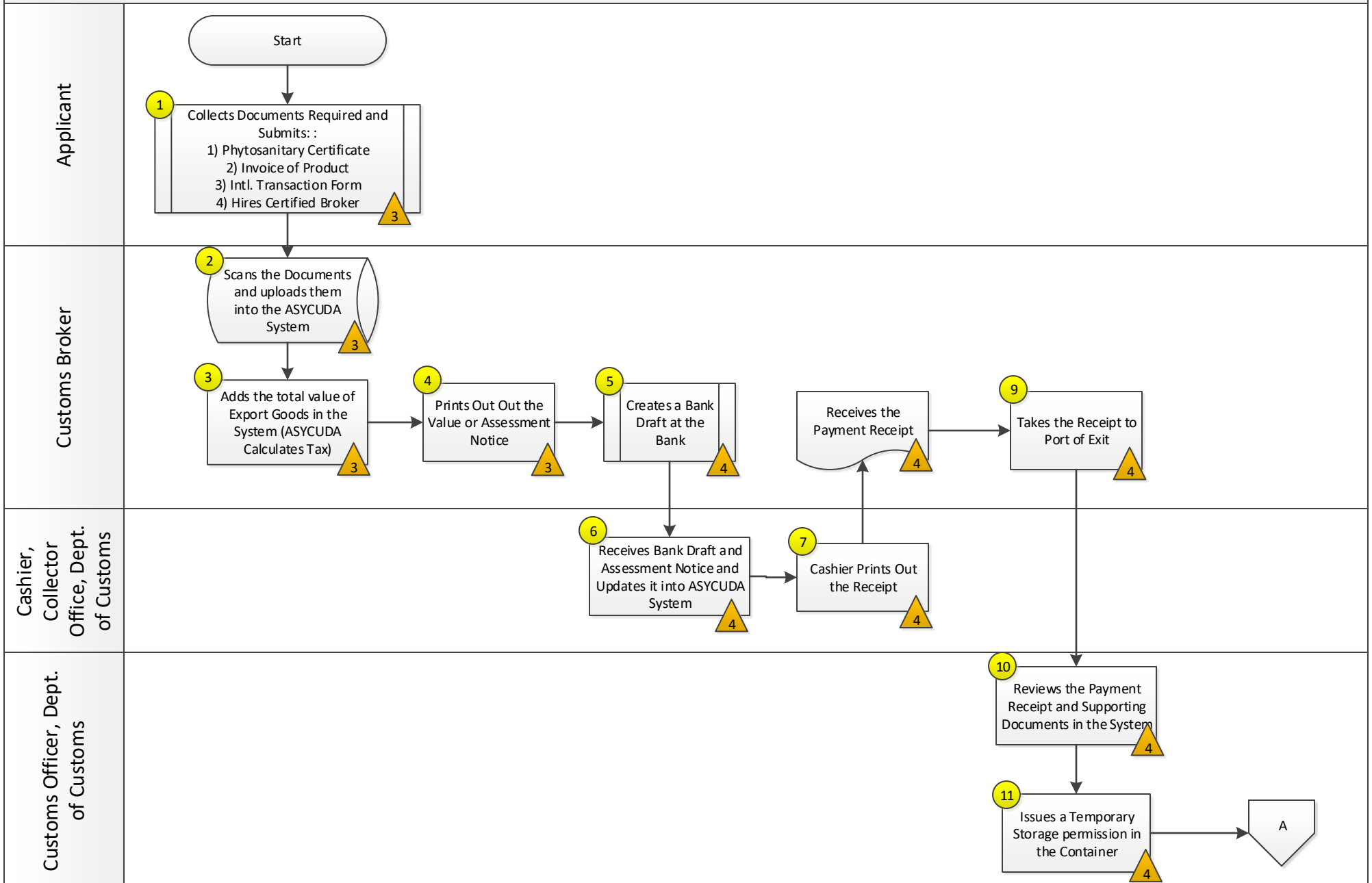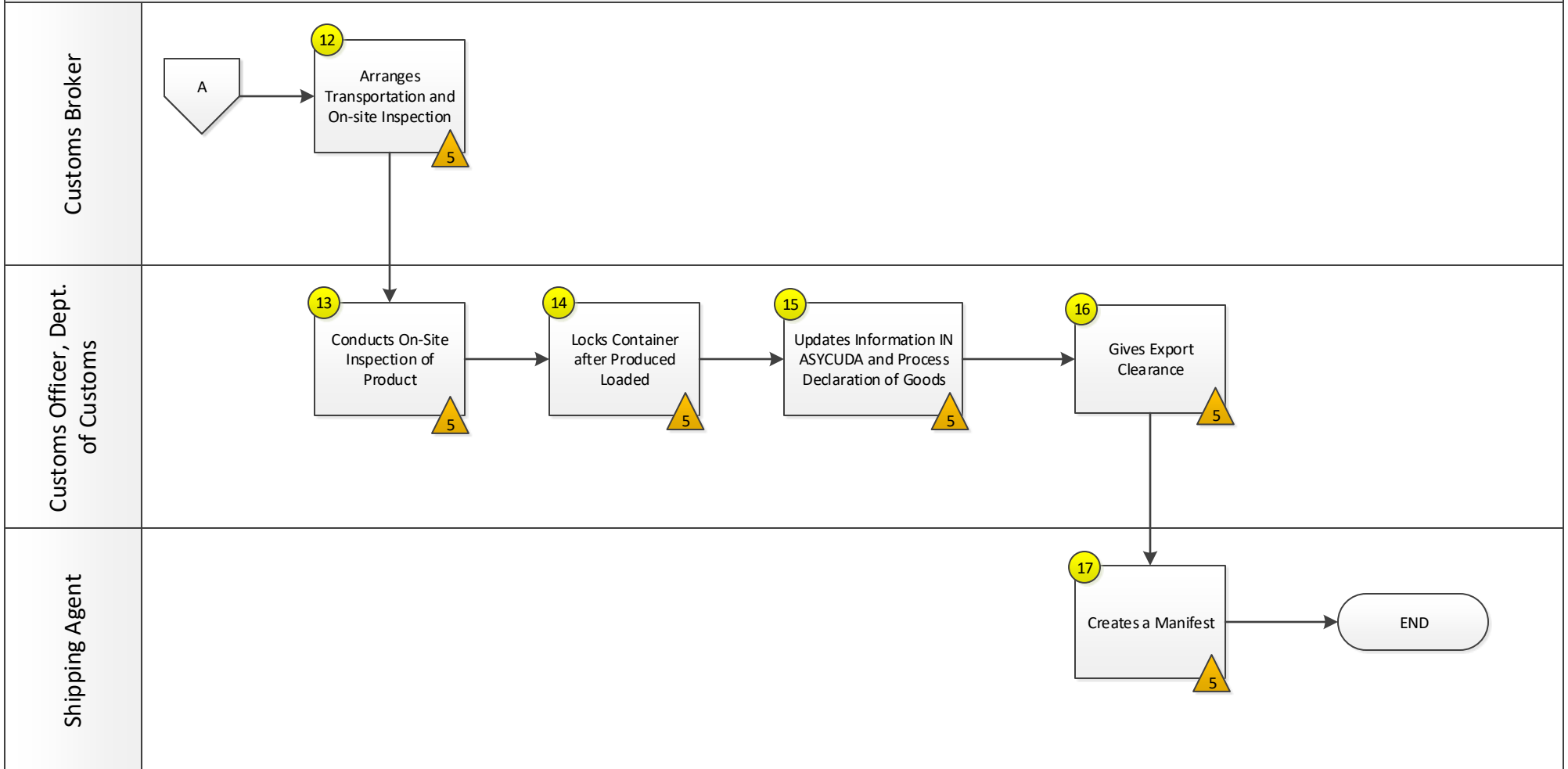Level of Detail: **Detailed**
Date: Last Updated:

No. of Value Adding Activities (Accumulative): 17
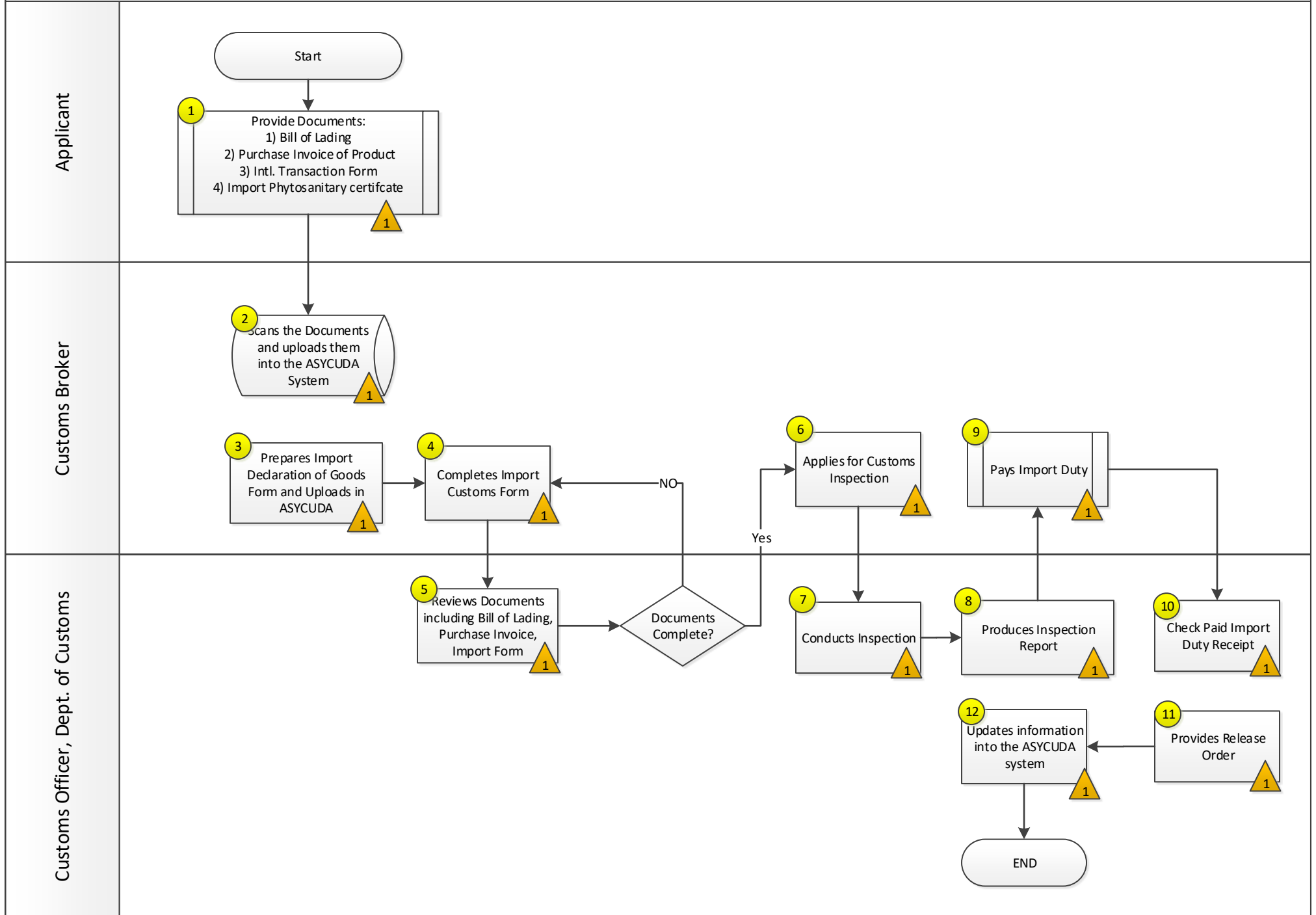Elapsed Time:(Accumulative): 5
Waiting Time: (Accumulative):
Accumulative Cost: (Accumulative):

Department of Customs,Suriname

Customs Broker	A → 12 Arranges Transportation and On-site Inspection (5)
Customs Officer, Dept. of Customs	13 Conducts On-Site Inspection of Product (5) → 14 Locks Container after Produced Loaded (5) → 15 Updates Information IN ASYCUDA and Process Declaration of Goods (5) → 16 Gives Export Clearance (5)
Shipping Agent	17 Creates a Manifest (5) → END