

Final Report that includes the Diagnosis, the Gender and PwD Inclusion Strategy and Action Plan, and booklet with the main findings of the diagnosis

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Deliverable 5 Final Report

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Project

Improving Transport Logistics and Competitiveness in Suriname (ITLCS; SU-L1057)

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I. Introduction

Background and context of the assignment

Under the project “Improving Transport Logistics and Competitiveness in Suriname” (ITLCS; SU-L1057), the Consultant was tasked to develop:

- a comprehensive Gender and PwD Inclusion Strategy and Action Plan, including training and empowering women and persons with disabilities to enter into the labor force related to the economic activities of the Port of Paramaribo.
- a comprehensive Gender and PwD Inclusion Strategy and Action Plan, including training and empowering women and persons with disabilities to enter into the labor force related to the economic activities of the Department of Civil Technical Works (Ministry of Public Works).

The ITLCS project identified low participation of women in the maritime / transport /logistic sectors in the country. Women represent only 18% of workers in these sectors, equivalent to 1.2% of the total female labor force in the country. Furthermore, women are overrepresented in lower-paying sectors with low productivity rates. During the 2012 census, approximately 12.5% of the population had at least one disability, of these 14.3% are women and 10.7% are men. According to a 2016-2017 IDB survey, persons with disabilities (PwD) represent 9.2% of the population, of which a large majority do not participate in the labor force.

The request to develop a Gender and PwD Inclusion Strategy and Action Plan for the Department of Civil Technical Works was made in a later instance, due to the policy intention by the Ministry of Public Works to contribute to decent work for all. This new part of the assignment “to develop a Gender and PwD Inclusion Strategy and Action Plan for the Department of Civil Technical Works” was formalized through an addendum to the contract.

Objectives

The objective of this assignment was to gather information, establish a baseline, and develop and support the implementation of a Gender and PwD Inclusion Strategy and Action Plan that contributes to mainstreaming the equality approach within the Port of Paramaribo and the Directorate of Civil Technical Works of the Ministry of Public Works (hereinafter Ministry of Public Works), promoting the participation of women and people with disabilities (PwD) in the activities of both entities. This was achieved through a participatory methodology during the assessment, as well as during strategy development to encourage the use and appropriation of the strategy by implementers.

Specifically, the consultant conducted a gender and diversity assessment of the labor market at the Port of Paramaribo and the Ministry of Public Works to identify opportunities for the development of a Gender

and PwD Inclusion Strategy and Action Plan. The consultant also developed a capacity development response, which included a training program, to develop strategic actions that increase the participation of women and PwD in the labor force of different stakeholders at the port and the ministry.

In addition, the consultant facilitated internships for PwD, including women, at companies operating within the Port of Paramaribo and the Ministry of Public Works, to provide hands-on experience and training opportunities for this group, and to further promote their participation in the labor force.

To achieve these objectives, the consultant conducted a comprehensive gender approach, including training and empowerment of women to conduct specialized logistic services and related activities under partnerships with stakeholders, as well as initiatives targeting the inclusion of PwD in the labor force. The consultant also used a participatory methodology during the assessment, which involved gathering the necessary baseline information, and jointly formulating the Gender and PwD Inclusion Strategy and Action Plan with relevant stakeholders.

The Gender and PwD Inclusion Strategy and Action Plan was designed to be comprehensive and provide recommendations for all the barriers identified in the diagnosis, with a specific focus on the representation of women and PwD in the labor force. The training program developed as part of the capacity development response aimed to address the sector demands identified in the baseline information collected, to ensure that the training is relevant and useful for the stakeholders involved.

Importance of Inclusion in Suriname's Social and Economic Development Goals

The importance of the Consultant's work cannot be overstated in the context of the broader social and economic development goals of Suriname. The inclusion of women and PwD in the labor force has the potential to promote economic growth and reduce inequalities. By increasing the participation of women and PwD in the logistics and transportation sectors, Suriname can tap into a previously underutilized talent pool, enhancing the competitiveness and efficiency of these industries.

However, women and PwD face a range of barriers that limit their participation in the labor force in Suriname. These include discriminatory hiring practices, lack of access to training and education (specifically for PwD), and inadequate support and accommodations in the workplace. The Gender and PwD Inclusion Strategy and Action Plan developed by the Consultant addresses these barriers through a comprehensive approach that focuses on the enabling environment, organizational policies and practices, and individual skills and knowledge.

The gender and diversity assessment conducted by the Consultant provided a clear picture of the specific barriers facing women and PwD in the logistics and transportation sectors in Suriname. The resulting Gender and PwD Inclusion Strategy and Action Plan is designed to address these barriers and promote the inclusion of women and PwD in the labor force. The facilitation of PwD internships at the Port of

Paramaribo companies and the Ministry of Public Works also provided practical training and skills for PwD to acquire the necessary knowledge and experience to work in the sector.

Overall, the Consultant's work has contributed to the development of Suriname by promoting gender equality and inclusion in the labor force. Through the implementation of the Gender and PwD Inclusion Strategy and Action Plan, Suriname can take steps towards more sustainable, equitable, and competitive economic growth.

Methodology and approach used

The consultant conducted a gender and diversity assessment of the labor market at the Port of Paramaribo and the department of Civil Technical Works to identify opportunities for the development of a Gender and PwD Inclusion Strategy and Action Plan. The assessment gathered baseline information on gender and diversity in the workplace, analyzed labor inclusion policies in the port, and identified barriers to the participation of women and PwD in the labor force. Based on the findings, the consultant developed and supported the implementation of an Inclusion Strategy that aimed to mainstream the equality approach within the Port of Paramaribo and the department of Civil Technical Works. The overall objective was to increase the participation of women and PwD in the activities of the port and the Ministry of Public Works.

To achieve this, the consultant used a participatory methodology during the assessment, which involved gathering necessary baseline information, and jointly formulating the Gender and PwD Inclusion Strategy and Action Plan with stakeholders to encourage use and appropriation of the strategy and action plan by implementers. The technical approach used for the assessment and development of the inclusion strategy was based on the 'gender continuum' by Geeta Rao Gupta, and turned it into a strategy to integrate the concerns and experiences of people with disabilities, women, and men in the design, implementation, monitoring, and evaluation of policies and programs. The consultant analyzed gender and diversity at three levels: enabling environment (context), organizational, and individual, using a qualitative analysis of data/indicators collected through literature reviews, key informant interviews, electronic surveys, and focus groups.

The Gender and PwD Inclusion Strategy and Action Plan developed by the consultant was comprehensive and provided recommendations for all the barriers identified in the diagnosis, including a capacity development response in the form of a training program. The training program was designed to respond to the sector demands and ensure that the participation of women and PwD in the labor force of different stakeholders at the port and the Ministry of Public Works is increased. The consultant also analyzed previous stakeholder engagement activities to assess progress and identify the main limitations encountered during the stakeholder engagement process. The Gender and PwD Inclusion Strategy and Action Plan and training incorporated specific measures to help overcome the main limitations identified during the initial stakeholder engagement analysis, which was a critical success factor for successful stakeholder engagement and the prevention of consultation fatigue.

The consultant also facilitated internships for people with disabilities, including women, at the Port of Paramaribo companies and the Ministry of Public Works. These internships provided practical training for PwD to acquire necessary skills to work in the sector. To implement these internships, the consultant established partnerships with relevant stakeholders, including companies operating at the Port of Paramaribo and the Ministry of Public Works. The partnerships were aimed at promoting the inclusion of PwD in the labor force of the different stakeholders at the port and the Ministry, increasing the diversity of the workforce in these sectors. The consultant also provided training to the companies and the Ministry to ensure that the PwD internships were effectively implemented and that the PwD interns received the necessary support and accommodations to succeed in their roles. Through the internships, PwD gained practical experience and skills, increasing their chances of securing future employment in the logistics and transportation sectors.

II. Diagnosis of the Six Core Inclusion Capacities

The goal of the assignment was to develop and support the implementation of a Gender and PwD Inclusion Strategy and Action Plan that helps the Port of Paramaribo and Ministry of Public Works mainstream an equality approach while promoting the participation of women and people with disabilities (PwD) in the port's and Ministry of Public Works' operations. To achieve this goal, a capacity assessment has been conducted to gather data, establish a baseline, and develop a Gender and PwD Inclusion Strategy and Action Plan for key stakeholders.

Diagnosis at the Port of Paramaribo

This subchapter summarizes the findings of the analysis of the six core inclusion capacities at the Port of Paramaribo.

1. Equal recruitment of personnel

This capacity is underdeveloped, and the study recommends that employers in the maritime sector clearly define their recruitment policies to include women and PwD. There should also be active recruitment efforts to accomplish inclusion and equality, particularly in underrepresented jobs. Stakeholders should also enhance women and PwD confidence.

2. Division of labor and equal wage

This is the best-developed capacity, but the capacity to hire women and PwD as staff members and to acquire a gender balance as well as PwD inclusiveness in technical jobs and leadership scores very low. Additionally, the parameter of getting paid the same as colleagues with similar jobs was rated low, especially by women. Employers in the maritime industry should make infrastructure adjustments for women and PwD and ensure that they have access to safe and reliable transportation to and from the workplace.

3. Equal professional development and promotion

This capacity is underdeveloped, and employers should provide personnel with training on unconscious biases, instances of PwD or gender discrimination, and other relevant topics. Employers' investments will be required towards equipment to facilitate communication and the success of PwD on the job.

4. Partnerships and advocacy for equality

This is the least-developed capacity, and the study recommends the implementation of a Gender and PwD Inclusion Strategy and Action Plan committee to enable stakeholders to cooperate and pool their financial and human resources. Maritime industry partners should organize workshops to dispel common

misconceptions about PwD, and promote PwD role models to show, particularly to young people, that PwD can also work in this sector.

5. Work-life balance and social responsibility

This capacity has partially been developed, and employers should implement initiatives to improve the work-life balance like offering the option to work from home with flexible work hours or offer (financial) assistance for childcare. Employers are also stimulated to include discussions about diversity and gender transformation during family days.

6. Gender and diversity at the workplace

This partially developed core inclusion capacity is second-best developed. Employers should develop a Gender and PwD Inclusion Strategy and Action Plan with allocated financial and human resources. Employers should also provide independent management counseling and complaint services in a confidential manner to support their sexual harassment policy.

In conclusion, the diagnosis of the six core inclusion capacities at the Port of Paramaribo reveals some strengths but also significant areas for improvement in promoting gender and diversity inclusion in the workplace. The resulting recommendations served as a guide for stakeholders to develop and support the implementation of a Gender and PwD Inclusion Strategy and Action Plan that mainstreamed an equality approach while promoting the participation of women and PwD in the port's operations.

Diagnosis at the Department of Civil Works

In addition to the assessment at the port a similar process was done at the Ministry of Works (Department of Civil Works), which gave the following findings.

1. Equal Recruitment of Personnel

This core inclusion capacity for equal recruitment of personnel is the third-best developed capacity, although there are hardly any inclusive policies developed for recruitment. However, people mostly feel they were treated equally, and no questions were asked regarding impairment or family responsibilities.

2. Division of Labor and Equal Wage

This is the best-developed core inclusion capacity, although the capacity to acquire a gender balance as well as PwD inclusiveness in technical jobs scores very low. The parameter of getting paid the same as colleagues with similar jobs was rated low, especially by women.

3. Equal Professional Development and Promotion

This core capacity is rather underdeveloped and classified as pre-last overall. However, it received the highest score on an organizational level, especially influenced by the capacity to provide access to training on professional and soft skills for men, women, and PwD equally.

4. Partnerships and Advocacy for Equality

This is the least-developed core inclusion capacity, and respondents scored the capacity to advocate for diversity and gender equality in the sector very low.

5. Work-Life Balance and Social Responsibility

This core capacity has only partially been developed, and the lowest ranking was received for the capacity to engage family members and communities in transforming gender and diversity relations.

6. Gender and Diversity at the Workplace

This core inclusion capacity, although also only partially developed, is second-best developed. Both women and men rated their support to diversity and gender equality in the company quite high.

Based on the assessment a series of recommendations were made for each of the six core inclusion capacities. Some of the main recommendations relate to efforts towards affirmative active recruitment, training personnel and management on gender equality and PwD inclusion, facilitating access to vocational education and internships for PwD, improving the work-life balance amongst others through offering (financial) assistance for childcare, and establishing a culture of intolerance for sexual assault within the workplace.

Overall, the diagnosis conducted at the Department of Civil Works suggests that more can be done to promote diversity and gender equality in the workplace. It is recommended that stakeholders actively collaborate and pool their resources to ensure the implementation of the Gender and PwD Inclusion Strategy and Action Plan.

Challenges Faced by Women and PwD in the Workplace

While the previous subchapters provide some information on the challenges faced by women and PwD in respectively the Port of Paramaribo and Department of Civil Works, additional detail is needed to fully understand the discrimination, biases, and barriers that they face.

For example, in the capacity of Equal Recruitment of Personnel, there is a lack of inclusive policies developed for recruitment. By developing these policies, barriers for women and PwD can be diminished through addressing their specific needs or circumstances. Additionally, the pool of possible PwD, and to a lesser extent female, candidates should be augmented, to achieve inclusion and equality, particularly in underrepresented jobs.

In the capacity of Division of Labor and Equal Wage, the capacity to acquire a gender balance as well as PwD inclusiveness in technical jobs is low. This lack of diversity creates a biased work environment that -

perhaps unconsciously- leads to the exclusion of women and PwD. Additionally, the parameter of getting paid the same as colleagues with similar jobs was rated low, especially by women. This suggests that women may not be receiving equal pay for equal work, which can create financial barriers and perpetuate gender inequality.

In the capacity of Equal Professional Development and Promotion, the opportunities to acquire higher positions in the organization were rated quite low, especially by women. This suggests that there may be biases or discrimination that prevent women and PwD from advancing their professional development or other barriers that limit their opportunities for professional growth and advancement.

In the capacity of Partnerships and Advocacy for Equality, the study found that there was a lack of partnerships and advocacy for PwD and gender equality in the sector. Such partnerships and advocacy initiatives could support the creation of a work environment supportive of women and PwD, as it could take away biases and discrimination. By creating public-private partnerships related to gender equality and PwD inclusion, as well as the engagement with women or PwD organizations, can augment the resources and support available to women and PwD.

In the capacity of Work-Life Balance and Social Responsibility, the capacity to engage family members and communities in transforming gender and PwD relations was rated low. Engaging them more could catalyze a transformative change in society and stimulate a work environment that is more supportive of the specific needs and circumstances of women and PwD. Additionally, infrastructure adjustments for women and PwD, and access to safe and reliable transportation to and from the workplace, can take away barriers to equal participation in the workplace.

In the capacity of Gender and Diversity at the Workplace, while both women and men rated their support to diversity and gender equality in the company quite high, the lack of a Gender and PwD Inclusion Strategy and Action Plan with allocated financial and human resources can limit the resources and support available to women and PwD. There is moreover a lack of support for LGBT+ and of potential influence that women feel they have in decision-making.

Overall, the challenges faced by women and PwD in the workplace can be diverse and complex, with existing (unconscious) biases often creating significant barriers to inclusion and equality. It is important for organizations to fully understand these challenges and take proactive steps to address them, in order to create a work environment that is supportive of all employees.

III. Gender and PwD Inclusion Strategy and Action Plan: Overview of the Strategy, Key Elements of the Action Plan, Prioritized Activities for the Short Term as per Payment Calendar

Gender and PwD Inclusion Strategy and Action Plan of the Port of Paramaribo

Introduction

The Port of Paramaribo recognizes the need to improve its gender and PwD inclusion capacities and has developed a strategy and action plan to address this issue. The key elements of the action plan include improving partnerships and advocacy for equality, equal recruitment and division of labor with equal wage, equal professional development and promotion, work-life balance and social responsibility, and gender and diversity in the workplace.

Based on the assessment, the port has identified prioritized activities for the short term, which include:

- Creating a gender and PwD diversity strategy with allocated financial and human resources.
- Developing internal policies and guidelines to regulate paternal leave or reconcile work and family life.
- Providing training and internships for women and PwD.
- Ensuring job descriptions are specified to include a diverse working population.
- Collaborating with PwD organizations to include a diverse workforce.
- Raising awareness on gender and diversity through posters, workshops, and anonymous helplines.
- Facilitating childcare by providing financial support and/or an enabling environment.
- Establishing partnerships with stakeholder organizations to further the inclusion of more female and PwD in the workplace.
- Addressing the needs of PwD, such as special furniture if needed, accessible restrooms, and sign language training.
- Promoting women-related issues in communication materials.
- Using gender-inclusive language.
- Developing a policy for the prevention and response to cases of labor or sexual harassment at the workplace.
- Establishing an internal complaints committee to investigate cases of discrimination and advise the employer about corrective measures.

By implementing these prioritized activities, the Port aims to improve its gender and PwD inclusion capacities and create a more inclusive workplace for all employees.

Gender and PwD Inclusion Strategy and Action Plan of the Port of Paramaribo

Overall Strategy objective: More women and PwD working at the Jules Sydney Terminal (JST).

Impact indicator: By the end of 2025, at least 30% of personnel at the JST are women (with a minimum of 35 women on new positions or previously occupied by men), and minimum 7 PwD have been newly contracted.

Table 1: Employability and recruitment

This table combines the first two core inclusion capacities:

- 1) Equal recruitment of personnel.
- 2) Division of labor and equal wage. The latter is not included in the objectives as most entities have fixed salaries for each position; private companies can decide to establish their own objectives on the topic.

Objective 1.1: More women and PwD working at the JST in technical jobs. ¹
Objective 1.2: More women in leadership positions.
Objective 2: Equal treatment for PwD and women established.
Outcome indicator 1.1: By the end of 2025, at least 20% of all technical staff at the JST are women.
Outcome indicator 1.2: By the year 2025, at least 30% of higher management positions are taken by women.
Outcome indicator 2: By end 2025 at least one policy and regulation on equal treatment for PwD and women has been established for the JST and two main stakeholders have developed their own.

Activities	Challenges	Output Indicators	Other key actors ¹	Input / Resource ²	Verification Sources ³
1. Develop gender and diversity policies and regulations, including on recruitment, equal wage, equal treatment (non-discrimination, code of conduct, etc.) and sexual molest (see also last table), taking into account (new) legislation on the topics.	<ul style="list-style-type: none"> - No policies in place to facilitate diversity and gender equality at the port stakeholders - Recruitment policies are not gender and diversity inclusive 	<p>By July 2024, there is 1 gender and diversity policy and regulation for the JST to be implemented by all stakeholders.</p> <p>Individually, each stakeholder must develop their own gender and diversity policy and regulation. The goal is that at least 2 of the JST stakeholders have developed their own by end 2025.</p>	<ul style="list-style-type: none"> - Alliance for decent work - BGA - Ministry of Labor - Presidential Welfare Commission for PwD - WiMAC - Women organizations such as NWM, WRC. - PwD NGOs - Family members and caretakers of PwD 	- Human and financial resources from all stakeholders	- The policies and regulations for all main stakeholders
2. Awareness trainings for managers, including on equal recruitment,	<ul style="list-style-type: none"> - Limited awareness of leadership about 	During 2023-2025 two awareness trainings per year for a total of	<ul style="list-style-type: none"> - BGA - Trainings institutions - Ministry of Social Affairs 	- Human and financial resources from all stakeholders	- Participants lists for dates

¹ Please note that numbers of objectives are not related to priority but to the numbers of the core inclusion capacities.

Activities	Challenges	Output Indicators	Other key actors ¹	Input / Resource ²	Verification Sources ³
treatment and wage, non-discrimination, human rights for PwD and women, their potential for leadership and technical positions, division of productive – reproductive tasks and sexual harassment (see table 3)	the abilities of PwD and women in technical jobs	16 managers on gender and diversity, including on equal treatment and wage, non-discrimination, human rights for PwD and women, their potential for leadership and technical positions, division of productive – reproductive tasks and sexual harassment (see table 3)	<ul style="list-style-type: none"> - WiMAC - International coop - PwD NGOs - Women NGOs 	<ul style="list-style-type: none"> - Potential support of IC 	<ul style="list-style-type: none"> and number of pp. - Training Manuals - Evaluation of learnings
3.Awareness trainings for personnel (not managers = previous point) of JST stakeholders, including on equal treatment and wage, non-discrimination, human rights for PwD and women, their potential for leadership and technical positions, division of productive – reproductive tasks and sexual harassment (see table 3)	<ul style="list-style-type: none"> - Limited awareness of personnel about the abilities of PwD and women in technical jobs 	During 2023-2025 two awareness trainings per year for a total of 20-26 staff on gender and diversity, including on equal treatment and wage, non-discrimination, human rights for PwD and women, their potential for leadership and technical positions, division of productive – reproductive tasks and sexual harassment (see table 3)	<ul style="list-style-type: none"> - BGA - Trainings institutions - Ministry of Social Affairs - WiMAC - International coop - PwD NGOs - Women NGOs - Training institutes 	<ul style="list-style-type: none"> - Human and financial resources from all stakeholders - Potential support of IC 	<ul style="list-style-type: none"> - Participants lists for dates and number of pp. - Training Manuals - Evaluation of learnings
4.Empowerment workshops for PwD and women in relation to employment abilities and opportunities at the JST, including awareness and inspire to work at the port, especially in technical jobs and leadership positions.	<ul style="list-style-type: none"> - Women, PwD and their families are unaware of their employment abilities and opportunities at the port 	During 2023-2025 two empowerment trainings per year for a total of 20-26 women and 15 PwD (separately, so 4 trainings in total) on employment abilities and opportunities for PwD and women at the port, including awareness and inspire to work at the port, especially in technical jobs and leadership positions. Including at least 1 training a year with the families of PwD and women (separately, so 2 in total)	<ul style="list-style-type: none"> - BGA - Trainings institutions - Ministry of Social Affairs - WiMAC - International coop - PwD NGOs - Women NGOs - Private or public training institutes, e.g. AdeKUS Agogical and Educational Sciences - Family members and caretakers of PwD 	<ul style="list-style-type: none"> - Human and financial resources from all stakeholders - Potential support of IC 	<ul style="list-style-type: none"> - Participants lists for dates and number of pp. - Training Manuals - Evaluation of learnings
5.Management training for women working at JST to strengthen capacities and skills.	<ul style="list-style-type: none"> - Majority of leadership positions are taken by men 	During 2023-2025 one management training per year for a total of 20-26 women working	<ul style="list-style-type: none"> - BGA - Trainings institutions - Ministry of Social Affairs - WiMAC - International coop 	<ul style="list-style-type: none"> - Human and financial resources from all stakeholders - Potential support of IC 	<ul style="list-style-type: none"> - Participants lists for dates and number of pp.

Activities	Challenges	Output Indicators	Other key actors ¹	Input / Resource ²	Verification Sources ³
		at JST to strengthen capacities and skills.	<ul style="list-style-type: none"> - Women NGOs - Private or public training institutes, e.g. AdeKUS Agogical and Educational Sciences 		<ul style="list-style-type: none"> - Training Manuals - Evaluation of learnings
6. Develop infomercials to raise awareness for the role of PwD and women in technical positions at the JST, includes showcasing positive PwD and women role models in the maritime sector	<ul style="list-style-type: none"> - No PwD role models visible - Women role models only visible in limited spaces - No PwD and women awareness programs 	Between 2023-2025 one infomercial per year on women and PwD role models in the maritime sector shown on national television, as inspiration for PwD and women and to raise awareness of general public.	<ul style="list-style-type: none"> - BGA - Ministry of Social Affairs - WiMAC - International coop - PwD NGOs - Women NGOs - AdeKUS PR with Agogical and Educational Sciences - Ministry of Education 	<ul style="list-style-type: none"> - Human resources from communication departments of involved parties. - Funding from national government, international cooperation, or private stakeholders 	- The 3 infomercials
7. Influencers use social media to raise awareness for the role of PwD and women in technical and leadership positions in the maritime sector, including schooling, training and employability	- Little awareness on abilities of PwD and women in the maritime sector	Between July 2023 and end 2025 one post per quarter, to raise awareness on the role of PwD and women in technical and leadership positions in the maritime sector including on schooling, training and employability	<ul style="list-style-type: none"> - Social media influencers - Ministry of Social Affairs - WiMAC - Alliance for decent work - Presidential Welfare commission for PwD - PwD NGOs - Women NGOs - SMI - Min of education 	<ul style="list-style-type: none"> - Human resources of social media influencers - Financing or material benefits for social media influencers from private companies 	- The monthly social media posts
8. Affordable and adequate transportation available for PwD	<ul style="list-style-type: none"> - Limited access to adequate transport - Limited financial resources 	As of end 2024, all PwD working at the JST have access to affordable transport to their workplace.	<ul style="list-style-type: none"> - Ministry of Transport - NVB - Presidential Welfare Commission for PwD - Ministry of Finance - Wan Okasi - Other PwD NGOs 	<ul style="list-style-type: none"> - Vehicles adapted to transport PwD - Subsidy for the fare (by employer or Government) 	- The fare PwD pay to get to their work
9. Get adequate equipment, software and tools for PwD	- Limited access to equipment for better functioning at the workplace of PwD	By the end of 2025, all PwD working at the JST have access to adequate equipment, software and tools for optimal functioning at the workplace.	<ul style="list-style-type: none"> - Presidential Welfare Commission for PwD - Ministry of Labor - Alliance for decent work - PwD NGOs 	- Equipment adapted for PwD offered by their employer	- The available equipment, software and tools for PwD

Activities	Challenges	Output Indicators	Other key actors ¹	Input / Resource ²	Verification Sources ³
10. Improve universal access to buildings and infrastructure at the JST and stakeholder's offices	- Limited access to the buildings and other infrastructure at the JST for PwD	As of end 2025, all main stakeholders at the JST have made adjustments to their buildings or other infrastructure in such a way that all PwD personnel have access to their workplace.	<ul style="list-style-type: none"> - Ministry of Finance - Presidential Welfare Commission for PwD - National Assembly - PwD NGOs - Ministry of Labor 	- Human and financial resources for adaptation of buildings / infrastructure financed by each stakeholder	- The adjusted infrastructure for PwD

¹ Always includes all main stakeholders unless otherwise specified, thus only external actors are mentioned. Specific tasks for public and private stakeholders will have to be defined in close coordination with them and the PMT.

² Human, material and financial resources.

³ Primary or secondary sources such as written or audiovisual documentation.

Table 2: Equal professional development and Partnerships for equality

This table combines the third and fourth core inclusion capacities:

- 1) Equal professional development
- 2) Partnerships and advocacy for equality: the partnership will be the PMT based on a MoU within a Corporate Governance Structure. The PMT will work together with the alliance for decent work, coordinated by VSB. Partnerships with other key actors will be established according to activity.

Objective 3: More PwD and women in technical vocational training preparing them to work at the JST.

Objective 4: Raised awareness on gender and diversity at primary schools and selected ministries.

Outcome Indicator 3: By end 2025, the percentage of women participating in technical schooling has increased by 5 percent point; 30 women have received a scholarship and at least 16 PwD have had access to technical schooling and training through accessible transport, adequate equipment and scholarships.

Outcome Indicator 4: By end 2025, primary schools have gender and diversity integrated into their curriculum and there are gender and PwD focal points in at least the ministries of OW, education, justice, labor, social affairs, home affairs.

Activities	Challenges	Output Indicators	Other key actors ¹	Resources ²	Verification Sources ³
1. Generating research data on PwD needs, financial status and employability, disaggregated by sex	Insufficient data available on PwD in general: needs, financial status, employability	By end 2023, one report is available on the needs, financial status and employability of PwD, disaggregated by sex covering whole Suriname	<ul style="list-style-type: none"> - General Bureau for Statistics - AdeKUS Faculty of Social Sciences - PwD NGO's 	<ul style="list-style-type: none"> - Small grant - Project funding - Financing from Port stakeholders 	<ul style="list-style-type: none"> - The report on PwD
2. Include awareness raising on diversity and gender equality in the curriculum of primary schools	Education does not provide information about diversity and gender equality to children	As of October 2025, awareness about diversity and gender equality is integrated into primary school curriculum and awareness raising materials available for every class level	<ul style="list-style-type: none"> - Ministry of Education - AdeKUS Agogical and Educational Sciences - Possible PhD candidate 	<ul style="list-style-type: none"> - Financing from the Ministry of Education - PhD budget 	<ul style="list-style-type: none"> - The curriculum - The awareness raising material
3. Augment with PwD the gender focal points at ministries who works close together with the planning units, especially the ministries of OW, TCT, education, justice, labor, social affairs, home affairs.	Laws and regulation are inefficient	By end 2024 there are gender and PwD focal points in at least the ministries of OW, education, justice, labor, social affairs, home affairs.	<ul style="list-style-type: none"> - Ministries of OW, TCT, education, justice, labor, social affairs, home affairs - BGA 	Financed by each ministry	<ul style="list-style-type: none"> - The ombudspersons

Activities	Challenges	Output Indicators	Other key actors ¹	Resources ²	Verification Sources ³
4. Increase the number of women participating in technical schooling focused on port labor by offering them scholarships	- Few women participate in technical schooling preparing them to work at the JST	As of July 2023, a minimum of 10 women a year receive a scholarship for technical schooling By 2025, the percentage of women participating in technical schooling has increased by 5 percent point.	- SMI - NATIN, Polytechnic and other educational institutes - Ministry of Education - WiMAC - Women NGOs	- Human resources provided by all actors - Financial resources from public, private and international sources ²	- Number of women attending technical schooling - Number of women receiving a scholarship for technical schooling
5. Make technical schooling and training opportunities available for PwD	- PwD do not have access to technical schooling and training due to a lack of transport, equipment (software and tools) and financing	As of October 2024, at least 8 PwD a year have access to technical schooling and training through accessible transport, adequate equipment and scholarships	- SMI - SLO - NATIN, Polytechnic and other educational institutes - Ministry of Education - Ministry of Internal Affairs - Ministry of Finance - Presidential Welfare commission PwD - SNMA - Bureau for Special Education - Alliance for decent work - PwD NGOs, esp. those that run schools	- Human resources provided by all actors - Financial resources from public, private and international sources ³	- Number of PwD attending technical schooling and training - Number of PwD receiving a scholarship for technical schooling or training - The available equipment, software and tools for PwD
6. Make vocational school buildings accessible for PwD	- Public vocational school buildings and facilities are not accessible throughout Suriname	By October 2025, 1 building in each district is made accessible for PwD, including the SMI facilities in Paramaribo	- Ministry of OW - SMI - SLO - NATIN, PTC and other educational institutes - Ministry of Education - Ministry of Home Affairs - Ministry of Finance - Presidential Welfare commission PwD - Bureau for Special Education - Alliance for decent work - PwD NGOs, esp. those that run schools	- Financial resources from public, private and international sources. E.g. from future potential employers such as the actors at the JST	- The adjusted buildings and facilities

¹ Always includes all main stakeholders unless otherwise specified, thus only external actors are mentioned. Specific tasks for public and private stakeholders will have to be defined in close coordination with them and the PMT.

² Human, material and financial resources.

³ Primary or secondary sources such as written or audiovisual documentation.

² E.g. future potential employers could offer to finance a number of scholarships x year.

³ E.g. future potential employers could offer to finance equipment and / or a number of scholarships x year.

Table 3: Work-life balance and social responsibility

This table combines the fifth and sixth core inclusion capacities:

- 1) Work-life balance and social responsibility
- 2) Gender and diversity at the workplace

Objective 5: Improved balance between productive and reproductive tasks in families of people working at JST (e.g. Gender Division of Labor – GdoL).
Objective 6: Good follow-up of (sexual) harassment cases. ⁴
Outcome Indicator 5.1: as of end 2025 at least 40% of employees indicate a better balance in sharing reproductive tasks with their partners (see also awareness raising activities in table 1 and 2). For productive tasks: See table 1
Outcome indicator 6.1: as of July 2024, stakeholders at the JST have clear regulations in place regarding sexual and labor harassment at the workplace and all cases are being followed up on according to this regulation.

Activities	Challenges	Output Indicators	Other key actors ¹	Resources ²	Verification Sources ³
1. Develop discussions in the media on diversity and gender equality (see table 1 for activities within stakeholders), amongst others in combination with SDG activities, highlighting also the SDGs.	<ul style="list-style-type: none"> - People in society know little about diversity and gender (in)equality - Existing socio-cultural norms suppress PwD and women - Discussions about gender and diversity are not sufficiently part of public life 	As of January 2024, implement a gender and diversity talks program that airs quarterly with a build up around March 8 th (Women's Day), December 3 rd (PwD day) and other important equality and diversity days.	<ul style="list-style-type: none"> - WiMAC - BGA - Ministries of Social and Home affairs - AdeKUS Faculty of Social Sciences - PwD NGOs, including Wan Okasi and their radio program - Women NGOs - Media - Influencers 	<ul style="list-style-type: none"> - Financial and human resources (PR) from all JST stakeholders and other interested parties - Small grant / international funding 	<ul style="list-style-type: none"> - The discussions on air (TV / Radio) and in newspapers or social media - Events organized on March 8th and December 3rd
2. Family / community days with awareness raising on diversity and gender equality	Idem	During 2023-2025 one awareness raisings event per year for JST staff and their families / communities, focusing on diversity and the abilities of PwD (3/12) and gender inequality (including GDoL) and the abilities of women (8/3)	<ul style="list-style-type: none"> - BGA - Ministry of Social Affairs - WiMAC - International coop - PwD NGOs - Women NGOs 	<ul style="list-style-type: none"> - Human and financial resources from all parties involved, paying for the days organized for their own staff and 	<ul style="list-style-type: none"> - Documentation of the events (invites, photos, videos, etc) - Number of participants at each event

⁴ Please note that numbers of objectives are not related to priority but to the numbers of the core inclusion capacities.

Activities	Challenges	Output Indicators	Other key actors ¹	Resources ²	Verification Sources ³
				their families / communities	
3. Adequate infrastructure for women: sanitation, breast feeding / milk pump spaces, separate changing rooms, etc. this could be one multifunctional room	Not all stakeholders at the JST have adequate infrastructure for women	By end 2025 all stakeholders have adequate sanitation for women and at least 2 have breast feeding spaces and another 2 separate changing rooms	<ul style="list-style-type: none"> - BGA - Ministry of Labor - WiMAC - Women NGOs - Construction companies 	Human and financial resources from all parties involved, paying for the infrastructure in their own offices / JST areas	<ul style="list-style-type: none"> - The infrastructure itself - Number of women making use of the infrastructure
4. Develop a policy and regulation on how to deal with (sexual) harassment at JST stakeholders (see also table 1 for overall G&D policy as well as awareness trainings on the topic) in line with current legislation	No clear policies or regulations on (sexual) harassment	By July 2024, at least 2 of the JST stakeholders have a policy and regulation on (sexual) harassment (ideally all 7)	<ul style="list-style-type: none"> - BGA - Ministry of Labor - Ministry of Social Affairs - National Assembly - WiMAC - International coop - PwD NGOs - Women NGOs 	- Human and financial resources of involved parties	- The policies and regulations
5. Offer clear and easily accessible ways to denounce cases of (sexual) harassment at the JST anonymously and follow up on all cases	<ul style="list-style-type: none"> - Staff is not aware how and where to denounce (sexual) harassment cases - Stakeholders don't know how many cases they have (had), nor is it clear how they are followed up. 	As of July, 2024 at least 2 (preferably 7) of the JST stakeholders have clear and easily accessible ways to make anonymous denouncements and follow up on all cases.	<ul style="list-style-type: none"> - BGA - Ministry of Labor - Ministry of Social Affairs - National Assembly - WiMAC - International coop - PwD NGOs - Women NGOs 	- Human and financial resources of involved parties	<ul style="list-style-type: none"> - Descriptions on ways to make denouncements anonymously - Number of cases (not) followed up on.

Gender and Inclusion Strategy and Action Plan for the Department of Civil Works

Introduction

The strategy for the Department of Civil Works in Gender and Inclusion is aimed at developing and implementing policies and practices to ensure gender and PwD inclusivity within the Department of Civil Works of the Ministry of Public Works. This strategy aims to address the current gaps and disparities in the areas of equal professional development and promotion, division of labor and equal wage, equal recruitment of personnel, partnerships and advocacy for equality, and work-life balance and social responsibility.

Key elements of the action plan: The action plan focuses on creating awareness and implementing policies and guidelines to ensure equal opportunities for recruitment, promotion, and professional development of women and PwD. It also seeks to establish partnerships with stakeholder organizations to promote gender and diversity inclusivity within the sector. The action plan involves the development and implementation of training and mentoring programs for employees, as well as the establishment of breastfeeding spaces and childcare services. The plan also ensures that job descriptions are inclusive of diverse working populations and that there are policies in place to address biases and violations of hiring policies.

Prioritized activities for the short term as per payment calendar:

- Establish a policy and guidelines for gender and diversity inclusivity in recruitment, staff selection, and hiring criteria.
- Develop a training and mentoring program for employees on gender and diversity inclusivity.
- Create partnerships with stakeholder organizations to promote gender and diversity inclusivity within the sector.
- Develop and implement policies to ensure equal opportunities for recruitment, promotion, and professional development of women and PwD.
- Establish breastfeeding spaces and childcare services for employees.
- Develop job descriptions that are inclusive of diverse working populations.
- Implement policies to address biases and violations of hiring policies.
- Establish a mechanism for performance appraisal conversation and promotional processes.
- Develop and implement policies to provide a financial incentive or compensation for replacement staff, training/support to supervisors of employees on leave, and mentoring/succession planning before leave takes effect.
- Develop and implement policies to ensure work-life balance and social responsibility, including the option of working from home and adequate sanitation in the field.
- The lack of accessible infrastructure for PwD is a crucial barrier in both the private sector and the government. PwD need suitable training and internship opportunities before they can enter the workplace, and role models would show other PwD and women the opportunities, functioning, and capabilities of similar persons at the workplace.

Gender and Inclusion Strategy and Action Plan for the Department of Civil Works

Overall objective: More women and PwD working at CTW - OW.

Impact indicator: By the end of 2025, at least 30% of personnel at CTW - OW are women, and minimum 3 PwD have been newly contracted.

Table 4: Employability and recruitment

This table combines the first two core inclusion capacities:

- 3) Equal recruitment of personnel.
- 4) Division of labor and equal wage. The latter is not included in the objectives as OW has fixed salaries for each position, which is linked to experience and educational level.

Objective 1.1: More women and PwD working at OW in technical jobs. ⁵
Objective 1.2: More women in leadership positions.
Objective 2: Equal treatment for PwD and women established.
Outcome indicator 1.1: By the end of 2025, at least 20% of all technical staff at CTW-OW are women.
Outcome indicator 1.2: By the year 2025, at least 30% of higher management positions are taken by women.
Outcome indicator 2: By end 2025 at least one policy and regulation on equal treatment for PwD and women has been established for CTW-OW.

Activities	Challenges	Output Indicators	Other key actors ¹	Input / Resource ²	Verification Sources ³
1. Develop a gender and diversity policy and regulation, including on recruitment, equal wage, equal treatment (non-discrimination, code of conduct, etc.) and sexual molest (see also last table), taking into account (new) legislation on the topics.	<ul style="list-style-type: none"> - No policy in place to facilitate diversity and gender equality - Recruitment policies are not gender and diversity inclusive 	By July 2024, CTW - OW has a gender and diversity policy and regulation.	<ul style="list-style-type: none"> - Alliance for decent work - BGA - Ministry of Labor - Presidential Welfare Commission for PwD - WiMAC - Women organizations such as NWM, WRC. - PwD NGOs - Family members and caretakers of PwD 	<ul style="list-style-type: none"> - Human and financial resources from CTW-OW 	<ul style="list-style-type: none"> - The policy and regulation
2. Awareness trainings for managers, including on equal recruitment, treatment and wage, non-discrimination, human rights for PwD and women, their potential for leadership and technical positions, division of productive –	<ul style="list-style-type: none"> - Limited awareness of leadership about the abilities of PwD and women in technical jobs 	During 2023-2025 a total of 6 managers will have received awareness training (2 per year) on gender and diversity, including on equal treatment and wage, non-discrimination, human rights for PwD and women, their potential	<ul style="list-style-type: none"> - BGA - Trainings institutions - Ministry of Social Affairs - WiMAC - IC - PwD NGOs - Women NGOs 	<ul style="list-style-type: none"> - Human and financial resources from CTW-OW - Potential support of IC 	<ul style="list-style-type: none"> - Participants lists for dates and number of pp. - Training Manuals - Evaluation of learnings

⁵ Please note that numbers of objectives are not related to priority but to the numbers of the core inclusion capacities.

Activities	Challenges	Output Indicators	Other key actors ¹	Input / Resource ²	Verification Sources ³
reproductive tasks and sexual harassment (see table 6)		for leadership and technical positions, division of productive – reproductive tasks and sexual harassment (see table 6)			
3.Awareness trainings for personnel (not managers = previous point) of CTW-OW, including on equal treatment and wage, non-discrimination, human rights for PwD and women, their potential for leadership and technical positions, division of productive – reproductive tasks and sexual harassment (see table 6)	- Limited awareness of personnel about the abilities of PwD and women in technical jobs	During 2023-2025 two awareness trainings per year for a total of 3 staff members ⁶ on gender and diversity, including on equal treatment and wage, non-discrimination, human rights for PwD and women, their potential for leadership and technical positions, division of productive – reproductive tasks and sexual harassment (see table 6)	- BGA - Trainings institutions - Ministry of Social Affairs - WiMAC - International coop - PwD NGOs - Women NGOs - Training institutes	- Human and financial resources - Potential support of IC	- Participants lists for dates and number of pp. - Training Manuals - Evaluation of learnings
4.Empowerment workshops for PwD and women in relation to employment abilities and opportunities at CTW-OW and JST, including awareness and inspire to work at the port, especially in technical jobs and leadership positions.	- Women, PwD and their families are unaware of their employment abilities and opportunities at CTW-OW and JST	During 2023-2025 two empowerment trainings per year for a total of 20-26 women and 15 PwD (separately, so 4 trainings in total) on employment abilities and opportunities for PwD and women at the JST and CTW-OW, including awareness and inspire to work at the JST / CTW-OW, especially in technical jobs and leadership positions. Including at least 1 training a year with the families of PwD and women (separately, so 2 in total)	- BGA - Trainings institutions - Ministry of Social Affairs - WiMAC - International coop - PwD NGOs - Women NGOs - Private or public training institutes, e.g. AdeKUS Agological and Educational Sciences - Family members and caretakers of PwD	- Human and financial resources from stakeholders - Potential support of IC	- Participants lists for dates and number of pp. - Training Manuals - Evaluation of learnings
5.Management training for women working at CTW-OW to strengthen capacities and skills.	- Majority of leadership positions are taken by men	During 2023-2025 one management training per year for a total of 3 women working at CTW-OW to strengthen capacities and skills.	- BGA - Trainings institutions - Ministry of Social Affairs - WiMAC - IC - Women NGOs	- Human and financial resources - Potential support of IC	- Participants lists for dates and number of pp. - Training Manuals

⁶ It can be 3 staff members in case CTW wants to join the trainings from JST. If trainings are only for CTW-OW staff these trainings can facilitate 20-26 staff members per training.

Activities	Challenges	Output Indicators	Other key actors ¹	Input / Resource ²	Verification Sources ³
			- Private or public training institutes, e.g. AdeKUS Agogical and Educational Sciences		- Evaluation of learnings

Activities	Challenges	Output Indicators	Other key actors ²	Input / Resources ³	Verification Sources ⁴
6. Affordable and adequate transportation available for PwD	- Limited access to adequate transport - Limited financial resources	As of end 2024, all PwD working at CTW-OW have access to affordable transport to their workplace.	- Ministry of Transport - NVB - Presidential Welfare Commission for PwD - Ministry of Finance - Wan Okasi - Other PwD NGOs	- Vehicles adapted to transport PwD - Subsidy for the fare (by CTW-OW or Ministry of Transport)	- The fare PwD pay to get to their work
7. Get adequate equipment, software and tools for PwD	- Limited access to equipment for better functioning at the workplace of PwD	As of end 2024, all PwD working at CTW-OW have access to adequate equipment, software and tools for optimal functioning at the workplace.	- Presidential Welfare Commission for PwD - Ministry of Labor - Alliance for decent work - PwD NGOs	- Equipment adapted for PwD offered CTW-OW	- The available equipment, software and tools for PwD
8. Improve universal access to buildings and other infrastructure of CTW - OW	- Limited access to the buildings and other infrastructure at CTW-OW for PwD	As of end 2025, the lift at the main building of CTW – OW is working and other adjustments to buildings and infrastructure have been made in such a way that all PwD personnel have access to their workplace.	- Ministry of Finance - Presidential Welfare Commission for PwD - National Assembly - PwD NGOs - Ministry of Labor	- Human and financial resources for adaptation of buildings / infrastructure financed by CTW-OW	- The adjusted infrastructure for PwD

¹ This column on “Other key actors” always includes CTW – OW and the stakeholders represented in the JST – PMT. Specific tasks for public and private actor mentioned in this column will have to be defined in close coordination with them and CTW – OW and JST - PMT.

² Human, material and financial resources.

³ Primary or secondary sources such as written or audiovisual documentation.

Table 5: Equal professional development and Partnerships for equality

This table combines the third and fourth core inclusion capacities:

- 3) Equal professional development
- 4) Partnerships and advocacy for equality: a general partnership will be set up with the JST-PMT and the alliance for decent work coordinated by VSB. Partnerships with other key actors will be established according to activity.

Objective 3: More PwD and women in technical vocational training preparing them to work at CTW-OW.

Objective 4: Raised awareness on gender and diversity at selected ministries.

Outcome Indicator 3: By end 2025, at least 3 women have received a scholarship from CTW-OW (1 per year) and at least 2 PwD have had access to technical schooling and training through accessible transport, adequate equipment and scholarships.

Outcome Indicator 4: By end 2025, there are gender and PwD focal points in at least the ministries of OW, education, justice, labor, social affairs, home affairs.

Activities	Challenges	Output Indicators	Other key actors ¹	Resources ²	Verification Sources ³
9. Generating research data on PwD needs, financial status and employability, disaggregated by sex	Insufficient data available on PwD in general: needs, financial status, employability	By end 2023, one report is available on the needs, financial status and employability of PwD, disaggregated by sex covering whole Suriname	<ul style="list-style-type: none"> - General Bureau for Statistics - AdeKUS Faculty of Social Sciences - PwD NGO's 	<ul style="list-style-type: none"> - Small grant - Project funding - Financing from Port stakeholders 	<ul style="list-style-type: none"> - The report on PwD
10. Augment with PwD the gender focal points at ministries who works close together with the planning units, especially the ministries of OW, TCT, education, justice, labor, social affairs, home affairs.	Laws and regulation are inefficient	By July 2025 there are gender and PwD focal points in at least the ministries of OW, education, justice, labor, social affairs, home affairs.	<ul style="list-style-type: none"> - Ministries of TCT, education, justice, labor, social affairs, home affairs - BGA 	Financed by each ministry	<ul style="list-style-type: none"> - The ombudspersons
11. Increase the number of women participating in technical schooling focused on CTW-OW labor by offering them scholarships	<ul style="list-style-type: none"> - Few women participate in technical schooling preparing them to work at CTW-OW 	As of July 2023, a minimum of 1 woman a year receives a scholarship for technical schooling from CTW-OW	<ul style="list-style-type: none"> - SMI - NATIN, Polytechnic and other educational institutes - Ministry of Education - WiMAC - Women NGOs 	<ul style="list-style-type: none"> - CTW-OW finances the scholarships 	<ul style="list-style-type: none"> - Number of women receiving a scholarship for technical schooling
12. Make technical schooling and training	<ul style="list-style-type: none"> - PwD do not have access to technical 	As of October 2024, at least 1 PwD a year has access to technical schooling and	<ul style="list-style-type: none"> - SMI - SLO - NATIN, Polytechnic and other educational institutes 	<ul style="list-style-type: none"> - CTW-OW finances the scholarships, 	<ul style="list-style-type: none"> - Number of PwD receiving a

Activities	Challenges	Output Indicators	Other key actors ¹	Resources ²	Verification Sources ³
opportunities available for PwD	schooling and training due to a lack of transport, equipment (software and tools) and financing	training through accessible transport, adequate equipment and a scholarship from CTW-OW	<ul style="list-style-type: none"> - Ministry of Education - Ministry of Internal Affairs - Ministry of Finance - Presidential Welfare commission PwD - SNMA - Bureau for Special Education - Alliance for decent work - PwD NGOs, esp. those that run schools 	equipment, software and other tools	<ul style="list-style-type: none"> - scholarship for technical schooling / training - The available equipment, software and tools for PwD
13. Make vocational school buildings accessible for PwD	- Public vocational school buildings and facilities are not accessible throughout Suriname	By end 2025, at least 1 building is made accessible for PwD	<ul style="list-style-type: none"> - SMI - SLO - NATIN, PTC and other educational institutes - Ministry of Education - Ministry of Home Affairs - Ministry of Finance - Presidential Welfare commission PwD - Bureau for Special Education - Alliance for decent work - PwD NGOs, esp. those that run schools 	- Financial resources from public, private and international sources, including OW.	- The adjusted buildings and facilities

¹ This column on “Other key actors” always includes CTW – OW and the stakeholders represented in the JST – PMT. Specific tasks for public and private actor mentioned in this column will have to be defined in close coordination with them and CTW – OW and JST - PMT.

² Human, material and financial resources.

³ Primary or secondary sources such as written or audiovisual documentation.

Table 6: Work-life balance and social responsibility

This table combines the fifth and sixth core inclusion capacities:

- 3) Work-life balance and social responsibility
- 4) Gender and diversity at the workplace

Objective 5: Improved balance between productive and reproductive tasks in families of people working at CTW-OW (e.g. Gender Division of Labor – GdOL).
Objective 6: Good follow-up of (sexual) harassment cases. ⁷
Outcome Indicator 5.1: as of end 2025 at least 40% of employees indicate a better balance in sharing reproductive tasks with their partners (see also awareness raising activities in table 4 and 5). For productive tasks: See table 4
Outcome indicator 6.1: as of July 2024, CTW-OW has clear regulations in place regarding sexual and labor harassment at the workplace and all cases are being followed up on according to this regulation.

Activities	Challenges	Output Indicators	Other key actors ¹	Resources ²	Verification Sources ³
14. Family / community days with awareness raising on diversity and gender equality. This could also be team buildings activities per department	<ul style="list-style-type: none"> - People in society know little about diversity and gender (in)equality - Existing socio-cultural norms suppress PwD and women - Discussions about gender and diversity are not sufficiently part of public life 	During 2023-2025 one awareness raisings event per year for CTW-OW staff, with their families / communities or without (team building activity), focusing on diversity and the abilities of PwD (3/12) and gender inequality (including GDoL) and the abilities of women (8/3)	<ul style="list-style-type: none"> - BGA - Ministry of Social Affairs - WiMAC - International coop - PwD NGOs - Women NGOs 	- Human and financial resources from CTW-OW	<ul style="list-style-type: none"> - Documentation of the events (invites, photos, videos, etc) - Number of participants at each event
15. Adequate infrastructure for women: sanitation, breast feeding / milk pump spaces, separate changing rooms, etc. this could be one multifunctional space	Not all stakeholders at the JST have adequate infrastructure for women	By July 2024 CTW-OW has adequate sanitation for women and a multifunctional space in which women can change, breast feed / milk pump, etc.	<ul style="list-style-type: none"> - BGA - Ministry of Labor - WiMAC - Women NGOs - Construction companies 	- Financial resources of CTW-OW for the construction of the space	<ul style="list-style-type: none"> - The infrastructure itself - Number of women making use of the infrastructure
16. Develop a policy and regulation on how to deal with (sexual) harassment at CTW-OW (see also table 4 for overall)	No clear policies or regulations on (sexual) harassment	By July 2024, CTW-OW has a policy and regulation on (sexual) harassment (ideally all 8)	<ul style="list-style-type: none"> - BGA - Ministry of Labor - Ministry of Social Affairs - National Assembly - WiMAC - International coop - PwD NGOs 	- Human and financial resources	- The policies and regulations

⁷ Please note that numbers of objectives are not related to priority but to the numbers of the core inclusion capacities.

Activities	Challenges	Output Indicators	Other key actors ¹	Resources ²	Verification Sources ³
G&D policy as well as awareness trainings on the topic) in line with current legislation			- Women NGOs		
17. Offer clear and easily accessible ways to denounce cases of (sexual) harassment at CTW-OW anonymously and follow up on all cases	<ul style="list-style-type: none"> - Staff is not aware how and where to denounce (sexual) harassment cases - CTW-OW doesn't know how many cases they have (had), nor is it clear how they are followed up. 	As of July, 2024 CTW-OW has clear and easily accessible ways to make anonymous denouncements and follow up on all cases.	<ul style="list-style-type: none"> - BGA - Ministry of Labor - Ministry of Social Affairs - National Assembly - WiMAC - International coop - PwD NGOs - Women NGOs 	- Human and financial resources	<ul style="list-style-type: none"> - Descriptions on ways to make denouncements anonymously - Number of cases (not) followed up on.

¹ This column on "Other key actors" always includes CTW – OW and the stakeholders represented in the JST – PMT. Specific tasks for public and private actor mentioned in this column will have to be defined in close coordination with them and CTW – OW and JST - PMT.

² Human, material and financial resources.

³ Primary or secondary sources such as written or audiovisual documentation.

IV. Presentation of the Findings

The assessment of gender and PwD inclusion capacities at the Port of Paramaribo and the Department of Civil Works has shown that there are significant gaps and disparities that need to be addressed in order to create a more inclusive workplace. The key areas that need improvement include equal professional development and promotion, division of labor and equal wage, equal recruitment of personnel, partnerships and advocacy for equality, work-life balance and social responsibility, and gender and diversity in the workplace.

The Port of Paramaribo

At the Port of Paramaribo, the assessment showed that all core capacities rank between 2.16 and 3.09, indicating that all capacities are not yet fully developed. Partnerships and advocacy for equality is the least developed capacity with an average score of 2.16. To address these gaps, the Port has identified and prioritized activities for the short term, including creating a gender and diversity strategy with allocated financial and human resources, developing internal policies and guidelines to regulate paternal leave or reconcile work and family life, providing training and internships for women and PwD, ensuring job descriptions are specified to include a diverse working population, collaborating with PwD organizations to include a diverse workforce, raising awareness on gender and diversity through posters, workshops, and anonymous helplines, facilitating childcare by providing financial support and/or an enabling environment, establishing partnerships with stakeholder organizations to further the inclusion of more female and PwD in the workplace, addressing the needs of PwD, promoting women-related issues in communication materials, using gender-inclusive language, developing a policy for the prevention and response to cases of labor or sexual harassment at the workplace, and establishing an internal complaints committee to investigate cases of discrimination and advise the employer about corrective measures.

The Department of Civil Works

At the Department of Civil Works, the assessment showed that there are significant gaps in equal professional development and promotion, division of labor and equal wage, equal recruitment of personnel, partnerships and advocacy for equality, work-life balance and social responsibility, and gender and diversity in the workplace. The department has identified and prioritized activities for the short term, including establishing a policy and guidelines for gender and diversity inclusivity in recruitment, staff selection, and hiring criteria, developing a training and mentoring program for employees on gender and diversity inclusivity, creating partnerships with stakeholder organizations to promote gender and diversity inclusivity within the sector, developing and implementing policies to ensure equal opportunities for

recruitment, promotion, and professional development of women and PwD, establishing breastfeeding spaces and childcare services for employees, developing job descriptions that are inclusive of diverse working populations, implementing policies to address biases and violations of hiring policies, establishing a mechanism for performance appraisal conversation and promotional processes, developing and implementing policies to provide a financial incentive or compensation for replacement staff, training/support to supervisors of employees on leave, and mentoring/succession planning before leave takes effect, developing and implementing policies to ensure work-life balance and social responsibility, including the option of working from home and adequate sanitation in the field, and addressing the lack of accessible infrastructure for PwD by providing suitable training and internship opportunities, and promoting role models to show other PwD and women the opportunities, functioning, and capabilities of similar persons at the workplace.

The Internships

The consultants also facilitated internships for people with disabilities at the Port of Paramaribo companies (specifically N.V. Havenbeheer Suriname and VSH Transport) and the Ministry of Public Works. The internships were aimed at providing practical training and experience for PWD to acquire the necessary skills to work in the logistics and transportation sectors. The consultant established partnerships with relevant stakeholders, including PwD organizations as well as companies operating at the Port of Paramaribo and the Ministry of Public Works, to promote the inclusion of PWD in the labor force of the different stakeholders at the port and the Ministry, and to increase the diversity of the workforce in these sectors.

During the internships, PWD gained practical experience and skills, increasing their chances of securing future employment in the logistics and transportation sectors. The consultant provided training to the companies and the Ministry to ensure that the PWD internships were effectively implemented and that the PWD interns received the necessary support and accommodations to succeed in their roles.

The internships were well-received by the companies and the Ministry, as they recognized the value of a diverse and inclusive workforce. The PWD interns were praised for their enthusiasm, initiative, and helpfulness, and some were even offered temporary contracts to continue working with the organizations. However, some challenges were encountered during the implementation of the internships, including a lack of accessible infrastructure for PWD and the need for more training and awareness among staff about working with PWD.

V. Conclusion and Recommendations

Based on the assessment of the core inclusion capabilities of the Port of Paramaribo and the Department of Civil Works, several key recommendations can be made to improve gender and diversity inclusivity in the workplace.

Recommendations for the Port of Paramaribo:

- Develop a gender and diversity strategy with allocated financial and human resources to support the implementation of inclusion activities.
- Establish internal policies and guidelines to regulate paternal leave or reconcile work and family life.
- Provide training and internships for women and persons with disabilities (PwD).
- Ensure that job descriptions are specified to include a diverse working population.
- Collaborate with PwD organizations to include a diverse workforce.
- Raise awareness on gender and diversity through posters, workshops, and anonymous helplines.
- Facilitate childcare by providing financial support and/or an enabling environment.
- Establish partnerships with stakeholder organizations to further the inclusion of more female and PwD in the workplace.
- Address the needs of PwD, such as special furniture if needed, accessible restrooms, and sign language training.
- Promote women-related issues in communication materials.
- Use gender-inclusive language.
- Develop a policy for the prevention and response to cases of labor or sexual harassment at the workplace.
- Establish an internal complaints committee to investigate cases of discrimination and advise the employer about corrective measures.

Recommendations for the Department of Civil Works:

- Establish a policy and guidelines for gender and diversity inclusivity in recruitment, staff selection, and hiring criteria.
- Develop a training and mentoring program for employees on gender and diversity inclusivity.
- Create partnerships with stakeholder organizations to promote gender and diversity inclusivity within the sector.
- Develop and implement policies to ensure equal opportunities for recruitment, promotion, and professional development of women and PwD.
- Establish breastfeeding spaces and childcare services for employees.

- Develop job descriptions that are inclusive of diverse working populations.
- Implement policies to address biases and violations of hiring policies.
- Establish a mechanism for performance appraisal conversation and promotional processes.
- Develop and implement policies to provide a financial incentive or compensation for replacement staff, training/support to supervisors of employees on leave, and mentoring/succession planning before leave takes effect.
- Develop and implement policies to ensure work-life balance and social responsibility, including the option of working from home and adequate sanitation in the field.

Overall, the Port of Paramaribo and the Department of Civil Works need to establish and implement policies and practices to ensure gender and diversity inclusivity within their organizations. This can be achieved by prioritizing the activities recommended in this report and allocating the necessary financial and human resources. The lack of accessible infrastructure for PwD is a crucial barrier in both the private sector and the government. Moreover, it is recommended that suitable training and internship opportunities be provided for PwD, and role models be showcased to demonstrate opportunities, functioning, and capabilities of similar persons at the workplace.

Based on the experiences and lessons learned during the PWD internships, several recommendations are made to improve the implementation of future PWD internships:

- Ensure that both the PWD intern and the organization are prepared before the start of the internship. This includes verifying that the intern has the necessary tools, accommodations, and insurance, and that the organization has trained staff and accessible infrastructure.
- Provide ongoing training and support for staff working with PWD to improve their awareness and sensitivity to the needs of PWD.
- Establish clear communication channels between the PWD intern, the organization, and the consultant to ensure that all parties are aware of each other's expectations, progress, and challenges.
- Develop evaluation sheets from both the organization and the PWD intern to assess the success of the internship and identify areas for improvement.
- Encourage more companies and organizations to participate in PWD internships and promote the benefits of a diverse and inclusive workforce.
- By implementing these recommendations, future PWD internships can be even more successful in promoting inclusion and diversity in the logistics and transportation sectors in Suriname.

In conclusion, improving gender and PwD inclusivity in the workplace is essential for creating a more inclusive, productive, and equitable society. By implementing the recommendations in this report, the Port of Paramaribo and the Department of Civil Works can contribute to this goal and create a better working environment for all employees.

Annex: Booklets with the main findings of the diagnosis