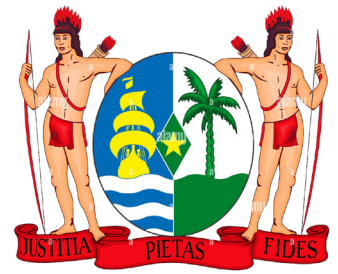
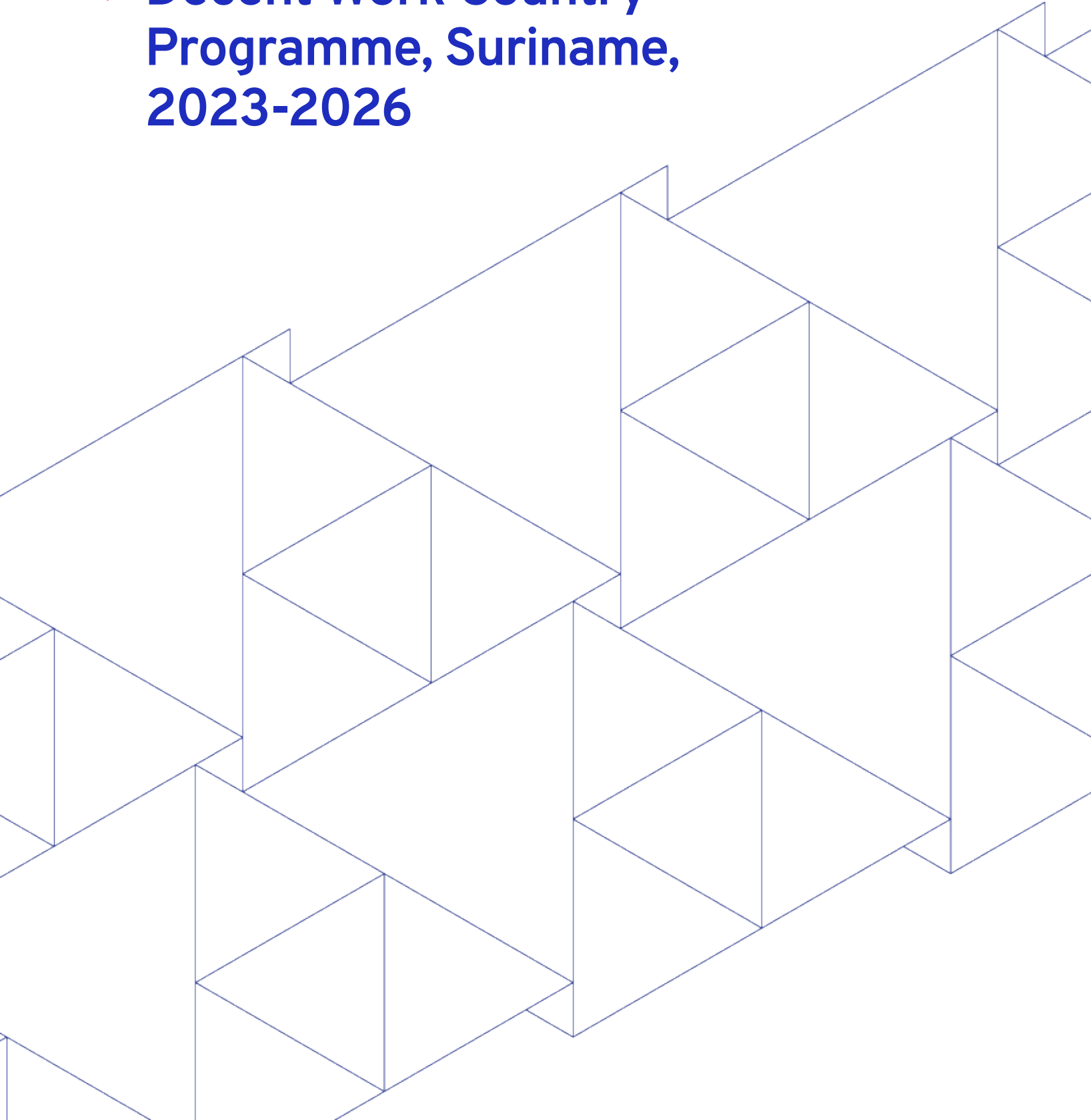




International
Labour
Organization



► Decent Work Country Programme, Suriname, 2023-2026



▶ **Decent Work Country
Programme, Suriname,
2023-2026**

January 2023

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Pineapple industry, Brokopondo, Suriname

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► Abbreviations

AAC	Arbeidsadviescollege [Labour Advisory Council]
ABS	Algemeen Bureau voor de Statistiek [General Bureau of Statistics]
ACTRAV	Bureau of Workers' Activities (of the International Labour Organization)
ADR	Alternative dispute resolution
AFSA	Associatie van Surinaamse Fabrikanten
AWJ	Ministerie van Arbeid, Werkgelegenheid en Jeugdzaken [Ministry of Labour, Employment and Youth Affairs]
BDS	Business development services
BNO	Bureau Nijverheid Onderwijs [Bureau of Industrial Education]
BR	Bemiddelingsraad voor Geheel Suriname [National Labour Mediation Council]
CANTA	Caribbean Association of National Training Agencies
CARICOM	Caribbean Community
CBET	Competencies-based education and training
CEACR	Committee on the Application of Conventions and Recommendations
CINTERFOR	Inter-American Centre for Knowledge Development in Vocational Training
CIP	Country Implementation Plan / Centre for Innovation and Productivity
DA	Dienst Arbeidsbemiddeling [Labour Exchange Bureau]
DWCP	Decent Work Country Programme
EAP	Employment Activation Policy
EESE	Enabling Environment for Sustainable Enterprise
FAO	Food and Agriculture Organization (of the United Nations)
GDP	Gross domestic product
IDB	Inter-American Development Bank
ILO	International Labour Organization
IMF	International Monetary Fund
IOM	International Organization for Migration (of the United Nations)
ITP	Indigenous and tribal peoples
LMIAS	Labour Market Information and Analysis System
LMP	Mid-Term Labour Market Policy (2022-2025)
M&E	Monitoring and evaluation
MINEZ	Ministerie van Economische Zaken, Ondernemerschap en Technologische Innovatie [Ministry of Economic Affairs, Entrepreneurship and Technological Innovation]
MINOWC	Ministerie van Onderwijs, Wetenschap en Cultuur [Ministry of Education, Science, and Culture]
MIP	Multi-Annual Indicative Programme
MSDCF	Multi-country Sustainable Development Cooperation Framework
MSME	Micro, small, and medium enterprises
NAPKA	National Action Plan for the Elimination of Child Labour

NCUK	Nationale Commissie Uitbanning Kinderarbeid [National Commission for the Elimination of Child Labour]
NDP	Multi-year National Development Plan (2022-2026)
NEET	Not in employment, education, or training
NGO	Non-governmental organization
NIMOS	Nationaal Instituut voor Milieu en Ontwikkeling in Suriname [National Institute for Environment and Development in Suriname]
NQF	National qualifications framework
NSPS	National Social Protection Strategy
NTFP	Non-timber forest products
OSH	Occupational Safety and Health
PES	Public Employment Services
RACO	Raad voor het Cooperatiewezen [Board of Cooperatives]
RAVAKSUR	Raad van Vakcentrales in Suriname [Council of Trade Unions in Suriname]
SAO	Stichting Arbeidsmobilisatie En Ontwikkeling [Foundation for Labour Mobilization and Development]
SCP	Strategic Compliance Planning
SCSD	Suriname Competitiveness and Sector Development Project of the World Bank
SDG	Sustainable Development Goals
SER	Sociaal Economische Raad [Socioeconomic Council]
SHTTC	Suriname Hospitality and Tourism Training Centre
SIYB	Start and Improve Your Business
SME	Small and medium enterprises
SNTA	Suriname National Training Authority
SOZAVO	Ministerie van Sociale Zaken en Volkshuisvesting [Ministry of Social Affairs and Housing]
SPER	Social protection expenditure and performance review
SPS	Stichting Planbureau Suriname [Government Planning Bureau]
SPWE	Stichting Productieve Werkeenheden [Productive Work Unit Foundation]
TREE	Training for Rural Economic Empowerment
TVET	Technical and vocational education and training
UN	United Nations
UNDP	United Nations Development Programme
UNECE	United Nations Economic Commission for Europe
UNEP	United Nations Environment Programme
UNIDO	United Nations Industrial Development Organization
VIDS	Vereniging van Inheemse Dorpschoufden in Suriname [Association of Indigenous Village Heads in Suriname]
VSB	Vereniging Surinaams Bedrijfsleven (Suriname Trade and Industry Association)
WBL	Work-based learning

► Introduction

The Suriname Decent Work Country Programme (DWCP) for 2023-2026 sets out the common commitment of the Government of Suriname, workers' and employers' organizations, and the International Labour Organization (ILO) to promote Decent Work.¹ The ILO has a longstanding programme of cooperation with its constituents in Suriname, including the implementation of two previous DWCPs, between 2014-2016 and 2019-2022. Consistent with the previous programmes, the DWCP for 2023-2026 establishes a firm commitment between all partners to ensure that Decent Work is at the heart of national development as the country seeks to advance its recovery from the COVID-19 pandemic.

During the period 2023-2026, the ILO will work in partnership with the Government and the social partners to address national decent work challenges. The ILO's approach reflects the development of a 'new generation' of DWCPs that aim to align closely to both national and international development goals and facilitate partnerships to achieve meaningful change. Activities and results identified in the DWCP are based on clear theories of change, developed through consultations with Surinamese constituents.

The 2030 Agenda for Sustainable Development, with its commitment to the human rights agenda and the core programming principle to leave no one behind, is central to this third Suriname DWCP. The priorities of the DWCP are based on Suriname's national development priorities, as articulated in the Multi-Annual Development Plan of the Republic of Suriname (NDP), 2022-2026, which in turn aligns with the United Nation's Sustainable Development Goals (SDGs). The DWCP also aims to continue and build on the achievements and areas of work carried out under the previous DWCP (2019-2022).

The DWCP is designed to integrate and find synergies with the United Nations Multi-Country Sustainable Development Cooperation Framework (MSDCF), 2022-2026, and the Country Implementation Plan (CIP) for Suriname. The MSDCF guides the activities and priorities of the UN system in the Dutch- and English-speaking Caribbean, and draws on the findings of the Common Country Assessment (CCA) for Suriname and Caribbean Common Multi-Country Analysis (UN, [2021](#)). These assessments have also served as important data sources for the development of this DWCP. The DWCP also aligns with ILO regional priorities for the Caribbean, as set out in the ILO's Panama Declaration on the future of work ([2018](#)).

The third DWCP was developed through the close cooperation of the ILO's Decent Work Team (DWT) for the Caribbean and a wide range of national stakeholders led by Suriname's tripartite constituents. This included stakeholder workshops in Paramaribo in September and November 2022, as well as a series of bilateral consultations with key national stakeholders, including visits to Brokopondo and Redi Doti.

Lessons learned from the second DWCP

The second DWCP for Suriname (DWCP II) was launched in 2019 and initially planned to end in December 2021. However, implementation was delayed because of challenges related to the COVID-19 pandemic, and the programme was extended until 2022. The third DWCP (2023-2026) represents, in part, a continuation of the work that was started during DWCP II and aims to build on and develop further key areas of ongoing work, as well as address new and emerging decent work priorities.

As part of the DWCP III development process, the DWCP Monitoring Commission, in collaboration with the ILO's DWT, convened a stock-taking workshop and consultations with national stakeholders to review DWCP II. The consultations took place in Paramaribo and Brokopondo in September 2022. The review provides important lessons, summarized below, for the design and implementation of DWCP III.

¹ Decent Work Country Programmes are the main vehicle for delivery of ILO support to countries. They have two main objectives: to promote decent work and its normative framework as a key component of national development strategies; to organize ILO's knowledge, instruments, advocacy and cooperation at the service of tripartite constituents in a results-based framework to advance the decent work agenda.

Lessons learned from DWCP II

Based on lessons learned from DWCP II, the third DWCP for Suriname includes:

A clear theory of change that describes how the DWCP will achieve its goals. The review of DWCP II highlighted a need for closer attention on how the DWCP delivers positive change for workers and businesses ‘on the ground’. To this end, DWCP III develops a clear and defined theory of change for each priority area, which sets out a logical ‘causal path’ linking DWCP activities (e.g., reviewing educational curricula), to concrete outputs (e.g., updated training programmes), to the broader outcomes (e.g., training programmes provide skills required by the labour market) that ultimately contribute to the programme’s overarching priorities (e.g., a skilled workforce and better livelihoods for all Surinamese). A comprehensive results framework defines specific indicators and targets that are directly linked to key elements of the theory of change.

Aligning and consolidating national development objectives from other policies and programmes. Suriname has a strong national development policy framework with several significant national and international development programmes and initiatives directly relevant to decent work. However, DWCP II showed how the existence of multiple overlapping frameworks pose risks of duplication and inefficiency of programme implementation. In this context, DWCP III is designed to function as an overarching programming tool that coordinates and integrates objectives and activities from existing policy and programming frameworks to enhance the coherence of national efforts to advance decent work.

Social dialogue as an instrument for advancing decent work objectives. The DWCP II review noted a strong commitment to social dialogue among the tripartite constituents. However, it also reflected stakeholders’ concerns about the efficiency of existing social dialogue processes and practice for driving concrete action on decent work (and to achieve DWCP targets). This DWCP aims to incorporate social dialogue as an instrument for achieving key DWCP objectives, rather than a stand-alone area of work siloed from other programme priorities. As a result, the DWCP focuses on strengthening social dialogue and building social partner capacity in relation to specific decent work issues that will advance progress towards defined DWCP targets.

The cross-cutting aim to reach underserved and vulnerable groups is backed up with tailored interventions across all priority areas and (disaggregated) indicators. The DWCP II included reference to vulnerable groups (women, youth, people with disabilities and indigenous peoples) as target beneficiaries of programme activities. However, recognition of vulnerable groups in the narrative did not consistently carry over into the formulation of specific targets in the results framework. The third DWCP not only tailors interventions to reach defined underserved groups but also includes corresponding (disaggregated) targets and indicators to track progress.

Clear indicators and targets aligned with the DWCP’s theory of change and specific outputs and outcomes. Although DWCP II included a detailed results matrix (including output indicators and targets), there are limited data with which to empirically assess the achievements of DWCP II. This includes a lack of baseline data for key indicators and inconsistencies between the programme’s narrative outline and the targets set out in the results framework. For DWCP III, indicators and targets link directly to each DWCP output and outcome to enable data ‘feedback loops’ to inform ongoing programme management. The implementation plan also prioritizes capacity building for key personnel tasked with monitoring and evaluation.

Focus on engagement across a wide stakeholder group. The DWCP II review indicated limited awareness about decent work and the DWCPs beyond the ‘core’ group of ILO constituents. This lack of awareness and engagement acts as a constraint on the effectiveness of DWCP activities and ultimately undermines progress towards planned outcomes. Many activities would benefit from more active engagement and/or partnerships with a wider range of actors, including government and employers’ representatives at the subregional level, as well as indigenous and tribal peoples and other civil society organizations (representing youth, women and people with disabilities).

Priorities and outcomes

The DWCP (2023-2026) identifies three areas of priority and sets out associated outcomes to be achieved.

Priorities	Outcomes
<p>1. Jobs, productivity, and sustainable growth. Environmentally sustainable and diversified economic growth and sustainable enterprise development expands the offer of decent employment.</p>	<p>1.1. Increased offer of decent 'green' jobs that are accessible to all.</p> <p>1.2. Enhanced enterprise productivity and competitiveness.</p> <p>1.3. More resilient and productive MSMEs and cooperatives.</p>
<p>2. Livelihoods, human capital, and a skilled workforce. Workforce skills development, employment services, and a coherent and universal social protection system ensure a secure livelihood for all Surinamese.</p>	<p>2.1. Education and training programmes are aligned with current and future labour market needs.</p> <p>2.2. Improved policies, programmes, and services to facilitate jobseekers' transition into decent employment.</p> <p>2.3. A coherent, universal, and sustainable national social protection system is progressively established.</p>
<p>3. Labour market governance and labour rights. Improved labour market governance and institutions ensure the realization of decent work and fundamental rights at work.</p>	<p>3.1. The national legal and policy framework is strengthened to align with international labour standards.</p> <p>3.2. The labour administration machinery is strengthened, with a focus on labour inspection and dispute resolution.</p> <p>3.3. Improved labour market information and analysis system.</p>

Cross-cutting aims

Additionally, three cross-cutting aims are integrated across all three priorities.

<p>Strengthen social dialogue</p>	<p>Social dialogue is one of the four pillars of Decent Work and an integral element of this DWCP. Rather than a stand-alone outcome, social dialogue is integrated across all Priorities as an instrument for achieving DWCP objectives and advancing the Decent Work Agenda. This approach intentionally shifts the focus from social dialogue as an end in itself onto the desired results of social dialogue, including the institutional, procedural, and constituent capacity needs to facilitate social dialogue as an effective driver of decent work.</p>
<p>Support underserved and vulnerable groups</p>	<p>The DWCP aims to integrate consideration of underserved groups across all Priorities so that the DWCP promotes inclusive social and economic development. In practice, this means going beyond initiatives that target a specific group to ensure all DWCP outcomes incorporate measures to expand benefits and opportunities to all segments of society.</p>
<p>Promote the transition from the informal to the formal economy</p>	<p>The DWCP aims to advance decent work by supporting the transition from the informal to the formal economy (in line with ILO R204). Transition to the formal economy requires an integrated strategy to address multiple and diverse barriers to formalization while ensuring adequate protection for vulnerable workers in informal work. The DWCP can contribute to this transition by promoting decent job creation in the formal economy, strengthening the protection of workers' fundamental rights, expanding access to social protection, and promoting social dialogue inclusive of informal workers.</p>

► Country overview

The Republic of Suriname has an estimated population of 602,500, of which around 25 per cent are under the age of 15, with an annual population growth rate of 1 per cent (Government of Suriname, 2022a; World Bank, 2022a). Suriname has the lowest population density in the Latin America and Caribbean region, with fewer than four inhabitants per square kilometer (SPS, 2021). Two-thirds of the population is concentrated in the capital city of Paramaribo and surrounding areas, with a further 20 per cent in rural coastal areas and 14 per cent in the interior (Government of Suriname, 2019; 2022a). Indigenous peoples represent an estimated 4 per cent of the national population, while as much as 20 per cent of the population identify as maroon, according to national census data from 2012 (ABS, 2013).

Suriname is classified as a high-middle income country, with an estimated GDP per capita of US\$4,836 in 2022 (World Bank, 2022b). However, there are significant inequalities in living conditions and income at district level (Government of Suriname, 2022b). At the national level, the deterioration of the economy between 2015 and 2022 has resulted in a significant decline in the purchasing power of all households, undermining the prospects of decent work for many citizens (Government of Suriname, 2022a; UN, 2021).

The national economy is highly dependent on natural resources, especially gold, timber, oil, and gas. The mining sector accounts for over 30 per cent of public sector revenue and gold represents more than 80 per cent of total exports (World Bank, 2022c). Over-reliance on the export of raw natural resources, lack of economic diversification, a small domestic market, and climate and environmental risks leave Suriname highly vulnerable to shocks (see Priority 1).

Although high global commodity prices made Suriname one of the fastest-growing regional economies prior to 2014, the subsequent drop in commodity prices contributed to a sharp recession in 2015-2016. Initial recovery was thwarted by the onset of the COVID-19 pandemic, leading to a contraction in GDP of almost 16 per cent in 2020 and widespread business closures and job losses. The crisis exacerbated the Government's fiscal and balance of payment problems, and ultimately led Suriname to seek the assistance of the International Monetary Fund (IMF) in 2021.²

Suriname has an estimated labour force of 236,000 people, including 36,000 youth (15-24 years), and a resulting labour force participation rate of 54 per cent (although the figure is significantly lower – 43 per cent – for women). An estimated 70 per cent of the labour force is concentrated in the urban areas along the coast (ILO modelled estimate from November 2021).

Suriname has ratified eight of the ten Fundamental ILO Conventions (excluding C155 and C187) and three of the four governance Conventions (omitting C129). Work towards ratification of C129 began under DWCP II and is ongoing. Ratification of C155 and C187 are defined outputs of this DWCP (see Priority 3). Suriname is currently up-to-date with its regular reporting on ratified Conventions.³

Social dialogue and the tripartite constituents

Social dialogue

Suriname has made significant progress in formalizing social dialogue on labour and employment issues. The tripartite Labour Advisory Council (AAC) advises the Ministry of Labour, Employment and Youth Affairs (AWJ) on wide-ranging employment issues, while the Socioeconomic Council (SER) – also tripartite – is responsible for advising the Government on various aspects of socioeconomic policy. Social dialogue is also formally practiced in several other (advisory) fora,

² Suriname's ongoing Recovery Plan with the IMF aims to address the financial and economic crises and to improve the country's management of public finances (Government of Suriname, 2022a; IMF, 2021). Although there have been delays in some policy reforms, the programme is reported to be on track as of 2022, and monthly economic activity has been rising steadily since mid-2021 (IMF, 2022a).

³ See Priority 3 for a summary of key recent comments from the ILO's supervisory bodies concerning the application by Suriname of ratified Conventions. See ILO's [NORMLEX](#) database for a full list of ratifications and comments by ILO supervisory bodies.

including: the National Minimum Wage Commission; the Suriname National Training Authority (SNTA); the Suriname Labour College (SIVIS); the newly established Centre for Innovation and Productivity (CIP), and the DWCP Monitoring Commission.

There is limited data available on the extent and coverage of collective bargaining, but social partners report that labour-management relations are generally constructive. There is currently an Enterprise-level Social Dialogue [Act](#) before the National Assembly, which would require enterprises with more than 30 employees to engage in social dialogue with workers at least once a year. There is limited and ad hoc social dialogue at the sector level.

Government

Government's involvement in tripartite social dialogue is primarily undertaken by AWJ and, to a lesser extent, by the Ministry of Social Affairs and Housing (SOZAVO). The Government's Planning Bureau (SPS) is also represented on the tripartite boards of the National Commission Determining the Poverty Line and the National Minimum Wage Commission. The Government remains committed to social dialogue and actively pursues stakeholder consultation on key policy issues, including in the context of developing the DWCP.

Workers' organizations

The Raad van Vakcentrales in Suriname (RAVAKSUR) is the principal national trade union confederation and represents workers' organizations in many national tripartite fora (including the DWCP Monitoring Commission). The RAVAKSUR consists of six trade union federations that together represent workers across numerous sectors, although it does not include several major civil service unions. Trade unions' key concerns center on issues of job creation and working conditions (especially in the interior and the use of short-term contracts), social protection reform (including the urgent need to reform the national pensions system and minimum wage setting), and the practice of social dialogue and collective bargaining at enterprise and sector level. Trade unions also note challenges in organizing among informal workers as well as women, youth, and workers in the interior.

A lack of capacity in terms of internal management processes and digitization, as well as gaps in expertise around specific policy issues, may constrain trade unions' capacity to engage in effective social dialogue on particular issues. Trade unions have highlighted a need for internal capacity building and other forms of technical assistance to increase the effectiveness of their engagement with other tripartite constituents.

Employers' organizations

The Vereniging Surinaams Bedrijfsleven (VBS) is the primary representative body for employers in Suriname. The VSB directly represents over 230 businesses across 13 sectors, including agriculture, manufacturing, oil and gas, tourism, and timber. Private employers active in manufacturing are also represented by the Manufacturers Association of Suriname (AFSA). Both organizations are involved in various tripartite and bipartite bodies, including the SER and the AAC.

Employers' substantive concerns center on challenges facing the private sector in Suriname due to the economic downturn of recent years, as well as longer-term challenges related to workforce skills mismatches, productivity and competitiveness, ease of doing business, and particular challenges facing micro, small and medium enterprises (MSMEs). The VSB actively participates in and/or coordinates several programmes in areas of strategic concern, including innovation in the MSME sector, vocational training and skills, and access to finance. Employers' representatives have also highlighted the need for improved and efficient labour migration governance in the context of current labour shortages.

Indigenous and tribal peoples

The Vereniging van Inheemse Dorpshoofden in Suriname (Association of Indigenous Village Heads in Suriname, VIDS) is the apex Body of the traditional authorities of indigenous peoples in Suriname and an important interlocutor of the Government and international organizations on indigenous rights and interests in Suriname (AWJ, [2022a](#)). The VIDS

includes regional organizations of indigenous communities in several subnational regions (VIDS, [2022](#)).⁴ Key concerns of indigenous organizations center on the legal recognition of indigenous peoples and their rights, in particular collective land rights, as well as strengthening indigenous peoples' social and political participation, including in policymaking (VIDS, [2022](#)).

Suriname's maroon population lives in six tribal communities in the interior, each of which is headed by a *granman*, the head of the community. There is no single representative organization for the maroon communities, although several civil society organizations – such as the Marron Vrouwen Network (Maroon Women's Network) – coordinate among and advocate on behalf of some maroon communities on specific issues (Dutch Culture, [nd](#)).

⁴ For example, KLIM (Kaliña and Lokono Indigenous Villages Marowijne Area) and OSIP (Organization of Cooperating Indigenous Villages Para Area, OSIP). There are ongoing efforts to establish similar regional organizations in west Suriname and the Wayambo area (VIDS, 2022).



Photo credit: Riano Gunther; copyright: UN Suriname

► Priority 1: Jobs, productivity, sustainable growth

Priority 1: Jobs, productivity, and sustainable growth. Environmentally sustainable and diversified economic growth and sustainable enterprise development expands the offer of decent employment

Situational analysis

Climate change, environment, and economic vulnerability

Suriname's economy is exceptionally vulnerable to both changes in the physical environment and external economic factors and shocks. Suriname is the world's most densely forested country, with an estimated 93 per cent of its territory covered by forest. Although these features make Suriname a carbon-negative country, it remains highly vulnerable to climate change and environmental degradation. Suriname's population and economic activity is concentrated in low-lying coastal areas that are increasingly vulnerable to rising sea levels. Other effects of climate change (notably, the increasing frequency and severity of droughts, floods, and severe storms), and environmental degradation caused by extractive industries (especially mining and logging), undermine the foundations of many jobs and livelihoods across sectors (e.g., Soluan et al, [2021](#); UN, [2021](#)).

Several additional structural features make Suriname's economy vulnerable to shocks. A small domestic market, lack of diversification, and concentration of exports in a small number of extractive commodities (gold, oil, timber) mean that Suriname is particularly vulnerable to trade shocks, fluctuations in global commodity prices, and trends affecting specific industries. These vulnerabilities were illustrated in 2015, when the collapse of the Surinamese bauxite industry contributed to an extended economic recession. Women and other underserved groups, including indigenous and tribal peoples (ITPs), are especially at risk from adverse environmental and/or economic shocks due to their disproportionate concentration in more precarious forms of employment, including informal work (ILO modelled estimates, November [2021](#)).

In this context, it is critical that Suriname both diversifies its economy and decouples growth from the expansion of extractive activities.⁵ This requires the development of new 'greener' sectors and models of business that can both reduce reliance on extractive industries (for jobs, export earnings, and energy) and support Suriname's 'just transition' to a more diversified, environmentally sustainable, and resilient economy.⁶

Jobs and employment

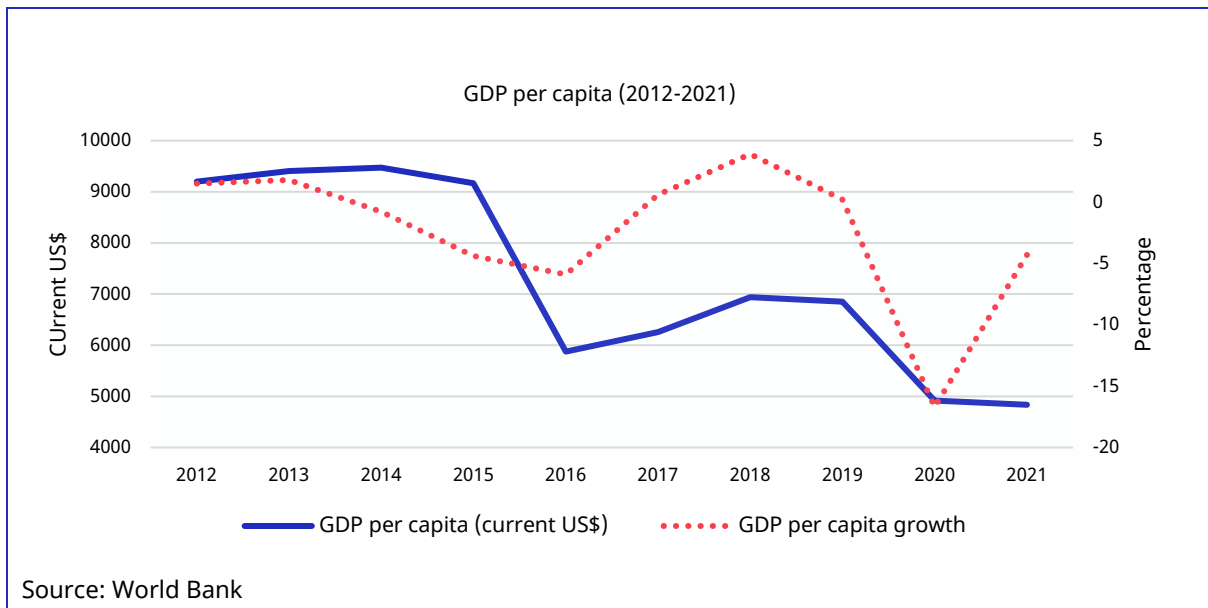
In line with many other countries in the Caribbean region, Suriname faces a significant jobs crisis in 2023 (UN, [2021](#)). The impact of economic recession in 2014-2016 was compounded and deepened by the COVID-19 pandemic, leading to a 50 per cent reduction in GDP per capita between 2014 (current US\$9,472) and 2021 (US\$4,836). Growth rates were negative in all but two of the intervening years, with a particularly sharp contraction in 2015-2016 and 2019-2020 (see Figure 1). The impact on jobs and livelihoods has been significant. Estimated total unemployment rose from 7.2 to 9.9 per cent between 2015 and 2022, with women and youth particularly affected. Total unemployment among women reached 13.7 per cent

⁵ Future oil and gas exploitation, including significant offshore potential, may provide an important stimulus for economic recovery in the medium term and help redress Suriname's unsustainable fiscal and debt positions. State oil company Staatsolie, estimates that there may be up to 30 billion barrels of oil equivalent in the Suriname basin (e.g., Dey, [2022](#)). However, the expansion of oil and gas production provides neither sufficient new jobs potential in the medium term, nor a viable long-term growth strategy. Demand for oil is likely to decline in the medium term in the context of an anticipated global phase-out of fossil fuels, while a long-term focus on oil and gas exploitation does not align with Suriname's national climate and environmental commitments.

⁶ The concept of 'just transition' refers to the gradual transition towards economies and business models that are more environmentally sustainable and climate-neutral, in ways that are fair, inclusive, and create decent work opportunities (ILO, [2015](#)).

by 2022, while youth unemployment doubled from 13 to 30 per cent between 2015 and 2022, and female youth unemployment from 21 to 45 per cent (see Figure 2).⁷ There are limited recent data from which to assess the impact on other underserved groups. However, the Government has previously identified high unemployment in interior regions as a key national development challenge, while decent employment opportunities are reportedly rare in many indigenous and tribal areas (Government of Suriname, [2022a](#); VIDS, [2020](#)). Employment rates for people with disabilities were estimated at around 40 per cent in 2016 (Beuermann, Electricity Bureau of Suriname, and Flores Cruz, [2018](#)).

► **Figure 1: GDP per capita**



The loss of formal jobs as a result of the current crisis is likely to have pushed more workers into precarious employment in the informal economy, which has increased sharply from an estimated 22 per cent of GDP in 2015 to as much as 75 per cent in 2021 (Government of Suriname, [2022a](#)).⁸ Although informal work is an important source of income for many workers – especially in the absence of formal employment opportunities – informal workers tend to earn less than formal employees, lack protections under labour laws and regulations, and fall outside the scope of social protection schemes. As a result, informality, poverty, and social and economic vulnerability are mutually reinforcing and pose a severe barrier to the realization of decent work. Finally, ongoing public sector reform is expected to result in a significant reduction in the public workforce. The decline in public sector jobs increases pressure on the private sector to provide alternative employment opportunities both for former public employees and new labour market entrants (IMF, [2022b](#)).

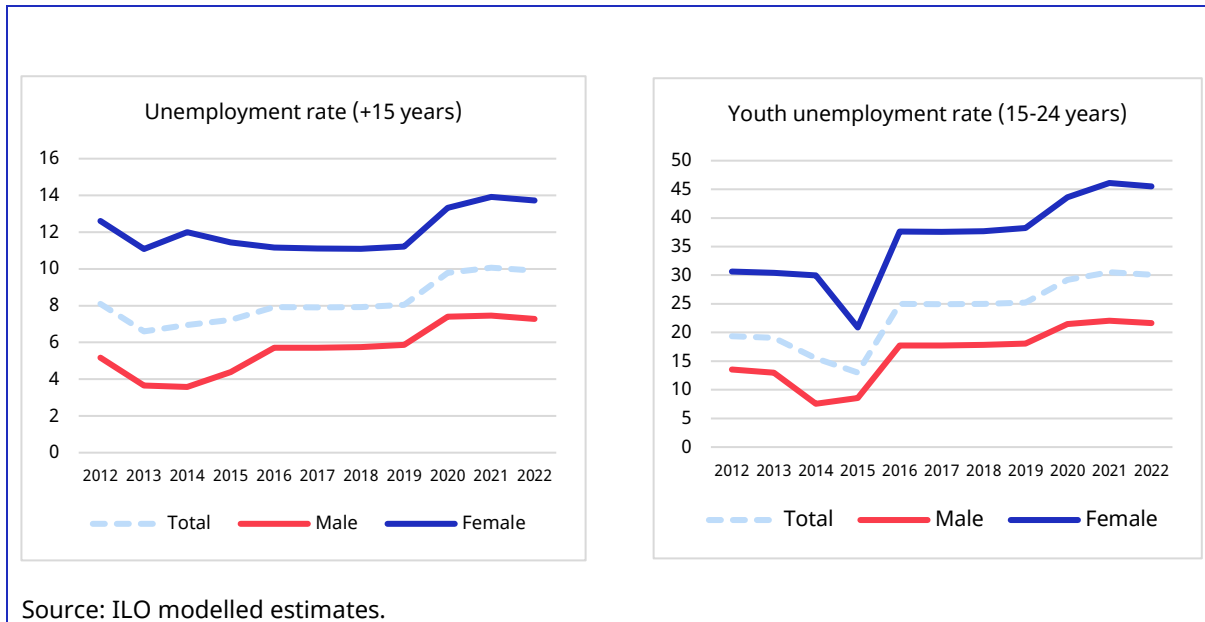
There is, therefore, an urgent need to boost private sector job creation and promote new entrepreneurship opportunities in the formal economy. There is a particular need to expand the offer of decent jobs for women and youth, given the disproportionate unemployment and economic inactivity rates in these groups (e.g., UN, [2021](#)). A sustainable jobs strategy cannot rely on the extractive sectors that have traditionally powered the Surinamese economy. Rather, there is a need – and a significant opportunity – to promote the development of new productive sectors and value chains (including ‘green’

⁷ Figures based on ILO modelled estimates from November 2021. The disproportionate adverse impacts on women’s employment exacerbate significant underlying disparities in the economic participation of women and men. For example, female labour force participation is estimated at just 45 per cent compared to 66 per cent for men (ILO modelled estimates for 2022). A 2016 survey estimated that men earned on average 28 per cent more than women (and up to six times more in some sectors), while just 1 per cent of working age men engage in unpaid care or domestic work, compared to 19 per cent of women (Beuermann, Electricity Bureau of Suriname, and Flores Cruz, [2018](#)).

⁸ There are no precise data on informal employment. However, a 2016 survey estimated that approximately half (52 per cent) of all employment in Suriname was informal, including 80 per cent of agricultural employment and 50 per cent of non-agricultural employment (Beuermann, Electricity Bureau of Suriname, and Flores Cruz, [2018](#)).

sectors and value chains) that can simultaneously generate more and better jobs and promote the diversification of the economy in line with the principles of a 'just transition'.⁹

► **Figure 2: Unemployment**



Productivity, competitiveness, and business environment

Low levels of enterprise productivity, quality, and competitiveness impede private sector development outside the dominant extractive sectors. This constrains the development of new industries and value chains, including in 'green sectors', that can advance economic diversification, the development of sustainable enterprises, and ultimately expand the offer of decent jobs for Surinamese citizens.

A poor business environment undermines private sector development prospects. National stakeholders note that Suriname ranks low in international and regional indices on ease of doing business and relevant regulatory environment (e.g., World Bank, 2021). Key constraints on business productivity and competitiveness include: insufficient access to finance (including microfinance for entrepreneurship); burdensome administrative procedures and requirements, especially for business start-up; skills shortages and mismatches, including lack of adequate business training; underdevelopment and lack of integration of supply chains that can support higher-value industries (e.g., food and wood processing, manufacturing); inadequate public infrastructure and services to support export development and trade, and low adoption of technology (Goncalves et al, 2021; ILO, 2020). High levels of informality, especially among MSMEs, is a further overarching constraint on productivity and competitiveness (e.g., ILO, 2021e).

The Government has recognized challenges concerning the business environment and launched the Centre for Innovation and Productivity (CIP) in 2022. The tripartite CIP is tasked with coordinating national efforts to improve the business environment and boost enterprise productivity and competitiveness. Achieving the full operationalization of the CIP is a priority issue for stakeholders for the DWCP.

Small businesses and entrepreneurship

Micro, small, and medium enterprises (MSMEs) are a key segment of the Surinamese private sector and a vital source of employment and incomes for many households. Estimates from 2016 indicate that as much as three-quarters of employees in the private sector work in micro- and small enterprises with between one to four people, while a majority of

⁹ The Multi-Year National Development Plan (NDP), 2022-2026, identifies sustainable agribusiness, forestry, and tourism among key 'green' sectors with potential for jobs-rich growth.

the remaining employees work in small and medium enterprises of less than 50 people. An estimated 18 per cent of employed persons work as self-employed, own-account workers.¹⁰ A total of 87 cooperatives were registered with the Chamber of Commerce in 2021, although data on the number of cooperative workers or members are unavailable (Chamber of Commerce and Industry, 2022). Micro, small, and medium enterprise – including self-employment and cooperatives – are therefore key to expanding the offer of decent work in the face of an under-developed private sector. They have an especially important role to play in supporting development in the rural economy, where alternative opportunities for formal employment are scarce.

However, there are significant barriers to small business start-up and development, while many existing MSMEs and cooperatives are highly vulnerable to economic shocks. For example, the economic impacts of the COVID-19 pandemic led to the permanent closure of many MSMEs that lacked the financial resources to withstand and recover from the severe economic downturn (Government of Suriname, 2022a). Broader challenges concerning the business environment for private sector development – especially the high cost of new business start-up, lack of viable financing options, limited access to business education and entrepreneurship training, and inadequate business development services – have significant and adverse impacts on MSME development. These factors limit the capacity of MSMEs to achieve the necessary levels of productivity, quality, reliability, and business resilience to integrate into regional and international value chains and support secure and decent jobs (Goncalves et al, [2021](#)). The Government has recognized the importance of promoting sustainable MSME development and has begun work on dedicated MSME legislation (Government of Suriname, [2022a](#)).¹¹

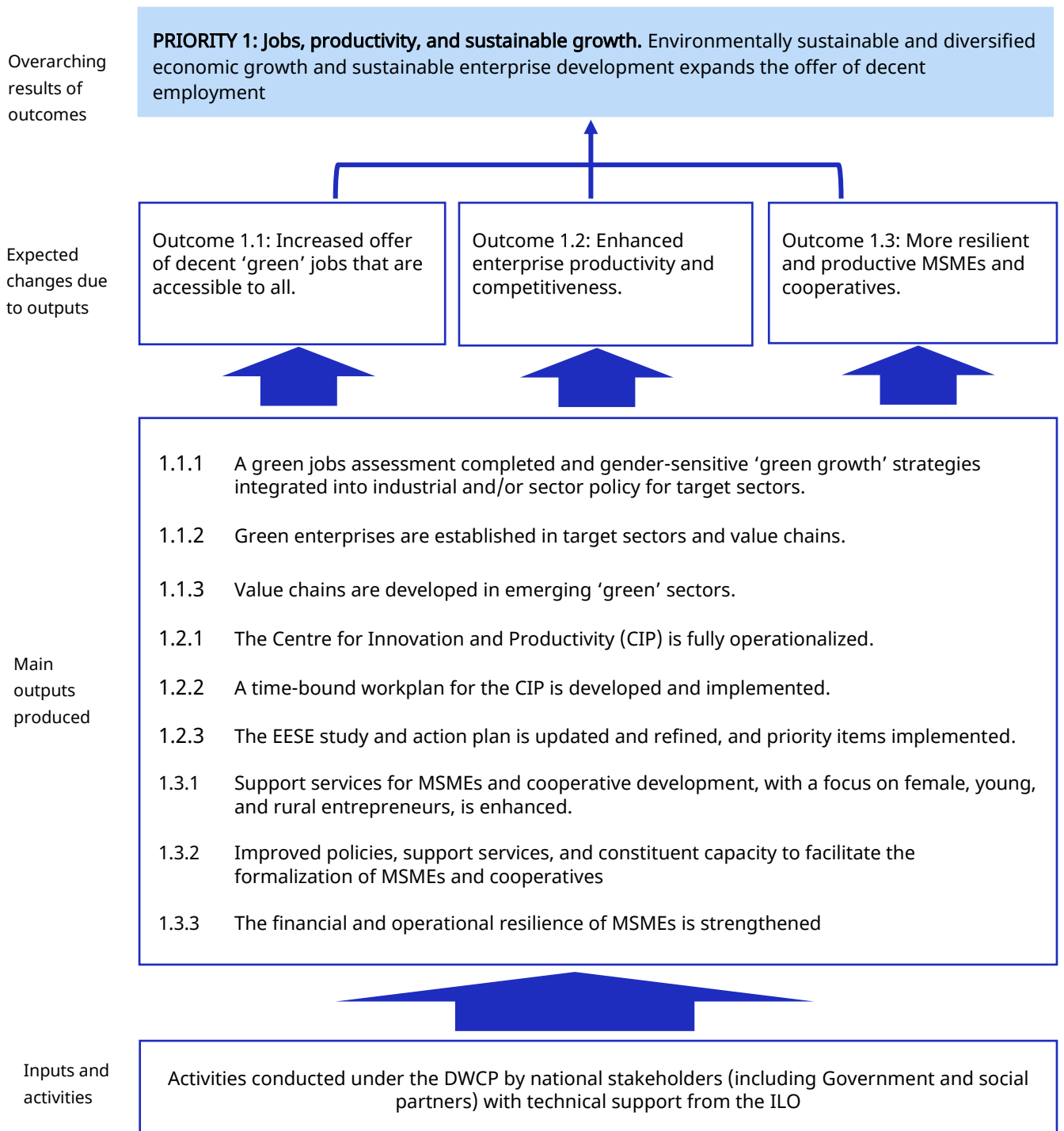
Theory of change – Priority 1

Priority 1 focuses on expanding the offer of decent work opportunities to promote greater prosperity for all Surinamese, helping to address national development challenges concerning jobs growth, productivity, economic diversification, and environmentally sustainable economic development. To achieve these aims, the DWCP sets out a strategic framework (theory of change) of targeted interventions to promote jobs-focused growth of environmentally sustainable ‘green’ sectors (Outcome 1.1), improve enterprise productivity and competitiveness (Outcome 1.2), and support the development and resilience of MSMEs and cooperatives (Outcome 1.3).

¹⁰ Elaboration of data from ILO (Living Conditions Survey, 2016).

¹¹ The Government received funding to develop MSME legislation from the UN SDG fund (Government of Suriname, 2022a).

► **Figure 3: Theory of change - Priority 1**



Outcome 1.1 – Increased offer of decent ‘green’ jobs that are accessible to all

Outcome 1.1: Increased offer of decent ‘green’ jobs that are accessible to all

Output 1.1.1 – A green jobs assessment completed and gender-sensitive ‘green growth’ strategies integrated into industrial and/or sector policy for target sectors

Output 1.1.2 – Green enterprises are established in target sectors and value chains

Output 1.1.3 – Value chains are developed in emerging ‘green’ sectors

Contribution to cross-cutting aims

Social dialogue: promoting social dialogue and building social partner capacity on ‘green jobs’, ‘just transition’, and inclusive value chain development; strengthening social dialogue at sector / value chain level.

Underserved groups: green jobs and value chain development include a focus on access for underserved groups (especially women) and target sectors with high job potential in underserved regions/communities (rural/interior).

Formalization: promoting green jobs, enterprises, and value chains expands the offer of formal employment and/or can incentivize formalization in sectors with high levels of informality (e.g., agriculture, tourism, forestry).

Alignment with national development priorities

National policies/plans	NDP: A6.2 (business clusters for sector / value chain development); A.6.9 (sustainable tourism); A6.10 (sustainable forestry); A6.11 (agricultural production and export); A6.14 (fisheries); A6.16 (value chain development / trade).
MSDCF/CIP	MSDCF/CIP: Output 1.1 (value chain development, sustainable agribusiness / forestry); 3.2 (economic inclusion of ITPs); 4.3 (income-generation for ITP women); 5.2 (climate change awareness, climate-resilient development); 6.1 (inclusive value chains).

Alignment with ILO Programme and Budget (2022-2023)

Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all.

Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work

Contribution to SDGs

											
1.1, 1.2, 1.4, 1.5, 1.b	2.3, 2.4	3.9	5.1	7.2, 7.3	8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.9, 8.10	9.3, 9.4	10.1, 10.2	13.1, 13.2, 13.3, 13.b	14.4, 14.7	15.1, 15.2, 15.5, 15.9	17.11

The natural environment and the world of work are inherently interlinked. Businesses, jobs, and the communities they serve rely on natural resources and ecosystems services. A healthy environment is thus critical for sustainable economic and social development. In Suriname, the effects of climate change – including sea level rises and extreme weather events – and environmental degradation caused by unsustainable extractive activities (especially mining, logging, and poor agricultural practices) pose severe risks to the nation’s natural assets and undermine the foundations of many jobs and livelihoods.

In this context, promoting diversification away from environmentally harmful economic activities, and the development of new ‘greener’ sectors and models of business, is a national development imperative. It is also a significant opportunity.

Strategic interventions to stimulate 'green growth' and value chain development – in sectors such as agri-business, forestry, transport, and tourism – can create new 'green jobs' and advance Suriname's 'just transition' to a more diversified and environmentally sustainable 'green' economy.¹² There is strong potential for green job creation in the rural economy in particular, where demand for decent work is especially acute. Moreover, supporting green jobs and value chain initiatives in sectors such as agriculture and forestry can promote their progressive formalization and increase productivity (contributing to Outcomes 1.2, and 1.3).

Skills for green jobs: Interventions to promote green jobs development are closely linked to and may rely on other outputs under this DWCP, especially in relation to skills development (Outcome 2.1). Outputs 1.1.2 (green enterprises) and 1.1.3 (value chain development) will require targeted intervention to build relevant workforce skills. These objectives are included as part of outputs 2.1.2, 2.1.3, and 2.1.4.

Output 1.1.1 – A green jobs assessment is completed and gender-sensitive 'green growth' strategies integrated into industrial and/or sector policy for target sectors

The Government has assigned particular importance to the integration of environmental sustainability and climate adaption and mitigation into its economic development planning. The NDP (2022-2026) includes the overarching strategic objective to promote 'green growth', including through promoting 'greener' development pathways for key strategic sectors. These aims link to broader objectives to support the diversification of the economy and reduce reliance on extractive industries.

To advance these national development objectives, national constituents can draw on the ILO's extensive technical expertise and practical experience in supporting green jobs development. Areas of action include:

- ▶ **A green jobs assessment:** Conduct a national green jobs assessment, drawing on well-established methodologies developed by the ILO, to identify economic sectors with high potential for green jobs creation.¹³ The assessment should evaluate factors affecting the accessibility of new green jobs for women and other underserved groups (e.g., rural populations), including current sectoral workforce and skills profiles (see Outcome 2.1). The Government has already identified potential target sectors, including agribusiness, forestry, and eco-tourism. The green jobs assessment can confirm, amend, and/or prioritize target sectors and make recommendations for tailored policy and programming interventions to promote the development of 'green' sectors and occupations.¹⁴
- ▶ **Developing strategic plans for target sectors:** Based on the findings of the green jobs assessment, tailored 'green jobs' strategies will be integrated into industrial / sector policies and plans, including specific provisions and targets concerning the inclusion of underserved groups (especially, women, youth, residents in rural areas, and indigenous and tribal peoples). Note: **'Green jobs' elements of sector / industry plans may include, as appropriate, tailored versions of outputs 1.1.2 and 1.1.3.**
- ▶ **Building capacity, raising awareness, sharing good practice:** Training for Government and social partners on key concepts, good practices, and advocacy strategies concerning green jobs, the 'just transition', and other specific policy and programming approaches relevant to this Outcome (including strategies for supporting green enterprises, 1.1.2, and inclusive value chain development, 1.1.3). The ILO can also work with national constituents

¹² 'Green economy' refers to economies that 'result in improved human well-being and social equity, while reducing environmental risks and ecological scarcities' (UNEP, 2011). 'Green jobs' are 'decent jobs that contribute to preserving or restoring the environment', and may be found in both traditional economic sectors and new 'green' and 'blue' sectors (ILO, 2016a). 'Blue economy' is sometimes used to refer to the sustainable use of ocean resources for growth, better jobs, and ocean ecosystem health (World Bank, 2017). See footnote 66 on 'just transition'.

¹³ Examples from the region include green jobs studies, with a specific focus on skills, carried out in Guyana (ILO, 2017b) and Barbados (ILO, 2018). Elsewhere, recent examples of broader green jobs assessments include Zimbabwe (ILO, 2021a) and Nigeria (ILO, 2021b).

¹⁴ The assessment can initially focus on sectors already identified as having high potential for growth in existing national development plans (including the NDP and Agriculture Master Plan), other development partner programmes (e.g., IDB-financed projects), and in line with activities under the MSDCF's CIP for Suriname. Potential sectors and value chains include: agribusiness (horticulture, agri-processing, aquaculture); eco-tourism and hospitality; sustainable forestry, including wood processing as well as NTFPs; logistics, warehousing, and other trade support services; renewable energy, and waste management and environmental services.

and other development partners engaged via the MSDCF to convene high-level stakeholder forum(s) to raise awareness and support for climate-responsive and sustainable 'green growth' strategies.

- ▶ **Strengthening social dialogue at sector level:** Strengthen social dialogue at sector and/or value-chain level, including - as needed - the establishment of tripartite and 'tripartite-plus' fora to design, support, and monitor sectoral strategies and other green jobs initiatives under this Outcome (e.g., value chain development under output 1.1.3). Such initiatives should ensure full and meaningful participation of all relevant stakeholders, including, in particular, indigenous and tribal peoples (ITPs).

Strategic plans for green jobs development, including elements related to outputs 1.1.2 and 1.1.3, should align and integrate with other DWCP outcomes (e.g., MSME support, 1.3, skills development, 2.1) and other national development frameworks (including the NDP and MSDCF/CIP).¹⁵ The ILO can coordinate among national constituents and other UN agencies concerning relevant activities under the MSDCF (e.g., FAO, UNEP, UNDP).

Output 1.1.2 – Green enterprises are established in target sectors and value chains

Enterprises, being the core units of economic activity, are central to the paradigm shift needed to achieve 'green growth' and a 'just transition'. Enterprises depend directly on the environment for resources and ecosystem services or benefits, yet their production processes often contribute to resource depletion, waste, and pollution that degrades the natural environment and contributes to climate change. Supporting 'green' enterprise development (including 'greening' existing enterprises) to reduce adverse environmental impacts, and/or promote the protection and restoration of the environment, is therefore critical to securing the longer-term viability of enterprises and the jobs they support.¹⁶ Green enterprises have a similarly important role in achieving 'green growth' in target sectors and value chains (see 1.1.1 and 1.1.3).

In line with sector strategies developed under Output 1.1.1, the Government will work closely with social partners and the ILO to develop policies, programmes, and service offerings that support the development of green enterprises and thus contribute to an expanded offer of decent green jobs. Principal activities include:

- ▶ **Developing strategies and instruments for 'green enterprise' development:** The ILO can provide technical support and good practice examples to assist policymakers, employers' associations, financial institutions, and business service providers in promoting the development of 'green enterprises'.¹⁷ This may include the design and implementation of integrated national or local strategies, tools, financial products, training, and advisory services to support green start-ups and existing business to 'green' their operations.¹⁸

Interventions will target undeserved rural communities and women in particular. For example, local strategic plans might focus on priority underserved rural areas and/or sectors with a disproportionately feminized workforce. The ILO can also work with employers' associations to promote equal opportunity policies and practices among green enterprises benefiting from other inputs under this Outcome.

¹⁵ For example, the NDP envisages the (re-)launch of an SME fund to support new MSMEs and develop value chains in high potential sectors. The Government is currently in discussions with commercial banks on possible financing options for the fund, which could contribute to DWCP output 1.1.2 and 1.1.3. The ILO can also support national constituents to coordinate relevant interventions under the MSDCF/CIP, including value chain development (MSDCF/CIP output 1.1) and National Adaptation Plan development (output 5.2), working in partnership with other UN agencies (FAO, UNDP, UNEP).

¹⁶ 'Green enterprises' include both enterprises in 'green sectors' (such as renewable energy or conservation) as well as businesses in traditional sectors that adopt measures to reduce their environmental footprint (e.g., implementing more efficient production processes that reduce energy consumption and waste).

¹⁷ See, for example, De Gobbi (2011), ILO (2016b).

¹⁸ Examples of interventions include: advisory services to upgrade production processes to improve efficiency and reduce waste; 'green' finance, such as tailored loans for green start-ups or to support existing enterprises 'green' their production processes, or green business training and marketing for 'green' and sustainable products. See also ILO (2017c) for practical guidance on 'green' entrepreneurship (part of the Start and Improve Your Business programme).

Output 1.1.3 – Value chains are developed in emerging ‘green’ sectors

Value chains are an integral part of modern, globalized economies and their structure has significant implications for the distribution of benefits from economic value creation. In Suriname, many value chains are underdeveloped, reflected in a reliance on the export of raw materials with limited value-adding activities 'higher up' the value chain.¹⁹ Value chain development in strategic ‘green’ and ‘blue’ sectors has the potential to generate more and better jobs within Suriname, advancing the ‘just transition’ and diversification of the economy.

The Government has identified value chain development as an important economic policy objective (e.g., NDP objectives A.6.9, 6.10, 6.11, and 6.16). The ILO can support national constituents by applying its integrated ‘market systems’ approach for sustainable value chain development (e.g., ILO, [2021c](#)). This approach prioritizes both positive jobs impacts and the environmental sustainability of value chain development to create systemic change that lasts beyond the initial programme intervention. In line with sector priorities established under 1.1.1, key areas of action include:

- ▶ **Value chain analysis:** Analysis of decent work deficits and constraints on value chain development through a market systems analysis (MSA), focusing on sectors with high green jobs potential and with the cooperation and participation of ITPs and other relevant stakeholders.²⁰ The MSA will include analysis of barriers facing women, youth, people with disabilities, and ITPs in accessing employment opportunities throughout the value chain, as well as obstacles limiting the integration of MSMEs and cooperatives (in line with outcome 1.3). It will also include a focus on the skills needs to support sustainable value chain development (linked to outcome 2.1).
- ▶ **Developing tailored interventions and pilots:** Design of tailored interventions to promote inclusive value chain development in line with sector / industry strategies (1.1.1) and findings from the MSA (including measures to address identified barriers affecting specific underserved groups). The ILO can support national constituents to identify and convene project partners among national stakeholders, financial institutions, and other UN agencies (within the MSDCF), develop pilot programmes to test approaches for subsequent upscaling, and establish and maintain a robust monitoring and evaluation framework for value chain initiatives.²¹

In designing value chain development interventions, the ILO and national constituents can learn from (and possibly expand) successful ongoing initiatives in the pineapple value chain (e.g., UNIDO, [2022](#)).

¹⁹ The National Development Plan (2022-2026) identifies several sectors and value chains with strong potential for export-oriented growth. For example, studies carried out for the 2016 National Master Plan for Agriculture Development in Suriname (Agriculture Plan) identified unmet regional Caribbean market demand for several horticultural and other agricultural products for which local conditions in Suriname are suitable for cultivation.

²⁰ For example, an MSA might focus on: productivity and other challenges facing MSMEs and cooperatives in Suriname’s horticulture sector; the regulatory and business environment in relation to enterprise development and trade promotion; access to business development and other services (e.g., phytosanitary testing for food exports), or access to finance for different value chain actors.

²¹ The ILO has developed a dedicated [guide](#) on monitoring and evaluation for value chain development projects.

Outcome 1.2 - Enterprise productivity and competitiveness are enhanced

Outcome 1.2: Enterprise productivity and competitiveness are enhanced²²

Output 1.2.1 – The Centre for Innovation and Productivity (CIP) is fully operationalized

Output 1.2.2 – A time-bound workplan for the CIP is developed and implemented

Output 1.2.3 – The EESE study and action plan is updated and refined, and priority items implemented

Contribution to cross-cutting aims

Social dialogue: operationalization and capacitation of the tripartite CIP and capacity building for social partners on productivity, competitiveness, and business environment issues.

Underserved groups: Productivity / EESE initiatives include focus on MSMEs and cooperatives, with potential disproportionate benefits to expanding access to decent work for underserved groups (e.g., rural, informal).

Formalization: Productivity / EESE initiatives include focus on barriers to formalization, while higher productivity builds enterprise resilience to prevent informalization.

Alignment with national development priorities

National policies/plans	NDP: A6.2 (business environment and productivity) LMP: Output 4.2 (entrepreneurship and SME support)
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MSDCF/CIP	MSDCF/CIP: Output 1.2 (operationalize Centre for Innovation and Productivity)
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Alignment with ILO Programme and Budget (2022-2023)

Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work

Contribution to SDGs



Enhancing enterprise productivity, and the quality of outputs, is critical for the development of sustainable businesses that can access and compete in both national and international markets. More productive, resilient, and competitive enterprises are better equipped to create and sustain decent employment and contribute to the broader diversification and long-term growth of Suriname’s economy.

Output 1.2.1 – The Centre for Innovation and Productivity (CIP) is fully operationalized

The Centre for Innovation and Productivity (CIP) has a central role to play in coordinating national efforts to enhance productivity and competitiveness, supporting policymakers and businesses through improved measurement, analysis,

²² The concept of ‘sustainable enterprises’ relates to the three pillars of sustainable development – economic, social, and environmental. Sustainable enterprises, therefore, are businesses that are economically viable, socially responsible, and respectful of the environment. Sustainable enterprises comply with national laws and regulations and contribute to socioeconomic progress by applying labour standards, ethical values, and other social and environmental principles to their business operations. In doing business, sustainable enterprises prioritize workers’ social protection and engage in sound industrial relations and in social dialogue through their employer organizations (see, for example, ILO, [nd](#)).

and the dissemination of good practice.²³ The ILO can support these efforts by providing technical assistance to achieve the Centre's full operationalization in 2023, including a focus on:

- ▶ **CIP regulations and operating procedures:** Develop or amend the CIP's governing regulations and internal operating procedures, including regulations on Board composition (including tripartite representation and gender balance), decision-making procedures, cooperation protocols with other Government and social partner entities, and monitoring and evaluation systems.

Output 1.2.2 – A time-bound workplan for the CIP is developed and implemented

Following its full operationalization (output 1.2.1), the CIP will develop and coordinate implementation of an initial work plan, aligned with the priorities of this DWCP, in cooperation with relevant national stakeholders. The ILO will provide technical assistance to the CIP on the development and implementation of the workplan, as required, and build the capacity of national constituents to make effective and informed contributions to productivity and competitiveness initiatives. Key areas of work include:

- ▶ **Developing and implementing the CIP's work plan:** Prepare and implement a time-bound work plan for the CIP, which may include, inter alia: developing a methodological framework for productivity measurement; studies and analyses on key productivity issues (e.g., sector or value chain analysis, barriers to formalization); generating briefings, reports, and recommendations for business and policymakers, and raising awareness and disseminating good practices.²⁴ The work plan should focus on target sectors relevant to other DWCP initiatives (e.g., agribusiness, forestry, tourism, energy).²⁵
- ▶ **Capacity building for tripartite constituents:** Training, guidance, and other support as needed for Government and social partners (including but not limited to CIP Board members and staff) to build knowledge about productivity, quality, and competitiveness (concepts, measures, policy design). Capacity building, provided on an equal opportunity basis, can enhance the quality and effectiveness of stakeholders' contributions to productivity initiatives.

The CIP will coordinate with other labour market institutions and the DWCP Steering Committee to ensure its activities align with and complement other programmes and initiatives (including under this DWCP).

Output 1.2.3 – The EESE study and action plan is updated and refined, and priority items implemented

As part of DWCP II, the ILO supported the development of a study on the Enabling Environment for Sustainable Enterprise (EESE) and accompanying action plans (ILO, [2020](#), [2021d](#)) to identify and address factors affecting enterprise productivity and competitiveness.²⁶ However, the severe disruptions caused by COVID-19 and delays in operationalizing the CIP (tasked with overseeing the EESE action plans) have impeded progress on implementing EESE initiatives to date.

The Government and social partners, with technical assistance from the ILO, can reinstate efforts to improve the enabling environment for sustainable enterprises by updating and refining EESE proposals in line with the priorities of this DWCP. Potential activities include:

- ▶ **Updating the EESE assessment:** The CIP, with ILO's support, will coordinate an update of the 2019 EESE assessment to reflect changes in the economic and business environment and to enhance focus on specific productivity and competitiveness barriers facing MSMEs and cooperatives (in line with outcomes 1.2 and 1.3).²⁷
- ▶ **Refining EESE action plans:** The CIP will revise and refine the 2021 EESE action plans to prioritize measures for implementation in the short and medium term and generate actionable recommendations for Government and

²³ The CIP's mandate is established by the 2019 [Act on CIP](#).

²⁴ Initial work on the development of a productivity measurement framework began in late 2022 (e.g., ILO, [2022a](#)).

²⁵ For a general review of key productivity drivers, and their relationship to decent, see ILO ([2021e](#)).

²⁶ The EESE action plans focus on four key 'results areas': adequate social protection; social dialogue; education, training, learning for life, and ICT. It includes a particular focus on productivity and innovation in SMEs (ILO, [2021](#)).

²⁷ The ILO's dedicated SME Unit can offer technical expertise, as well as practical tools, on supporting MSME and cooperative development.

other stakeholders. The action plans will align with (form part of, contribute to, or build on) other DWCP outcomes and outputs to facilitate a coordinated and integrated implementation process.

Outcome 1.3 – More resilient and productive MSMEs and cooperatives

Outcome 1.3: More resilient and productive MSMEs and cooperatives²⁸

Output 1.3.1 – Enhanced support services promote the development of MSMEs and cooperatives, with a focus on female, young, and rural entrepreneurs.

Output 1.3.2 – Improved policies, support services, and constituent capacity to facilitate the formalization of MSMEs and cooperatives.

Output 1.3.3 – The financial and operational resilience of MSMEs is strengthened.

Contribution to cross-cutting aims

Social dialogue: promoting social dialogue and building capacity of social partners on cooperativism, supporting formalization (R204), and collaborative crisis-response and business continuity (R205); integration of informal workers, self-employed, and cooperatives into relevant tripartite social dialogue fora and mechanisms.

Underserved groups: MSME support is tailored to needs of and targets underserved groups (youth, women, rural); formalization and enterprise resilience benefit vulnerable groups disproportionately (informal, low-income, rural).

Formalization: Output 1.3.2 focuses specifically on formalization; supporting and building resilience of MSMEs and cooperatives also supports enterprise formalization, formal job creation, and mitigates risk of informalization.


Alignment of outcomes with national development priorities

National policies/plans	NDP: A6.2 (business environment for MSMEs, entrepreneurship training, SME fund); A6.4 (entrepreneurship training); A6.9 – A6.11 (development of tourism, forestry, agriculture sectors); A6.16 (trade / value chain development). LMP: Output 4.2 (MSME / entrepreneurship support services); 1.4 (access to training for underserved groups); 1.5 (expanded TVET offers in rural areas) .
MSDCF/CIP	MSDCF / CIP: Output 5.2 (Enhanced knowledge and understanding of climate change, disaster risk management and / or coping strategies).

Alignment with ILO Programme and Budget (2022-2023)

Outcome 4: Sustainable enterprises as generators of employment and promoters of innovation and decent work

Contribution to SDGs

							
1.1, 1.2, 1.4, 1.5, 1.b	2.3, 2.4	5.1, 5.a	8.1, 8.2, 8.3, 8.5, 8.6, 8.9, 8.10	9.3	10.1, 10.2	13.1, 13.2, 13.3, 13.b	17.11, 17.14

²⁸ In line with ILO [R205](#), ‘resilience’ is defined here as ‘the ability of an enterprise to resist, absorb, accommodate, adapt to, transform, and recover from the effects of a hazard or shock in a timely and efficient manner, including through the preservation and restoration of its essential basic structures and functions through risk management’.

Self-employment, micro, small, and medium enterprises (MSMEs) play a key role in providing jobs and livelihoods for many Surinamese, while cooperatives form an important basis for income generation activities in many rural areas. However, these smaller economic units, and the workers they employ, face particular challenges. They often lack access to the financial and other technical resources (equipment and knowledge) to grow their business activities, upgrade production methods to enhance productivity, or withstand external shocks. These barriers may be especially significant for female entrepreneurs and other underserved groups that lack access to credit, land, and resources. Partly due to these constraints on growth, many MSMEs operate partially or wholly in the informal economy, with adverse implications for employment and income stability, and the application of labour rights. Supporting the development, formalization, and resilience of MSMEs and cooperatives can significantly expand the offer of decent employment in Suriname, especially in areas where the offer of formal jobs in larger enterprises is limited.²⁹

Output 1.3.1 – Enhanced support services for MSME and cooperative development, with a focus on female, young, and rural entrepreneurs

There are a range of existing Government departments and private sector actors that provide support for the development of MSMEs and cooperatives. This support includes entrepreneurship and business training, mentoring, administrative and marketing support, and other guidance to support the creation, financing, and management of small businesses.³⁰ However, there is limited coordination among various Government agencies that provide similar services, leading to duplication rather than complementarity of services. The quality and effectiveness of support programmes is also unclear, with few examples of successful business start-ups that result directly from programming interventions. Finally, the lack of dedicated financial support is a significant constraint on MSME development in practice (Government of Suriname, [2022b](#)).

In line with the relevant objectives of the new Labour Market Policy (LMP),³¹ national constituents can improve the coherence and quality of support for MSMEs and cooperatives, with support as needed from the ILO. Possible actions include:

- ▶ **Mapping existing support services:** Map existing training, financial, and business development programmes for entrepreneurs, MSMEs, and cooperatives and identify opportunities for joint delivery, improved coherence and complementarity, and improved accessibility (e.g., availability of training and materials in different languages, geographic regions, delivery formats).
- ▶ **Promoting industry partnerships:** Leverage the ILO’s strong relationship with the Surinamese business community to encourage mature businesses to establish commercial partnerships with MSMEs and cooperatives to integrate small businesses into value chains (in line with 1.2.1).
- ▶ **Developing tailored financial products:** Advise and/or collaborate with institutional partners (e.g., National Development Bank) and commercial lenders to develop and deliver tailored financial products to start-ups and existing MSMEs and cooperatives and enhance access to finance for underserved groups (especially women, people with disabilities, and those with limited formal employment and/or credit history – including youth, school drop-outs, informal workers). This might include support to operationalize the Government’s planned SME fund (Government of Suriname, [2022a](#)).³²
- ▶ **Expanding access and relevance to underserved groups:** Build capacity of relevant institutional partners (e.g., SNTA, SAO, SPWE, RACO) to update and deliver entrepreneurship and business training programmes that are

²⁹ The Government, with support from the UN system in Suriname, is currently developing legislation to support MSME development (Government of Suriname, 2022a). Outputs under outcome 1.3 should align with and can contribute to these efforts.

³⁰ The Ministry of Economic Affairs (MINEZ) provides a range of support services to MSMEs and entrepreneurs that include guidance, training, and mentoring (e.g., to develop sales pitches, business plans, and loan applications). The Productive Work Unit Foundation (SPWE) also provides entrepreneurship training to existing MSMEs and start-ups, while the VSB has partnered with the SPWE and SAO to deliver training specifically for disabled entrepreneurs. The Board of Cooperatives (RACO) provides various services – including training, administrative, and marketing support – to cooperatives, mostly in rural areas (Government of Suriname, [2019](#); [2022b](#)).

³¹ In particular, LMP output 4.2.

³² The World Bank’s Suriname Competitiveness and Sector Development (SCSD) project also included proposals for an SME fund to support small business and value chain development (e.g., World Bank, [2019](#)). If operational, national constituents could explore opportunities for cooperation concerning activities under this output.

accessible for and tailored to the needs of underserved groups (e.g., female entrepreneurs, school dropouts, people with disabilities, residents in rural areas, ethnic and linguistic minorities).³³

- ▶ **Support the participation of cooperatives in social dialogue:** Convening and capacity building among social partners and cooperatives to promote the latter's increased participation in social dialogue at the local and national levels, including but not limited to appropriate representation of cooperatives through existing employers' and workers' organizations in bi- and tri-partite fora.³⁴

Output 1.3.2 – Improved policies, support services, and constituent capacity to facilitate the formalization of MSMEs and cooperatives

Suriname has a large informal economy that may account for as much as 75 per cent of GDP (Government of Suriname, [2022a](#)). Although reliable data on informal employment are limited, most assessments indicate that informal work is pervasive, especially in the context of MSMEs and among self-employed workers in the interior (SPS, [2021](#), Government of Suriname, [2022a](#), [2022b](#)). One estimate put the share of informal non-agricultural employment at more than 50 per cent (Government of Suriname, [2019](#)).³⁵

Although informal work is an important source of income for many households, informal workers tend to earn less than formal employees, lack adequate coverage and protection under labour laws (de jure and/or de facto), and fall outside the scope of many social protection schemes. Small informal economic units typically have low levels of productivity and lack the capacity to withstand and recover from external shocks. In this context, informality and poverty are often mutually reinforcing, creating a de facto vicious circle that impedes the realization of decent work for many of the most vulnerable groups in Surinamese society (Government of Suriname, [2022b](#)). A lack of representation and voice for informal workers – for example, via national tripartite bodies – excludes informal workers from decision-making processes that effect their economic wellbeing and constrains full participatory (and effective) policy development.

In consultation with national constituents, the ILO will provide strategic and programming support to the Government and social partners to promote the progressive formalization of MSMEs and self-employed workers and the creation and strengthening of formal cooperatives.³⁶ Interventions will be designed and implemented in line with the principles of ILO R204, which provides guidance to Governments and social partners on advancing the transition from the informal to the formal economy. Key areas for action include:

- ▶ **Identifying barriers to formalization:** Carry out a diagnostic study (or consultation) to identify the key barriers to formalization of MSMEs and the creation of formal cooperatives. The study or consultation could focus initially on target sectors identified under Outcome 1.1 or as relevant to other DWCP outcomes. The diagnostic will include a focus on identifying barriers to formalization that affect specific groups, including women, youth, rural residents, and ITPs.
- ▶ **Simplification of administrative procedures / requirements:** Based on the findings of the diagnostic (and other relevant information sources, including the EESE study), develop and implement regulatory and administrative reforms to streamline business registration, licensing, and compliance procedures (tax, social security, reporting and accounting). This may include 'special' (simplified / reduced) requirements for MSMEs, measures to improve administrative coordination (e.g., one-stop shops), and dedicated advisory and support services.

³³ As appropriate, the ILO can make use of its extensive experience, and existing tools and guidance materials, generated from its Start and Improve Your Business ([SIYB](#)) and [My Coop](#) programmes.

³⁴ For examples of how cooperatives have been incorporated into local, national, and international tripartite (and 'tripartite plus') structures and organizations, see ILO ([2022b](#)).

³⁵ Data from field research conducted in 2006. Projections suggest that informal employment rates have increased in the intervening period (e.g., Government of Suriname, [2022a](#)).

³⁶ Cooperatives can play an especially important role in promoting the formalization of informal own-account workers. Organized into cooperatives, own-account workers are better positioned to engage in the transition to the formal economy. Cooperatives can enhance voice and representation for own-account workers at local and national levels, facilitate access of workers to social protection, and scale up economic activities to increase productivity and access new markets and integrate into larger value chains (see, for example, ILO, [2022c](#)).

- ▶ **Provide incentives for formalization:** Assess feasibility of and implement as appropriate targeted initiatives to incentivize formalization of MSMEs, such as enhanced market access opportunities (e.g., preferential public procurement), increased social security coverage, reduced tax and other financial obligations, and subsidized access to business development services.
- ▶ **Strengthening social dialogue and building social partner capacity:** Training and awareness raising among social partners on supporting the transition from the informal to the formal economy in line with R204 (e.g., support to employers' organizations to develop relevant services to support MSME formalization). This will include a particular focus on enhancing the integration and representation of informal workers in relevant tripartite social dialogue fora, including through informal workers' own representative organizations. For employers, this may include involving informal business associations in relevant industry and/or policymaking fora. For workers, it may include strategies to organize among informal workers and/or engage with, support, and where appropriate, incorporate existing representative organizations of informal workers, including cooperatives.³⁷

Output 1.3.3 – The financial and operational resilience of MSMEs is strengthened

The COVID-19 pandemic, and the resulting economic crisis, has reinforced the critical importance of building enterprise resilience to support business continuity and recovery in the context of external shocks. Ensuring that businesses – and especially small businesses and entrepreneurs – have the capacity to plan for, withstand, and recover from shocks is crucial to sustain jobs and livelihoods, and prevent informalization during periods of economic downturn. This includes ensuring adequate internal capabilities, such as business knowledge, management systems, financial reserves, as well as external resources such as access to training, credit, and business support services.

National constituents, with technical assistance from the ILO as needed, will develop targeted interventions to build MSME resilience to enhance the stability of employment and livelihoods through future crises. Potential activities include a focus on:

- ▶ **Improved training and business development services (BDS) for MSMEs:** Build capacity of relevant labour market institutions and social partners to enhance the offer of training and other BDS for MSMEs on risk-management and business resilience and continuity planning. Capacity-building can be carried out as part of wider support services improvements under 1.3.1 and should include the same considerations in relation to outreach and access for underserved groups.
- ▶ **Enhanced financial resilience for MSMEs and cooperatives:** Consider sustainable and appropriate mechanisms for enhancing access to emergency funding for MSMEs and cooperatives to withstand short-term economic shocks and crises, including through collaboration with financial service provider (FSP) partners to develop tailored insurance products for MSMEs and/or the development of a dedicated MSME emergency fund (e.g., part of broader MSME financing initiatives, see 1.3.1, and/or separate contributory scheme administered by employers' associations for their members).
- ▶ **Greater integration of MSMEs into industry organizations:** Promote integration of MSMEs and cooperatives into relevant employers' and industry associations (e.g., via proactive outreach by employers' organizations) to enhance MSME access to relevant technical and financial assistance (see above), facilitate good practice sharing, and ensure MSMEs and cooperatives are represented and able to advocate their interests via relevant social dialogue fora (especially in the context of crisis-response planning and policymaking).
- ▶ **Training for social partners:** Training for social partners on the principles of collaborative crisis-response planning and business continuity strategies (in line with R205), with a view to building capacity for workers' and employers' organizations to raise awareness and promote good practice among their membership.

³⁷ These activities can draw on existing guidance developed by the ILO in relation to R204, including a 'Workers' Guide' published by the ILO's Bureau for Workers' Activities (2017), and a guide for enterprise formalization (ILO, 2017d), as well as growing international experience in promoting decent work in and through the social solidarity economy (e.g., ILO, 2022c).



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► Priority 2: Livelihoods, human capital, and skills

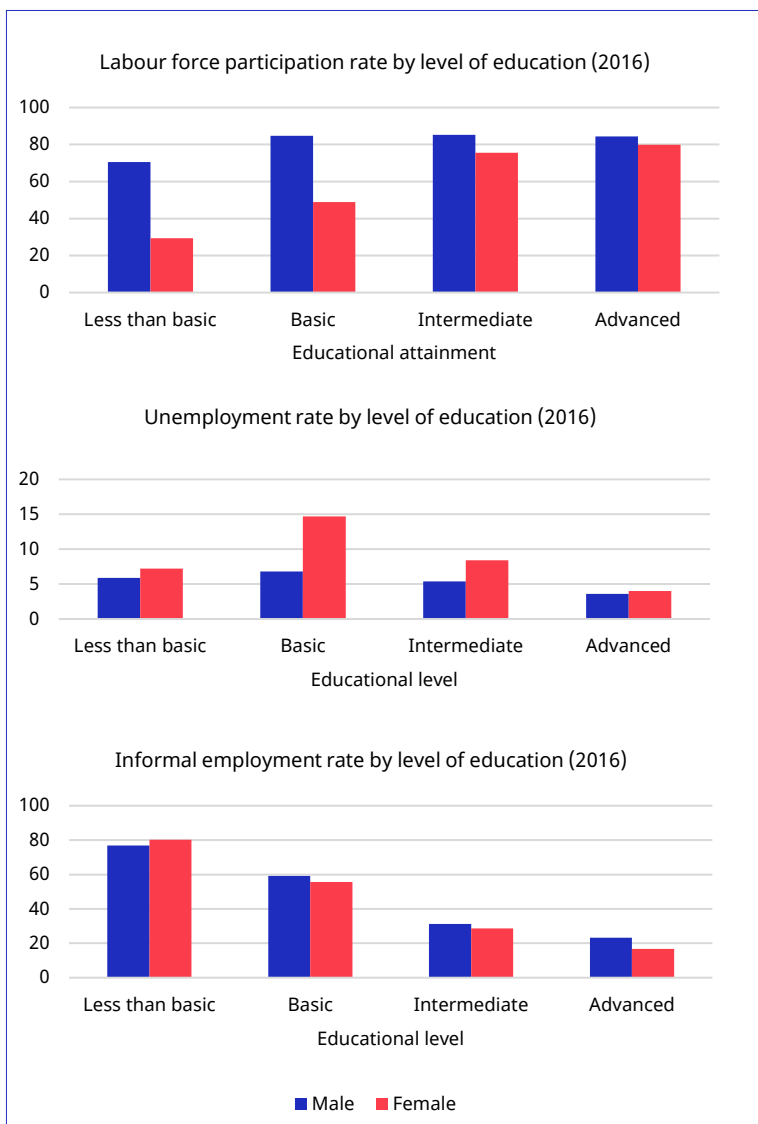
Priority 2: Livelihoods, human capital, and a skilled workforce. Workforce skills development, employment services, and a coherent and universal social protection system ensure a secure livelihood for all Surinamese.

Situational analysis

Education, training, and skills

Educational attainment is closely linked to decent work outcomes. Lower levels of educational attainment are associated with lower labour force participation and higher unemployment and informal employment rates, especially for women (see Figure 4). Lower educational attainment is also associated with lower wages (Gardiner and Stampini, 2013).

► **Figure 4: Employment outcomes by educational attainment**



including limited provision in rural and interior areas, outdated curricula, and poor teaching – is a principal barrier to the realization of decent work in Suriname. There are particular issues concerning access to quality education and training for poorer households in the interior, due to both lack of educational infrastructure and higher costs for transport, tuition, and materials (Government of Suriname, 2022b; UN, 2021).

Skills mismatches

Beyond the issue of access, national stakeholders also identify a fundamental disconnect between the outputs of educational programmes and industry and employer needs (skills mismatch). Job-specific skills shortages lead to unfilled vacancies that constrain enterprise development and productivity, while ‘soft skills’ gaps (including digital skills and basic literacy, as well as skills such as communication, teamwork, and customer service) are similarly linked to productivity losses and increased staff turnover.

Poor or ineffective communication and coordination among educational institutions, Government, and industry contribute to a lack of coherence and market-relevance of training programmes. A lack of consistency also undermines the perceived reliability (and validity) of qualifications awarded. Insufficient opportunities for work-based learning further constrain efforts to prepare job-ready candidates

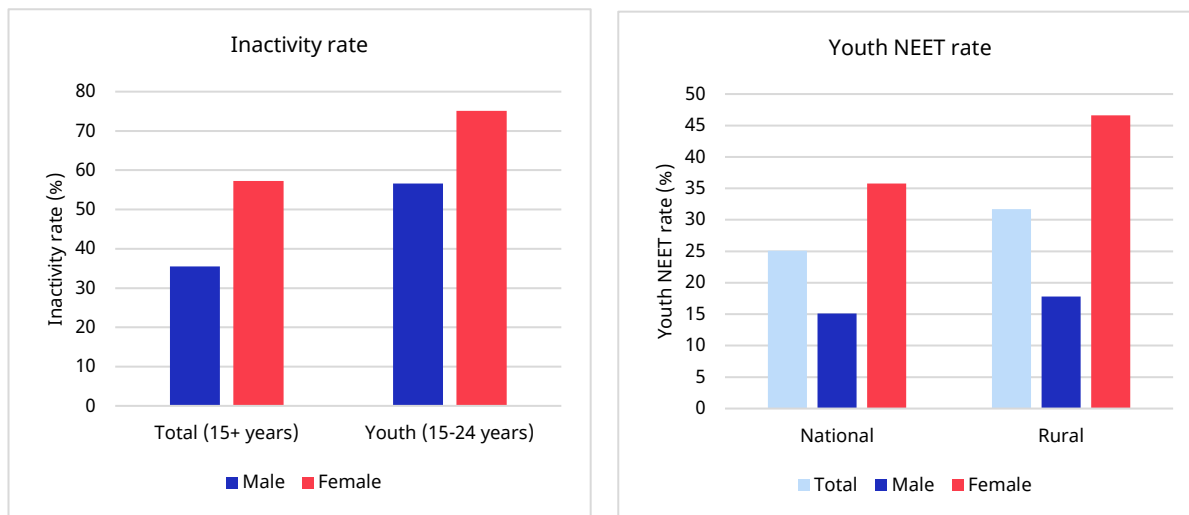
with direct work experience (e.g., Government of Suriname, 2022b). These factors erode employers' confidence concerning the competencies of graduates (especially in TVET), discouraging business development and undermining the employability of graduates and jobseekers.

Skills mismatches and inadequate skills forecasting also undermine the development of new sectors and industries – including 'green' sectors – that can create new decent employment opportunities. Addressing skills mismatches, therefore, is fundamental to both achieving the sustainable economic growth that creates decent work and ensuring that all Surinamese citizens are equipped with the skills and knowledge to take advantage of new employment opportunities.

Supporting (re-)entry into productive employment

Approximately half (47 per cent) of Suriname's working age population is not economically active; that is, not engaged in formal employment (or self-employment) or actively looking for work. Among young people, this figure rises to two-thirds (66 per cent), while inactivity rates among women are consistently higher than the rates for men (57 per cent overall and 75 per cent for female youth). The share of young people not in education, employment, or training (NEET) is among the highest in the Caribbean – accounting for a quarter of all young people at the national level and almost a third in rural areas. Once again, youth NEET rates are notably higher for women, rising to 36 per cent nationally and 47 per cent in rural areas (see Figure 5).

► Figure 5: Inactivity and NEET rates



High economic inactivity and NEET rates indicate significant challenges in facilitating the (re-)entry into formal employment for those outside the active labour force. This includes new labour market entrants, as well as the long-term unemployed and/or informal workers.³⁸ Many of these population segments are among the most underserved and vulnerable individuals. Although some of the economically inactive population of working age may be unable to work (e.g., due to serious health conditions or unpaid care responsibilities), high inactivity rates are also likely to reflect prevalent casual and informal employment, limited formal job opportunities, and a lack of support to facilitate the transition into formal employment.

In this respect, national stakeholders point to the insufficient reach and quality of public employment services (PES), including limited use of the AJW's Labour Exchange Bureau (DA). They also highlight the lack of integration between social programmes and employment promotion and support mechanisms, including opportunities for training and retraining, as well as job search and placement assistance.³⁹ The lack of a viable 'pathway' into formal employment results in many

³⁸ National stakeholders identify educational dropout rates as a particular item of concern and a key barrier to the realization of decent work. For example, the Government estimates a dropout rate of 25 per cent in secondary vocational education (Government of Suriname, 2022a).

³⁹ For example, official figures show that just 75 jobseekers registered with PES in the first six months of 2022, while the DA posted just 364 vacancies across the entire country (AWJ, 2022b).

jobseekers resorting to informal work and discourages those outside the active labour force (including social programme beneficiaries and the long-term unemployed) from seeking a transition into productive employment. The lack of adequate support for (re-)entry into decent employment has disproportionate adverse effects on underserved and marginalized groups, where individuals may lack the social networks to access better jobs through personal connections (Government of Suriname, 2022b).

Poverty and livelihoods

Latest estimates from 2018 indicate that almost 3 per cent of Suriname's population – around 16,000 people – fall into the category of multidimensional poverty, a measure that reflects a combination of factors affecting people's experience of deprivation (including poor health, lack of education, inadequate living standards, lack of income, and low quality of work). An additional 4 per cent of the population are at risk of multidimensional poverty (UNDP, 2020). Other estimates from 2020 suggest that almost a quarter of the population live in conditions of extreme poverty (less than US\$1.90 / day), a significant increase from the 2019 estimate of 20 per cent (UN, 2021). This includes an estimated one in five employed persons, indicating significant deficiencies in terms of the adequacy of income from employment to meet basic needs (ILO modelled estimates for 2021). This fundamentally undermines the prospects for employment to serve as a viable pathway out of poverty for a significant proportion of Suriname's population. Overall, current poverty rates are likely to be higher in the context of the ongoing economic impact of the COVID-19 pandemic and debt crisis.

There are limited disaggregated data by which to assess poverty levels across demographic and social groups. However, several recent studies indicate that poverty levels and the effects of poverty-related deprivation are disproportionately felt by women, people with disabilities, and indigenous and tribal communities in the interior (Government of Suriname, 2022a; Bureau of Gender Affairs, 2019; VIDS, 2020).

Social protection

The current social protection system in Suriname consists of both contributory social security (including old-age, sickness, work injury, and maternity insurance schemes) and non-contributory social assistance (including various cash transfer schemes and waivers for healthcare costs). There is no unemployment insurance, although the Civil Code requires a severance payment and low-income unemployed persons may be eligible for specific social assistance schemes. During the COVID-19 pandemic, the Government introduced a range of temporary support measures (e.g., cash transfers, subsidies) to meet emergency income and other needs.

Although the existing system provides vital support to many vulnerable families and individuals, overall, it suffers from a lack of coherence and poor targeting of benefits to those most in need. This leads to both gaps in coverage (e.g., for self-employed workers) and undermines the financial sustainability of the social protection system as a whole. Indeed, significant concerns about the long-term financial sustainability of the social protection system, including the viability of the public pension funds, make social protection reform a key priority of the Government and social partners. Social protection reform has also been incorporated as a key benchmark in Suriname's programme with the IMF.

There are limited data on social protection coverage rates. According to ILO modelled estimates, only a third of the population are covered by a basic 'social protection floor' – that is, coverage by at least one social protection benefit that ensures basic income security – one of the lowest coverage rates in the Caribbean.⁴⁰ Estimates from the ILO indicate that approximately one in five poor households receive some form of cash benefit, while an estimated 30 per cent of vulnerable persons are covered under social assistance scheme.⁴¹ All households with children also receive a regular child benefit payment and there is a universal flat-rate pension for all citizens above retirement age.

There are few disaggregated data through which to assess differential coverage rates for specific groups, such as women (compared to men), people with disabilities, or indigenous and tribal peoples. However, many of the most vulnerable communities in the interior – including disproportionately indigenous and tribal communities – face barriers in accessing (and utilizing) social assistance benefits due to limited financial infrastructure and the prevalence of non-monetary

⁴⁰ Modelled estimates for 2021 from the ILO estimate that 33.5 per cent of the population are covered by a social protection floor, compared to a Caribbean average of over 65 per cent.

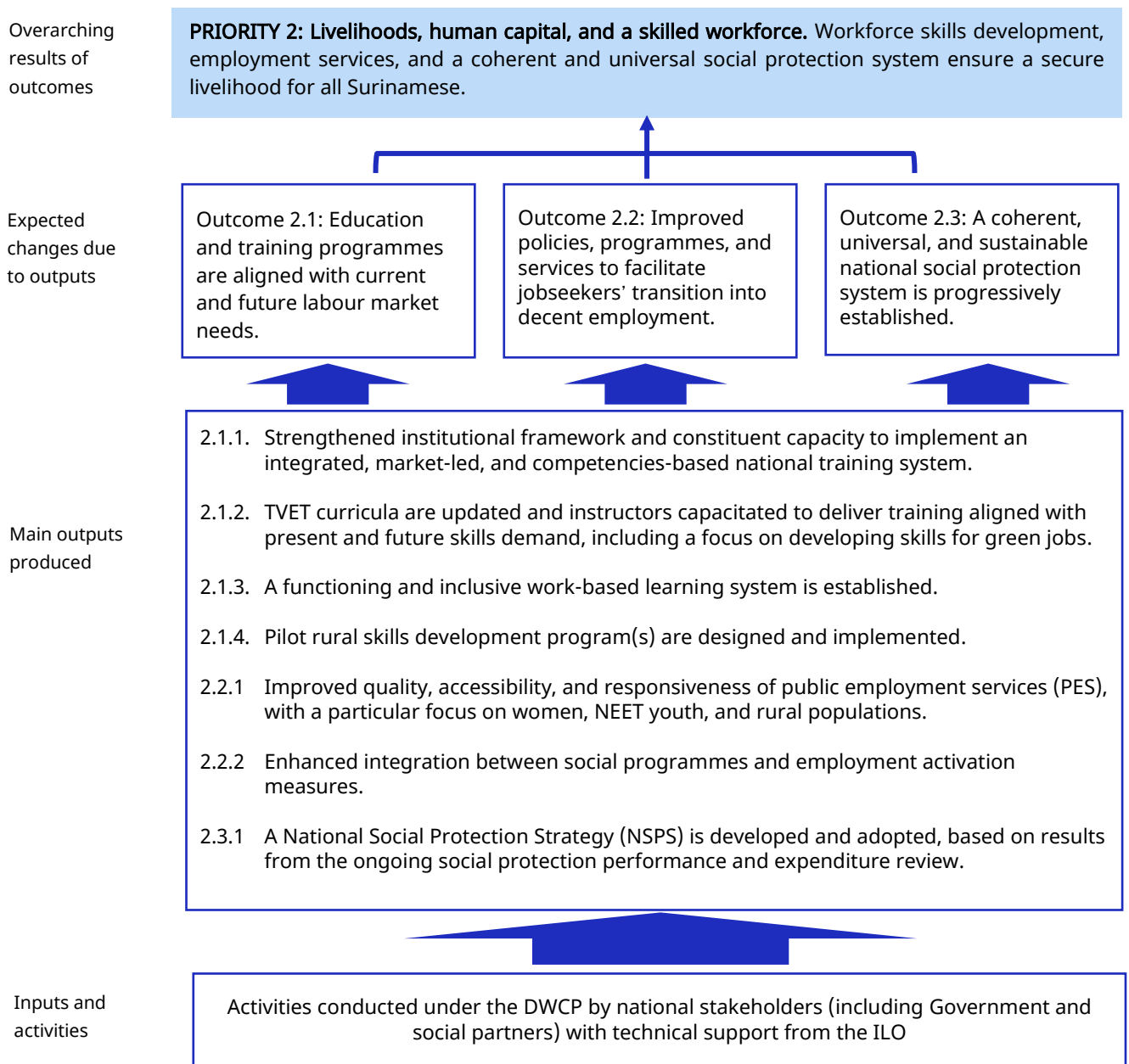
⁴¹ A 2018 survey by the Ministry of Social Affairs (SOZAVO) estimates that 39 per cent of all households received some social benefit (including cash transfers), and more than 50 per cent of households in the interior (SOZAVO, 2019).

economic systems (VIDS, 2020). There are additional potential gaps in coverage affecting self-employed workers, who are not eligible for contributory sickness, maternity, or occupational injury benefits. Informal workers, including unregistered self-employed workers, are not covered under contributory social security schemes and may in practice face difficulties in accessing non-contributory social assistance (in part due to the lack of a unified social register).

Theory of change – Priority 2

To equip citizens to access the expanded offer of decent jobs envisaged under Priority 1 – and benefit from the improved earnings and income security associated with decent work – Priority 2 focuses on developing Suriname’s human capital and a skilled workforce. A focus on skills development (Outcome 2.1) is complemented by an additional focus on securing a viable ‘path’ for jobseekers and those outside the active labour force to transition into decent work and secure better incomes (Outcome 2.2). A final element focuses on enhancing the national social protection system to strengthen social safety nets and ensure a decent livelihood for all Surinamese throughout the life cycle (Outcome 2.3).

► Figure 6: Theory of change – Priority 2



Outcome 2.1 – Education and training programmes are aligned with current and future labour market needs

Outcome 2.1 Education and training programmes are aligned with current and future labour market needs
Output 2.1.1 – Strengthened institutional framework and constituent capacity to implement an integrated, market-led, and competencies-based national training system [LMP output 1.3] ⁴²
Output 2.1.2 – TVET curricula are updated and instructors capacitated to deliver training that is aligned with present and future skills demand, including a particular focus on developing skills for green jobs [LMP outputs 1.2, 1.3]
Output 2.1.3 – A functioning and inclusive work-based learning programme is established [LMP output 1.1]
Output 2.1.4 – Pilot rural skills development programme(s) designed and implemented [LMP output 1.5]

Contribution to cross-cutting aims

Social dialogue: promotes social dialogue/builds capacity of social partners on key issue of skills development, including tripartite engagement in curricula upgrades, delivery of work-based learning, rural skills programming.
Underserved groups: express focus on skills development for underserved youth, women, and rural populations; skills studies focus on sectors benefitting underserved rural populations; work-based learning programme includes focus on outreach to vulnerable groups and support for employers on equal opportunity practices.
Formalization: development of workforce skills aligned with labour market needs expands access to formal employment; particular focus on rural skills development targets a context where informality rates are high

Alignment of outcomes with national development priorities

National policies/plans	NDP: A6.1 (TVET for oil and gas); A6.2 (business skills / training); A6.4 (lifelong learning); A6.16 (TVET – agriculture); A6.25 (operationalize SNTA, decentralization of education / training, distance learning); A6.27 (training offer in rural/interior). LMP: Output 1.1 (work-based learning); 1.2 (TVET aligned to labour market needs); 1.3 (competencies-based education model), 1.5 (rural skills)
MSDCF/CIP	MSDCF/CIP: Output 1.1 (improved TVET to support new jobs); 1.2 (review training programmes, implement Labour Market Policy); 4.2 (education to enhance employability); 4.3 (instructor capacity, skills development for people with disabilities).

Alignment with ILO Programme and Budget (2022-2023)

Outcome 5: Skills and lifelong learning to facilitate access to and transitions in the labour market

Contribution to SDGs



Access to adequate education and training is crucial to facilitate entry into decent employment to support better incomes.⁴³ Education and skills development is also an integral part of proactive child labour prevention strategies and for the long-term sustainability of efforts to eradicate child labour (see Priority 3).⁴⁴ Yet national stakeholders report a

⁴² Several outputs under Priority 2 are deliberately aligned, partially or fully, with outputs under the new Labour Market Policy (LMP).

⁴³ For example, a study by the Inter-American Development Bank (IDB) found that 84 per cent of those with tertiary education in Suriname were in formal employment, compared to only 12 per cent of those who had only completed primary education. Those with tertiary education also enjoyed wages that were 80 per cent higher than those without tertiary education (Gardiner and Stampini, 2013).

⁴⁴ See the National Action Plan for the Eradication of Child Labour and accompanying Action Plan (2021-2024).

disconnect – or mismatch – between the skills delivered by the national education and training system and those required by employers and industry. Such skills mismatches mean that training programmes may not support the desired transition of graduates into decent jobs and thus contribute to un- and under-employment and recourse to informal work (Government of Suriname, [2022a](#), [2022b](#)). Moreover, limited access to adequate education and training in many rural areas constrains decent work opportunities and increases the risk of child labour.

To help address these ‘supply side’ constraints on decent work, outputs under this outcome focus on improving the consistency, quality, and labour-market relevance of TVET programmes, including through work-based learning. They also include an express focus on expanding access to job-relevant training for underserved groups, with a particular focus on rural communities.

Output 2.1.1 – The institutional framework for the national training system is strengthened and competencies-based programmes implemented

A lack of coordination among Government agencies, educational institutions, and employers concerning workforce skills development – including in relation to course offerings, curricula development, and qualifications standards – contributes to inconsistencies in the quality and market-relevance of educational outputs across the national training system. Poor or inconsistent educational outputs weaken trust in the TVET system among employers (and prospective students), undermine the employability of TVET graduates, and constrain efforts to boost workforce productivity (Government of Suriname, [2022b](#)).

The Government has taken important steps to reform the education and training system in recent years, including a strategic focus on TVET.⁴⁵ As part of this reform, the Government established the tripartite Suriname National Training Authority (SNTA) in 2019.⁴⁶ Among its core functions, the SNTA is tasked with ensuring that education and training programmes meet labour market demand, and developing and implementing a system of ‘competency-based education and training’ (CBET) and National Qualifications Framework (NFQ) are aligned with regional standards.⁴⁷ The SNTA, therefore, has a central role in ensuring that national training programmes effectively facilitate access to decent jobs and livelihoods for graduates and boost workforce productivity to support sustainable economic growth for Suriname.

The ILO has extensive expertise and experience in the design and implementation of national training systems, including in the Caribbean region with the development of CARICOM’s Regional TVET Strategy. In Suriname, the ILO can provide technical assistances as required to support national constituents to:

- ▶ **Operationalize the SNTA:** Fully operationalize the tripartite SNTA, including an initial needs assessment / evaluation to identify any capacity or operational constraints affecting the SNTA’s ability to deliver its mandate, and the subsequent development / update of internal procedures, systems, SOPs, as needed, and training for SNTA staff. Constituents will aim for gender parity in the composition of the SNTA governance board.
- ▶ **Improve coherence of the TVET system:** Convene (via the SNTA) and enhance cooperation among relevant institutional stakeholders – including SAO, SPWE, SHTTC, RACO, and other TVET institutions (e.g., via the BNO) – to establish more systematic means of communication and coordination on course offerings, content, and targeting to underserved groups (e.g., outreach to women and girls, who are underrepresented in many TVET disciplines). This may include a common framework for enhanced cooperation with labour market information

⁴⁵ For example, the Government’s strategic plan for ‘Reforming the Technical, Vocational Education and Training’ aims to upgrade and improve junior vocational education and make it more accessible, increase the competence and employability of local graduates, and set up facilities in clustered training hubs/practice centres for more relevant on-the-job training. To date, practice centres have been constructed or renovated, and equipment renewed, in six urban areas and 39 rural areas (Government of Suriname, [2022b](#)).

⁴⁶ The SNTA’s overarching mission is to ‘create and maintain an enabling environment for technical and vocational education and training to enhance the employability and productivity of the Surinamese workforce’ (SNTA, [nd](#)). This includes, *inter alia*: measures to ensure that education and training programmes meet the demands of the labour market; developing and implementing a system of ‘competency-based education and training’ and associated qualifications frameworks, and various quality assurance and certification roles concerning both educational curricula and institutions [[Suriname National Training Authority Act, 2018](#)].

⁴⁷ Competencies-based frameworks, and the development of a corresponding qualifications framework, provide a common reference point for industry, employers, training providers, and students / jobseekers to validate acquired skills and competencies applicable for specific industries and occupations, facilitating better matching of jobseekers to vacancies and contributing to broader productivity improvements (e.g., ILO, [2021e](#)).

institutions (e.g., the General Bureau of Statistics) and public employment services; for example, data sharing concerning labour demand, skills forecasting, job matching and referrals to/from employment services.

- ▶ **Develop competencies-based frameworks for target industries / occupations:** Progressive development of industry-led competencies-based frameworks for key sectors and occupations, starting with a defined subset of industries, curricula, and programmes and progressively expanding to other areas.⁴⁸ Competency frameworks should align with and feed into the ongoing development of a National Qualifications Framework, consistent with regional standards (e.g., CARICOM Qualifications Framework / Caribbean Vocational Qualification).
- ▶ **Strengthen social dialogue and social partner capacity:** Strengthening social dialogue concerning skills development, including within the tripartite SNTA, the Labour Advisory Board, and other relevant fora as appropriate (e.g., via 'cluster councils' proposed under the NDP). This may entail, as necessary, awareness raising and capacity building for social partners on skills analysis and forecasting, competency-based educational models, or the implications of new competencies-based frameworks for businesses' human resource development and management.

As appropriate, the ILO can also assist the SNTA to facilitate cooperation with relevant institutions at the regional level to support Outcome 2.1; for example, the Caribbean Association of National Training Agencies (CANTA).

Output 2.1.2 – TVET curricula are updated and instructors capacitated to deliver training aligned with present and future skills demand, including a particular focus on developing skills for green jobs

Aligning educational and training curricula to labour market needs is critical to ensure that graduates are equipped with the skills and competencies to access and succeed in employment. Curricula alignment is also vital to build the required human capital capabilities to support the diversification of the Surinamese economy and the sustainable growth of new productive sectors. This includes, in particular, building workforce skills to support a 'just transition' to more environmentally sustainable economies and the development of green jobs and sectors (see Outcome 1.1).

However, national stakeholders report a significant mismatch between the skills profile of graduates (especially from TVET) and current and emerging industry needs. Such skills mismatches include job-specific technical skills for particular sectors or occupations (such as information technology), as well as broader 'soft skills' gaps (communication, teamwork, problem-solving).⁴⁹ Skills mismatches present challenges for employers concerning recruitment and workforce productivity, and they may discourage jobseekers who experience 'horizontal mismatches' between their field of study and actual job opportunities and duties. The latter contributes to high turnover and brain drain as higher-skilled graduates seek work outside Suriname (Government of Suriname, [2022b](#); UN, [2021](#)).

The ILO can support national constituents – including relevant labour market institutions and TVET providers (SNTA, SAO, SHTTC, BNO) – to review and revise curricula in line with current and emerging labour market needs and new competencies-based frameworks (2.1.1), and to build the capacity of instructors to deliver the revised programmes. This will include a particular focus on skills programmes to support green jobs and value chain development (Outcome 1.1). Areas of action include:

- ▶ **Conducting sector skills studies:** Design and development of sector skills studies in target sectors, in cooperation with relevant labour market institutions (SNTA, SAO, CIP, or other) and social partners and ensuring direct inputs from employers. Target sectors will be determined in consultation among stakeholders, however, skill analyses should contribute to (and may be incorporated into) other relevant studies and assessments carried out as part

⁴⁸ Initial industries / occupations should include those of particular relevance to other activities under this DWCP (e.g., in relation to 'green' sectors and jobs, 1.1.1, or target sectors for value chain development, 1.1.3).

⁴⁹ Although most stakeholders reference 'soft skills' as a gap, there is little clarity concerning which soft skills are most deficient and relevant. There is a need to determine more precisely, the soft skills 'gap' in order to design appropriate policy responses (including incorporation of enhanced soft skills elements into TVET curricula).

of this DWCP (for example, green jobs assessments and/or value chain analyses under outcome 1.1).⁵⁰ Skills studies can also inform the development of industry-led competencies-based frameworks (part of output 2.1.1). Skills studies should be conducted on a regular basis to capture evolving industry skills needs.

- ▶ **Updating TVET curricula:** Convening relevant stakeholders (SNTA, TVET providers, sectoral tripartite bodies) to advance the ongoing review and upgrade of TVET curricula and to update the capacities of TVET instructors to deliver new materials. The review will be carried out in close cooperation with employers' and industry associations and, where possible, based on the findings of relevant sector skills studies (see above). Curricula revisions should include attention to both job-specific technical skills and 'soft skills' and align with any relevant competencies-based frameworks. Revision of course material, as well as instructor training, should consider and address gender bias and other stereotyped representation of different sectors, occupations, and professional aptitudes.
- ▶ **A priority focus on 'green' TVET programmes:** To optimize progress under other DWCP outcomes (in particular, 1.1), the Government will prioritize the introduction or enhancement of existing TVET curricula to support training, up-skilling, and reskilling in the area of the green and blue economy, including the development of relevant competencies-based frameworks. More broadly, the ILO can build the capacity of TVET trainers on how to deliver the 'green' programme, assessment packages, and the teaching environment, as well as considerations of the professional development of trainers in the context of the green transition.⁵¹

Output 2.1.3 – A functioning and inclusive work-based learning programme is established

An integrated work-based learning (WBL) programme that is inclusive and accessible to all benefits students, jobseekers, and employers. Work-based learning opportunities significantly enhance the employability of graduates and jobseekers by building technical and soft skills through on-the-job experience. For employers, WBL programmes provide an opportunity to develop skills and know-how tailored to the specific needs of the business. An inclusive WBL system can play an especially important role in supporting (re-)entry into the labour market of at-risk and NEET youth and other vulnerable and underserved groups that may lack educational qualifications and/or a formal employment history.

Although many vocational training institutions provide opportunities for work-based learning through individual partnerships with employers, there is no national WBL programme in Suriname to coordinate and standardize offerings. The absence of a national programme and limited systematic cooperation among relevant education and employment stakeholders (including relevant departments of the Ministry of Education and the Ministry of Labour) constrains opportunities for better integration of WBL into TVET programmes, alignment of classroom curricula with labour market skills needs, and operational linkages to employment promotion measures (such as public employment services).

The Government – led by the national training institutions (SNTA, SAO, SPWE, SHTTC) and employers and industry associations – will coordinate the establishment of a sustainable and inclusive WBL programme with technical support from the ILO. The WBL programme will be integrated into the national training system and will be consistent with the ILO's framework for quality apprenticeships (ILO, [2021](#)). Key areas of action include:

- ▶ **Developing a national WBL framework:** Establish a national framework for work-based learning that ensures consistency across all WBL programmes and their systematic integration into the national training system and national qualifications framework (including to ensure that WBL contributes towards recognized qualifications). Specific work-based learning programmes at sector, occupational, and/or subregional levels should be developed via partnerships between educational institutions and local employers and industry associations to tailor curricula / training plans to local labour market needs and structure.

⁵⁰ Some skills studies may be combined with or incorporated into the broader green jobs assessments and/or value chain analyses envisaged under Outcome 1.1. In this regard, there are several practical guides on approaches and methodologies for skills forecasting for green jobs in particular (e.g., Gregg, Strietska-Iliina, and Büdke, [2015](#)), as well as recent relevant examples of skills studies focused on green jobs – for Guyana (ILO, [2017b](#)) and Barbados (ILO, [2018b](#)). Previous market studies carried out by the Government for the ICT, construction, and tourism sectors may also provide some initial inputs relevant for skills analyses (Government of Suriname, [2022b](#)).

⁵¹ National stakeholders could explore cooperation with the Inter-American Centre for Knowledge Development in Vocational Training (CINTERFOR). CINTERFOR is a Technical Unit of the ILO, based in Uruguay, that coordinates a global network of TVET institutions, including many institutions in Latin American and the Caribbean. It promotes south-south cooperation on skills development and includes a focus on green jobs and gender.

- ▶ **Establishing a 'green' WBL stream:** There is scope to develop a dedicated WBL stream for the green (and blue) economy to support the development of green enterprises and equip apprentices for 'green job' opportunities.
- ▶ **Ensuring inclusion and accessibility:** Measures to ensure that WBL programmes are designed to be attractive and accessible to underserved and marginalized groups – women, youth, residents in rural areas, indigenous people, people with disabilities – including cooperation with relevant stakeholders (schools, women's and youth organizations, rural communities) and other donors to expand outreach and support to specific groups.
- ▶ **Building capacity of participating employers:** Training and advisory support to employers (possibly via employers' organizations) to enhance their capacity to deliver high quality work-based learning. This may include support to strengthen policies and practices on equal opportunities and inclusion, as well as awareness and practices concerning protected work for young workers.

To optimize the impact of WBL interventions, initial attention should focus on sectors and occupations of particular relevance to other DWCP outcomes and national development aims, such as the development of the green economy (Outcome 1.1) or support for the (re-)integration into the labour market of economically inactive persons, including the long-term unemployed and school dropouts (Outcome 2.2).

Output 2.1.4 – Pilot rural skills development programme(s) designed and implemented

National educational capacity is geographically constrained, with limited offer of education and training outside of the urban coastal areas. Costly and limited access to TVET and job opportunities for residents in rural areas contributes to lack of uptake and completion of training and the prevalence of poor-quality, low-paid informal employment. The Government has recognized the importance of expanding skills development opportunities in rural areas. For example, the new Labour Market Policy includes specific outputs to support access to TVET for rural residents (e.g., financial assistance and distance learning), improve information sharing with employers (to promote recruitment of graduates in rural areas), and strengthen entrepreneurship training (recognizing the limited availability of formal jobs in many rural areas).

The DWCP can complement interventions set out in the LMP by supporting one or more pilot initiatives on integrated skills training for rural development. Key areas of action include:

- ▶ **Developing and implementing pilot intervention(s):** Design, planning, and implementation of pilot local / regional skills development initiatives to build the capacity of rural communities (drawing on elements of the ILO's TREE methodology, as appropriate), including a particular focus on improving access to economic opportunity for rural women. Pilot initiatives should align with and may be delivered as part of other relevant interventions under the DWCP; for example, integrated into green jobs, value chain, and MSME development initiatives (Outcome 1.1) and consistent with TVET programme reforms and any relevant competencies-based frameworks (Outcome 2.1).
- ▶ **Establishing partnerships with rural stakeholders:** To develop skills programmes, the Government will work closely with social partners – especially representatives of indigenous and tribal peoples and other rural community organizations (including civil society organizations representing rural women) – to tailor programmes to local development needs and context. Such partnerships are critical to ensure that skills development programmes align with and enhance access to viable employment and entrepreneurship opportunities in the local area and thus promote local economic development rather than accelerating out-migration from rural areas.

Outcome 2.2. Improved policies, programmes and services to facilitate jobseekers’ transition into decent employment

Outcome 2.2 – Improved policies, programmes, and services to facilitate jobseekers’ transition into decent employment

Output 2.2.1 – Improved quality, accessibility, and responsiveness of public employment services (PES), with a particular focus on underserved rural populations [LMP output 3.1 and 3.3]

Output 2.2.2 – Enhanced integration between social programmes and employment activation measures [LMP output 4.1]

Contribution to cross-cutting aims

Social dialogue: promoting tripartite social dialogue to support the transition of civil servants to private sector employment, including the development of tailored public employment service offerings.

Underserved groups: an integrated employment activation strategy ensures a ‘path’ to decent work for vulnerable workers (e.g., at risk youth / school dropouts, long-term unemployed, informal workers); PES strategy includes a focus on outreach to underserved groups (women, rural, people with disabilities, informal).

Formalization: improvements to employment activation measures and PES facilitate access to formal employment and more integrated services can prevent informalization by supporting rapid re-entry into formal employment.




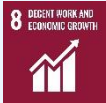


Alignment of outcomes with national development priorities

National policies/plans	NDP: A6.22 (conditionality of social programmes, with focus on human capital development) A6.4 (lifelong learning); LMP: Output 3.1 (modernization of PES); 3.3 (data exchange for PES); 4.1 (social programmes and labour market activation)
MSDCF/CIP	MSDCF/CIP: Output 1.2 (capacitate labour market institutions, implement Labour Market Policy); 4.2 (education to enhance employability)

Alignment with ILO Programme and Budget (2022-2023)

Outcome 3: Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all

Contribution to SDGs

					
1.1, 1.2, 1.4, 1.5	4.3, 4.4, 4.5, 4.6	5.1	8.1, 8.2, 8.3, 8.4, 8.5, 8.6	10.1, 10.2, 10.3, 10.4	17.14, 17.17, 17.18

Expanding access to decent work requires a clear ‘path’ for those not in employment (including both active jobseekers and economically inactive individuals of working age) to transition into productive employment. Public employment services (PES) can play an important role in facilitating this transition into employment by accelerating the correct matching of labour supply (jobseeker profiles) and demand (vacancies). However, national stakeholders note that Suriname’s PES lack the capacity to provide timely and dependable job search and placement services at the national level, undermining the potential contribution of PES to improved labour market participation and employment outcomes (especially for disadvantaged groups). Outputs under this DWCP will modernize Suriname’s PES to improve the quality, consistency, and accessibility of services. They will also enhance the integration of PES with other relevant labour market programmes, including ‘employment activation’ measures that target the (re)incorporation of the long-term unemployed and economically inactive into work.

Output 2.2.1 – Improved quality, accessibility, and responsiveness of public employment services (PES), with a particular focus on women, NEET youth, and rural populations

Since 2019, the Government undertook steps to streamline the Labour Exchange Bureau (LEB) with technical assistance from the ILO and the European Union. Upgrades include the preparation and development of a website for Suriname's PES and targeted training for PES staff (e.g., on interpreting labour market data, motivating jobseekers, engaging with employers). These initiatives represent a starting point towards a strengthened, more visible, and effective public employment service in Suriname. The Government has developed plans for further modernization of PES in the medium-term future.

The ILO has significant expertise in supporting PES in line with ILO C88, including a wide range of advisory and technical support products and services. The ILO can use this expertise and experience to support the Government and other stakeholders to advance the ongoing reform and modernization of public employment services, including activities related to:

Digitization: Advance the digitization of PES work processes and services, including a digital job board and repository of (digital) information for jobseekers and employers (vacancies, wages, job profiles, skills, and labour market trends). Digital user services should be accessible to people with disabilities, those with limited digital skills, and in different languages.

Proactive outreach: Strengthen outreach and service offerings to underserved jobseekers (including, in particular, residents in rural areas and women outside the formal labour force), to employers and business associations, and to educational institutions (e.g., collaboration with schools on career guidance).⁵² Services should be gender-sensitive and tailored to local needs and contexts, including services and materials in local languages.⁵³ The ILO can leverage its strong working relationship with social partners to raise awareness and strengthen the engagement of employers' and workers' organizations with PES, supporting more integrated delivery of services.

Building capacity of PES staff: Capacity building of PES job counsellors (building on training delivered to date under other programmes) to establish PES as an effective 'one-stop shop' to serve clients with diverse labour market and employment needs (for example, training on career guidance, job search, green jobs / careers, labour rights and employment contracts, and referral systems for other relevant services).

Civil servants: Convening relevant stakeholders (including workers' organizations representing civil servants) to develop tailored employment services for to support civil servants and other public employees to transition to the private sector (e.g., tailored job-search, career advisory, and job-placement services and procedures).

Output 2.2.2 – Enhanced integration between social programmes and employment activation measures

Suriname offers a range of social programmes that cover a variety of target groups, including the disadvantaged and underserved groups of working age. Although these social protection measures provide vital support to vulnerable individuals and households, it is important that social programmes also connect with other labour market interventions – including educational, employment promotion, and formalization efforts – to provide individuals with a viable 'path' to transition from social safety nets to productive and self-sustaining income generation activities and decent work. Creating a viable 'path' for social programme beneficiaries to transition into productive employment is critical to break the cycle of poverty and ensure the long-term financial sustainability of the social protection system (see also Outcome 2.3).

Policymakers can support this transition into decent work through the application of integrated 'employment activation policies' (EAPs). These EAPs include measures to provide both incentives and support for eligible beneficiaries of social programmes to transition into self-sustaining employment. The ILO can support national stakeholders to develop employment activation measures through:

⁵² As appropriate, outreach can include a particular focus on publicizing opportunities related to the 'green' economy and green jobs (supporting Outcome 1.1).

⁵³ For example, the ILO has developed and can provide expertise and technical guidance concerning gender-sensitive modernization of public employment services (e.g., ILO, 2014; 2017f; 2021f).

- ▶ **Review of existing social programmes:** Reviewing existing social programmes to determine the feasibility of including conditionality terms that would require beneficiaries to engage with public employment services (this review could be conducted as part of, or informed by, the ongoing social protection expenditure review, see Outcome 2.3).
- ▶ **Developing a unified register of beneficiaries:** Relevant Government departments and agencies to develop a gender-disaggregated unified register of beneficiaries of social, educational, and labour market programmes and interventions to improve the offer of integrated and coordinated support services to promote (re-)entry into productive employment.
- ▶ **Strengthening ‘second-chance’ educational offers:** Coordination and capacity building among relevant stakeholders (especially SAO, but also SNTA, MINOWC, AWJ) to strengthen the ‘second chance’ and lifelong learning educational framework to re-engage NEET youth, school dropouts, and other jobseekers in vocational training (via existing and/or dedicated training programmes).⁵⁴

Outcome 2.3. A coherent, universal and sustainable national social protection system is progressively established

Outcome 2.3. A coherent, universal, and sustainable national social protection system is progressively established

Output 2.3.1 – A National Social Protection Strategy (NSPS) is developed and adopted, based on results from the ongoing social protection performance and expenditure review (SPER).

Output 2.3.2 – Reforms in line with the NSPS are implemented

Contribution to cross-cutting aims

Social dialogue: strengthening tripartite social dialogue on/for social protection reform (and training for social partners to build capacity on key technical issues); implementation of NSPS includes focus on better representative and social dialogue mechanism concerning delivery of social programmes (at national, regional, local levels).

Underserved groups: review and reform of social protection system prioritizes expanded and adequate coverage for vulnerable groups as part of long-term aim to create a universal, unified, and sustainable social protection system

Formalization: the NSPS will include efforts to improve social protection coverage of informal workers in the context of a longer-term strategy of incentivizing progressive formalization







Alignment of outcomes with national development priorities

National policies/plans	NDP: A6.22 (strengthening social protection system) LMP: Output 4.1 (social programmes and labour market activation)
MSDCF/CIP	MSDCF / CIP: Output 3.2 (social protection expenditure review); Outcome 4 (overall) and output 4.3 (institutional capacity, policy, and programmes to improve social protection system); 8.1 (child population covered by social protection)

Alignment with ILO Programme and Budget (2022-2023)

Outcome 8: Comprehensive and sustainable social protection for all

Contribution to SDGs

 1.1, 1.2, 1.3, 1.4, 1.5, 1.b	 2.1, 2.2	 3.2, 3.4, 3.7, 3.8	 5.4, 5.6	 10.1, 10.2, 10.3, 10.4	 17.14
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⁵⁴ The SAO targets many of its courses towards reintegrating early school dropouts into further schooling and training to improve their employability. The effectiveness of these training interventions can be enhanced through more targeted outreach to potential beneficiaries (e.g., through use of the proposed unified register under this output and/or improved coordination and integration into other relevant support services, including PES).

Suriname's national social protection suffers from a lack of coherence and poor targeting of benefits to those most in need. This leads to both gaps in coverage (e.g., for self-employed workers) and undermines the financial sustainability of the social protection system. There is particular concern among stakeholders about the adequacy and long-term viability of national pension funds, which has been exacerbated in the context of the ongoing public debt crisis.

In response, the Government has embarked on a major reform of the social protection system. New laws covering healthcare, pensions, and the minimum wage were approved in 2014. The ILO has provided technical assistance for some subsequent reforms and initiated a comprehensive expenditure and performance review (SPER) of the social protection system in 2022 as part of the previous DWCP. The SPER will provide the empirical basis for the development of a subsequent National Social Protection Strategy (NSPS) that will guide further reforms. Both the SPER and subsequent reforms comprise key structural benchmarks in Suriname's current programme with the IMF.

Output 2.3.1 – A National Social Protection Strategy (NSPS) is developed and adopted, based on results from the ongoing social protection performance and expenditure review

The ILO will continue its ongoing collaboration with national constituents to support the development of a rights-based, universal, adequate, sustainable, and responsive social protection systems for all Surinamese. Possible areas of action include:

- ▶ **Completing the expenditure review:** As needed, the ILO can provide ongoing specialist technical support to the Government to complete the comprehensive expenditure and performance review (SPER), initiated under DWCP II.
- ▶ **Strengthening social dialogue on key social protection reform:** Strengthen appropriate representative and social dialogue mechanisms to provide an effective forum for 'tripartite-plus' social dialogue on the priorities and implications of social protection reform. This should include the involvement of underserved and marginalized groups, including informal workers and ITP representative organizations, to ensure that social protection reforms reflect the particular needs and concerns of all segments of the national population. To enable productive and effective social dialogue on the NSPS, the ILO will also support training to social partners to build capacity on key social protection issues (e.g., policy and scheme design, financial planning, technical delivery mechanisms). Capacity building will include a particular focus on pensions reform, including the development of legislative proposals.
- ▶ **Developing a National Social Protection Strategy (NSPS):** Develop an NSPS and Action Plan based on the findings and recommendations of the SPER and including ongoing tripartite-plus consultation with national stakeholders to build consensus on social protection priorities. The NSPS will include a particular focus on providing expanded and adequate coverage to the most vulnerable groups in society, including improved coverage of informal workers as part of a long-term strategy to promote progressive formalization (see also Outcome 1.3). The NSPS will also include or align with reform of the national pension system, a key priority identified by workers' organizations in particular, and give particular attention to alignment and integration with wider employment, maternity, and care policies and programmes.

Output 2.3.2 – Reforms in line with the NSPS are developed and implemented

The ILO will continue to provide its specialized technical support in the design and/or reform of social protection programmes in line with the NSPS and its Action Plan, and consistent with international labour standards. Reforms are likely to include, inter alia, measures to improve the integration and coherence of the social protection system with other employment policies and programmes (including PES), as well as targeted measures to improve social protection coverage among vulnerable groups (e.g., rural communities, informal workers, people with disabilities).

Potential areas for action include:

- ▶ **Design and reform of programmes:** Design and/or reform of social protection programmes in line with the NSPS and its AP, including (as needed) the formulation of policy options, costing, impact and financing options, institutional set-up, and legal frameworks.⁵⁵
- ▶ **Ratification of C102:** Continued work towards the ratification and application in practice of relevant ILO conventions and recommendations, including finalizing the ratification of C102.⁵⁶
- ▶ **Strengthening social dialogue mechanisms:** Strengthen appropriate representative and social dialogue mechanism concerning the administration and delivery of social programmes (at the national, regional, and local levels), including mechanisms that provide adequate representation and voice for underserved and vulnerable groups (e.g., informal workers, people with disabilities, ITPs – and their representative organizations).
- ▶ **Improving delivery mechanisms:** Improve social protection delivery mechanisms; for example, implementing 'one-stop shops' for beneficiary registration and benefits distribution, or developing management information systems for specific schemes/programmes.
- ▶ **Enhanced coordination:** Improve coordination and operational linkages across relevant policies, programmes, and services that support social inclusion, health and social care, access to employment and entrepreneurship, and/or employment formalization. This might include coordination and alignment with other activities, outputs, and outcomes under this DWCP (e.g., outcomes 1.3, 2.1, 2.2, 3.1).
- ▶ **Actuarial support:** Regular actuarial valuations to support the financial governance of social protection schemes.

⁵⁵ The purpose of these studies and macroeconomic and fiscal assessments is to facilitate the mainstreaming of social protection reforms into national budgets, as well as to develop linkages with other policies.

⁵⁶ The Council of Ministers has approved ratification of C102. It is now the responsibility of the Ministry of Foreign Affairs to submit proposals for ratification to the National Assembly.

► Priority 3: Labour market governance and labour rights

Priority 3: Labour market governance and labour rights. Improved labour market governance and institutions ensure the realization of decent work and fundamental rights at work.

Situational analysis

International labour standards and labour rights

Suriname has made significant progress to align national law with international labour standards, including during the previous DWCP period (2019-2022).⁵⁷ National stakeholders note that ILO conventions and recommendations have been a key point of reference for this reform agenda (e.g., Government of Suriname, 2019). Suriname has ratified eight of the ten ILO conventions that are considered 'fundamental' within the meaning of the [ILO Declaration](#) on Fundamental Principles and Rights at Work (as amended in 2022), excepting C155 and C187 concerning occupational safety and health (which the ILO International Labour Conference [confirmed](#) as 'fundamental' in 2022).

Notwithstanding significant progress, there remain challenges for Suriname to ensure the full application of international labour standards in law and in practice. Key issues are summarized below, including recent comments from the ILO's Committee of Experts (CEACR).

Forced labour

The Government has established an Interdepartmental Working Group tasked with implementing the National Strategy and Action Plan to combat trafficking in persons. However, some relevant Government institutions and agencies, including law enforcement, may lack sufficient capacity to effectively detect and manage cases of trafficking (ILO CEACR, 2021a). Additionally, some provisions of the Penal Code may contravene C105 in relation to the imposition of compulsory labour as punishment for specific offences (ILO CEACR, 2021b).

Child labour

The Government has taken a series of important measures to address child labour in Suriname, including the ongoing implementation of a National Action Plan on Child Labour (NAPKA). The NAPKA (2021-2024) draws on findings of a national child labour survey from 2017. There remain discrepancies in national law concerning the minimum age of employment (16 years), which does not align with the age of completion of compulsory education (12 years), and absent regulations to specify types of light work permitted for children aged 13 years and above (ILO CEACR, 2022a). More generally, there is a lack of capacity in the labour inspectorate (insufficient personnel, transport facilities, and training) to ensure adequate inspection activities concerning child labour, especially in inland and rural areas, while low rates of school enrolment, attendance, and completion undermine efforts to prevent child labour (ILO CEACR, 2021c).

⁵⁷ Notable pending and adopted legislative initiatives under DWCP II include: [Sexual Harassment and Violence Act](#) (strengthens protections and sanctions concerning sexual harassment and violence at work); [Equal Treatment Act](#) (prohibits employment discrimination on various defined grounds (including gender, race, ethnicity) in recruitment, contracting, professional training, working conditions, promotions, and termination, and establishes the principle of equal pay for work of equal value); amendment to the Labour Mediation Act (strengthens the legal basis for [dispute prevention](#), including requirements for conciliation / dialogue between parties, and amends the mandate of the National Labour Mediation Council (BR), including expanding its scope to encompass [public sector](#) employment disputes: [New Work Permit Law](#) (strengthens [sanctions](#) for employers that allow foreign nationals to work without a legal work permit); [Amendment of the CARICOM skilled workers Act](#) (expands the list of occupations that qualify as 'skilled citizen' to include, inter alia: agrarian worker; nurse; teacher, and security personnel); the [Enterprise level social dialogue Act](#) (requires enterprises with more than 30 employees to engage in social dialogue with workers at least once a year); the Working Arrangements Act (introducing Work-Life Balance), and the Occupational Safety and Health Act (OSH Act).

Gender inequality and discrimination

The latest available data indicate that men earn around 28 per cent more than women, with the highest pay disparity in the mining sector and other technical sectors. The newly approved Equal Treatment Act gives full legal expression to the principle of equal remuneration for work of equal value. However, application in practice requires the principle to be reflected in other relevant legislation (including laws concerning minimum wage setting and collective bargaining), as well as practical instruments for establishing objective job evaluations, including generation of gender-disaggregated data on workers' remuneration (ILO CEACR, [2022b](#)).

An estimated 19 per cent of working age women engage in unpaid care and domestic work, compared to just 1 per cent of the male labour force (Government of Suriname, [2022a](#)). Gender-based occupational segregation means that women are disproportionately concentrated in low-paid jobs in the informal economy and underrepresented in management positions and in occupations and sectors seen as traditionally 'male', such as many technical occupations. Social gender norms and stereotyped assumptions about the relative professional aptitudes of women and men contribute to direct discrimination on the part of employers and consistently inferior labour market outcomes for women despite superior educational attainment (Ministry of Home Affairs, [2019](#)). A recent Government study found evidence of pervasive sexual harassment against women in the workplace, although prevalence varied across contexts (Ministry of Home Affairs, [2019](#)).

The Government has introduced important new legislation to address discrimination in employment, including the Equal Treatment Act and Violence and Harassment at Work Act. These legislative advances are expected to address a series of gaps between national law and ratified ILO conventions (see ILO CEACR, [2022b](#); [2022c](#)).

Disability

A recent study by the Ministry of Labour (AWJ) and the ILO ([2020](#)) indicates that people with disabilities tend to have lower levels of education and are more likely to be unemployed compared to those without a disability. Unemployment rates for women with disabilities are inferior to both women without disabilities and men with disabilities. Moreover, a disproportionate share of people with disabilities are self-employed, indicative of barriers to accessing other types of employment. The multistakeholder Alliance for Decent Work for People with Disabilities was established in 2018, consisting of representatives of several line ministries (including AWJ and SOZAVO), NGOs, training institutions (SAO, SPWE), the VSB, and UNDP. Among other initiatives, the Alliance provides entrepreneurship training to people with disabilities.

Indigenous and tribal peoples

Currently, national law does not expressly recognize indigenous and tribal peoples (ITPs) and there is no specific legislation governing their rights, including land rights. The lack of adequate legal recognition and rights (especially in relation to land and natural resources), as well as inferior access to public goods and services (including education and training) and societal discrimination, impedes the realization of decent work for many ITP communities and individuals. A 2014 living standards survey found that indigenous people had the lowest monthly income of all ethnic groups in Suriname (VIDS, [2020](#)).

Labour migration

Suriname faces complex challenges concerning both the outflow of skilled workers (contributing to 'brain drain') and the increasing inflow of irregular foreign migrant workers. The latter typically find work in the informal sector. This trend not only enhances the vulnerability of migrant workers to labour exploitation, but it also undermines the potential positive contribution of labour immigration to addressing persistent labour shortages in specific sectors and occupations (Government of Suriname, [2022b](#)).

National stakeholders have also expressed concern about the lack of oversight and regulation of trans-border recruitment processes and agencies (including informal and/or illegal recruitment processes) and the associated risks of people trafficking and other forms of labour exploitation. They note a lack of awareness among employers, workers' organizations, and Government entities – including labour inspection and public employment services – concerning both risks and good practice concerning fair recruitment of migrant workers.

Labour inspection

Labour inspection in Suriname has faced long-standing constraints. The labour inspectorate has limited human resources to carry out inspection activities at the national level, while a lack of housing and transport facilities is a particular constraint on inspection activities in remote and rural areas (ILO CEACR, [2021d](#)). There is no systematic and unit-wide strategic compliance planning that could optimize the use of scarce human resources and inspection activities are primarily reactive rather than proactive. Moreover, the labour inspectorate's own research and training units lack sufficient technical and human capacity to effectively fulfil their role in enhancing the operational performance of the labour inspection system.

Additionally, limitations concerning the collection and analysis of data relevant to labour inspection activities (for example, data to inform a proactive risk-based inspection approach) impede operational effectiveness. There is scope for more systematic sharing of information and coordination between the labour inspectorate and other relevant Government agencies, such as the environmental inspection agency (NIMOS) on issues related to occupational safety and health (OSH).

Labour market information

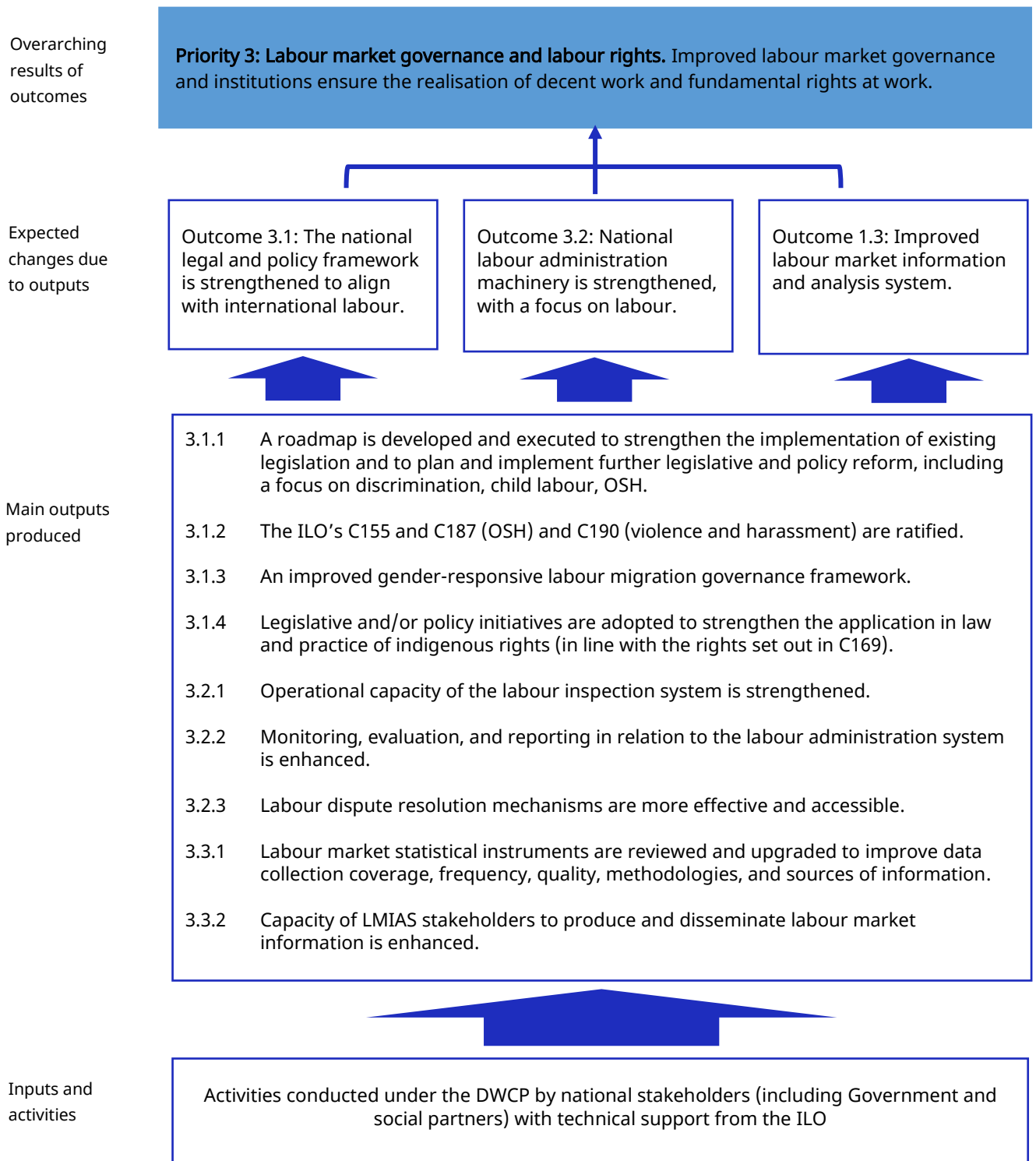
The General Bureau of Statistics (ABS) and the Ministry of Labour (AWJ) are the principal sources of official labour market statistics. There is a quarterly labour force survey and household budgetary survey, and the ABS collects information from enterprises on basic workforce numbers and wages. The national census also collects data on workforce and employment, although the last census was conducted in 2012. The AWJ produces labour market information on jobseekers and vacancies, as well as statistics on work permits and some training programmes. In general, there are often delays in publishing data (the latest published data from the labour force survey are from 2018) and there is limited data processing or analysis to aid policymakers and other labour market actors to interpret key trends (Government of Suriname, [2022b](#)).

There is scope to increase the collection of disaggregated data to improve understanding of the differential labour market outcomes of specific groups, including youth, women, residents in rural areas, ITPs, and people with disabilities. There are also gaps in reliable labour market information for remote and interior areas of the country. These limitations pose challenges for effective analysis, as well as the formulation, monitoring, and evaluation of policy and programming interventions (Government of Suriname, [2019](#); ILO CEACR, [2022c](#); UN, [2021](#)).

Theory of change – Priority 3

Priority 3 of the DWCP aims to strengthen labour market governance and institutions to ensure the full application and promotion of labour rights and create the legal, policy, and institutional environment to enable progress under Priorities 1 and 2. To these ends, the DWCP will continue to strengthen the national legal and policy framework in line with international labour standards, including a particular focus on discrimination (gender, disability, ITPs), occupational safety and health (OSH), and child labour (outcome 3.1). Legislative and policy initiatives are complemented by a renewed focus on labour inspection to enhance the prevention and detection of labour rights violations (outcome 3.2). Finally, the development of a well-functioning labour market information and analysis system (LMIAS) will expand the evidence base on which to construct strategic interventions to promote decent work and core labour rights.

► **Figure 7: Theory of change – Priority 3**



Outcome 3.1. The national legal and policy framework is strengthened to align with international labour standards

Outcome 3.1. The national legal and policy framework is strengthened to align with international labour standards

Output 3.1.1 – A roadmap is developed and executed to strengthen the implementation of existing legislation and to plan and implement further legislative and policy reform, including a focus on discrimination, violence and harassment in the world of work, child labour, and OSH.

Output 3.1.2 – The ILO’s C155 and C187 (OSH) and C190 (violence and harassment) are ratified.

Output 3.1.3 – National labour migration governance is strengthened to enhance the protection of migrant workers’ rights and balance labour demand and supply.

Output 3.1.4 – Legislative and/or policy initiatives are adopted to strengthen the application of indigenous rights in law and practice (in line with the rights set out in C169).

Contribution to cross-cutting aims

Social dialogue: focus on social dialogue as a key means of advancing legislative/policy agenda on core labour standards, including building social partner capacity on key policy issues; focus on supporting tripartite-plus social dialogue on labour migration (including capacity building on fair recruitment) rights of indigenous and tribal peoples.

Underserved groups: legislative/policy roadmap and other initiatives include focus on protection of the labour rights of vulnerable groups in particular (women, youth, rural populations, indigenous/tribal peoples, migrant workers).

Formalization: effective application of international labour standards, in law and practice, incentivizes formalization; coherent labour migration policies support formal work for migrant workers; application of principles and rights of C169 expands formal employment prospects for indigenous and tribal peoples.

Alignment of outcomes with national development priorities

National policies/plans	NDP: Multiple strategic areas where objectives are supported by legislative / policy reform. LMP: Output 2.1 (migration / migrant worker data)
MSDCF/CIP	MSDCF / CIP: Output 1.2 (capacitate national institutions contributing to employment and labour, including Labour Advisory Board and other tripartite policy fora); 2.1, 3.1, 3.2 (evidence-based migration policy, data, and capacity); 3.2 (economic inclusion of indigenous and tribal peoples); 8.1 (child labour / exploitation).

Alignment with ILO Programme and Budget (2022-2023)

- Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue
- Outcome 2: International labour standards and authoritative and effective supervision
- Outcome 7: Adequate and effective protection at work for all

Contribution to SDGs

 <p>1 NO POVERTY</p>	 <p>3 GOOD HEALTH AND WELL-BEING</p>	 <p>5 GENDER EQUALITY</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>	 <p>10 REDUCED INEQUALITIES</p>	 <p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>	 <p>17 PARTNERSHIPS FOR THE GOALS</p>
1.4, 1.b	3.9	5.1, 5.2, 5.5, 5.c	8.3, 8.5, 8.7, 8.8	10.2, 10.3, 10.4, 10.7	16.2, 16.7	17.9, 17.14

Legislative reform was a particular area of progress under the previous DWCP, with key new legislation on equal treatment and violence and harassment at work adopted. National stakeholders have identified ongoing reform of the national legal and policy framework as a priority area for further activity, including measures to implement recently adopted laws and regulations.

Output 3.1.1 – A roadmap is developed and executed to strengthen the implementation of existing legislation and to plan and implement further legislative and policy reform

Building on recent advances to align the national legal and policy framework with international labour standards, national constituents will develop a roadmap for priority legislative and policy initiatives through relevant tripartite mechanisms (e.g., Labour Advisory Board). The roadmap will include both measures to advance implementation in practice of existing legislation and policies, as well as proposals for further reforms as needed to enhance the application of international labour standards. The ILO will provide technical assistances to national constituents in developing and implementing the roadmap, with particular attention to addressing issues raised by the ILO’s Committee of Experts on the Application of Conventions and Recommendations (CEACR).

Subject to consultation with national constituents, the roadmap may focus *inter alia* on:

- ▶ **Child labour:** Amendments to align the age of completion of compulsory education (currently 12 years) with the minimum age of employment (16 years), and develop regulations specifying types of permissible light work (ILO CEACR, 2022). The ILO will also provide technical and advisory support to the National Commission for the Elimination of Child Labour (NCUK) to implement the NCUK’s priority items under the National Child Labour Action Plan (NAPKA), commencing with:
 - The development of an ‘accelerated action plan’ on child labour for focused implementation during the 2023-2025 period, aligned with the Regional Programme for Accelerated Elimination of Child Labour under the ILO [Regional Initiative](#) on Child Labour;
 - Technical assistance to develop the national referral system and promote operational collaboration among key actors for the protection, prevention, prosecution of child labour;
 - Support for information and communication programmes on child labour targeting high risk and vulnerable groups, including indigenous and tribal peoples;
 - Technical assistance for the development and implementation of sustainable approaches to data collection and analysis on child labour in high-risk geographic areas; and
 - Technical assistance for integration of child labour interventions and considerations into other priority areas in the DWCP, including education, training, and work-based learning (outcome 2.1) and social protection programmes and coverage (outcome 2.3).
- ▶ **Discrimination:** Measures to implement existing non-discrimination legislation as well as close gaps against international standards through new legislative initiatives, including:
 - measures necessary for the implementation of recently adopted legislation on non-discrimination, including the Equal Treatment Act and Violence and Harassment at Work Act, such as secondary legislation, policies to support implementation, or awareness-raising and capacity building for national stakeholders (CEACR, [2021e](#));⁵⁸
 - further development and adoption of draft legislation on the collective rights of indigenous and tribal peoples (ILO CEACR, [2021d](#));

⁵⁸ One key element is the development of a National Equality Policy, which will support implementation of the Equal Treatment Act. According to the Act, a new National Equality of Treatment Commission should be created and tasked with developing the National Policy. The ILO can provide its particular expertise on non-discrimination (including in relation to gender, disability, and indigenous peoples) to support the establishment of the Commission and the development of the Policy in line with international standards.

- review and further reforms of existing legal and policy framework as needed to align with the ILO's C190 (see recently adopted Violence and Harassment at Work Act, above), in preparation for possible ratification (see output 3.1.2); and
 - development of proposed legislation on flexible working arrangements.
- ▶ **Discrimination (equal remuneration):** Measures to ensure the application in practice of the principle of equal remuneration for work of equal value established in the recently adopted Equal Treatment Act, including:
- amendments to other relevant legislation and regulations – for example, the Private Employment Agency Act, laws on collective bargaining, and minimum wage setting mechanisms (e.g., to ensure any sectoral minimum wages do not contribute to pay inequality by setting lower wages in female-domination occupations) – to promote the full and consistent application of the principle of equal remuneration for work of equal value; and
 - other measures to enable effective application of equal remuneration legislation, such as wage surveys to collect gender-disaggregated wage data by sector and occupation and/or a framework of objective job evaluation (based on skills needs, tasks performed etc.) (ILO CEACR, [2022b](#)).
- ▶ **Occupational safety and health:** Measures to reinforce the national OSH system through the development of its key elements: a National OSH Policy; National OSH Profile, and a National OSH Programme.⁵⁹ Support will focus on conducting the necessary consultations and legal and policy reviews as well as drafting the Policy and Profile and support to implement the OSH Programme (including training and provision of technical tools and guides). In developing and implementing the OSH policy and programme, special attention will be paid to addressing OSH concerns in high-risk sectors (mining, oil and gas, construction, and agriculture) and vulnerable categories of workers (youth, informal workers, and migrant and foreign workers).

National constituents may also consider potential legislative and/or policy initiatives concerning other areas identified as priority issues, such as: mining sector governance, including in relation to social dialogue and collective bargaining (in practice); governance and cooperation frameworks concerning Multi-National Enterprises (in line with ILO's [MNE Declaration](#)), and labour migration governance (see 3.1.3).

To support the development and implementation of the roadmap, the ILO will provide, in consultation with its tripartite constituents:

- ▶ Targeted training on key legal and policy issues: Training and advisory inputs to relevant Government departments and personnel, and to social partner organizations, to build constituents' knowledge about key socioeconomic legislative and policy matters and (as appropriate) to develop and articulate their position on key issues. Training and capacity building could start with a focus on current national policy priorities (including roadmap items under 3.1.1).

Output 3.1.2 – ILO's C155 and C187 (OSH) and C190 (violence and harassment) are ratified

Activities to deliver output 3.1.1 (above) can also build towards the ratification of key ILO conventions – including C155 and C187 (on OSH) and C190 (violence and harassment at work) – by aligning national law, policy, and practice with the relevant conventions. Conversely, the ILO conventions can provide a valuable guide and framework for designing and implementing legislative and other measures under output 3.1.1.⁶⁰

⁵⁹ According to the ILO's strategic approach to occupational safety and health, a **National OSH Policy** sets the main principles guiding national action on OSH, the specific areas of action, and the functions and responsibilities of the main stakeholders. The **National OSH Profile** is a diagnostic document that summarises the existing OSH situation, including national data on occupational accidents and diseases, high-risk industries and occupations, and a description of the national OSH system (legislation, policy, institutions) and its current capacity. Finally, the **National OSH Programme** includes priorities, objectives, and targets for improving OSH within a predetermined timeframe, and indicators to assess progress (see, for example, ILO, [2012](#)).

⁶⁰ At the ILO's 2022 International Labour Conference, the principle of OSH was elevated to a fundamental right and C155 (OSH) and C187 (promotional framework for OSH) were constituted as additional Fundamental Conventions of the ILO. The elevation of OSH to a fundamental right implies

To facilitate this mutually reinforcing process, the ILO will provide technical support as needed for national constituents to work towards:

- ▶ **Ratifying C155, C187, and C190:** Conduct national consultations, training and awareness raising, and relevant ‘gap analyses’ of national law, institutional capacity, and practices in relation to the conventions. On this basis, constituents will develop a time-bound roadmap for ratification, including identifying areas for ongoing ILO assistance as needed.

Output 3.1.3 – National labour migration governance is strengthened to enhance the protection of migrant workers’ rights and balance labour demand and supply

The governance of labour migration has become an increasingly important and complex policy area for Suriname in recent years. Weak labour migration governance increases the risk of serious labour rights violations, including forced labour and child labour, and more generally undermines decent work prospects for migrant workers in Suriname. Lack of effective labour migration governance can also exacerbate inefficiencies in the labour market, resulting in mismatches between labour supply and demand that impedes business growth and productivity (in case of insufficient labour supply) or can lead to depressed wages, de-skilling, and ‘brain waste’ (in the case of over-supply).

National stakeholders have recognized the importance of improving Suriname’s labour migration governance. Constituents expressly requested ILO support in developing operational guidelines on fair recruitment, and the MSDCF/CIP for Suriname includes support for developing a migration policy (MSDCF/CIP outputs 2.1 and 3.1). The new Labour Market Policy similarly includes strategic policy development on labour migration, including improved data collection and fair recruitment.

The Government and social partners, with technical support from the ILO and International Organization for Migration (IOM), will work to strengthen labour migration governance by:

- ▶ **Assessing policy coherence:** Map and address incoherencies in the existing legal and policy framework concerning labour migration (e.g., non-alignment between immigration rules, employment policies, or workforce and enterprise development strategies), drawing on the technical expertise of the ILO and IOM.⁶¹ This may include a particular focus on simplifying work permit and registration procedures to attract more migrant workers and reduce informality.
- ▶ **Promoting social dialogue and partnerships:** Convene national and international stakeholders – including the IOM and other UN agencies and donors, tripartite constituents (from Suriname and labour-sending countries), and migrant worker representatives – to promote social dialogue and share good practice to inform labour migration policy, including measures to protect the most vulnerable groups (women, minors, victims of trafficking and labour exploitation).
- ▶ **Improving data collection:** Improve data collection on international labour migration in/out of Suriname, including information on the skills and occupational profiles of foreign workers, to enable better matching of (domestic) labour demand and supply (from migrant labour).⁶²
- ▶ **Guidance on fair recruitment:** Capacity building and/or the development of guidance and tools for relevant Government agencies, employers, and public employment services on fair recruitment, drawing on the ILO’s operational guidelines (ILO, [2019](#)) and the expertise of other relevant stakeholders (notably, the IOM).

a stronger expectation on member States – including Suriname – to respect, promote, and realize adequate OSH standards and to make renewed efforts to ratify the associated conventions.

⁶¹ See, for example, ILO ([2017e](#); [2020](#); [2021](#)). The IOM has conducted a number of labour migration Needs Assessments across Central America and the Caribbean (e.g., IOM, [2022](#)) and is the UN agency with assigned responsibility for Outcome 2 of Suriname’s CIP under MSDCF that concerns migration policy development.

⁶² For methodologies, examples, sources and metrics on international labour mobility see Measuring International Labour Mobility (UNECE, [2019](#)).

Output 3.1.4 – Legislative and/or policy initiatives are adopted to strengthen the application in law and practice of indigenous rights (in line with the rights set out in C169)

Indigenous and tribal leaders have been vocal in their advocacy for legislative change to address the lack of legal recognition of indigenous and tribal peoples (ITPs) and their rights. The Government has stated a commitment to advancing ITP's rights and presented a draft law on Collective Rights of Indigenous and Tribal Peoples for consultation in 2020. However, indigenous and tribal leaders consider the current draft to lack sufficient operative detail to effectively recognize and ensure their rights, and note consultations on the draft law have to date been preliminary and non-substantive in nature (e.g., IWGIA, [2022](#)).

Actions to advance the realization of decent work for indigenous and tribal peoples include:

- ▶ **Partnerships with indigenous and tribal peoples:** Establishing appropriate mechanisms for meaningful and ongoing social dialogue and equitable working partnerships between Government agencies, the social partners, and recognized representative organizations of indigenous and tribal peoples to build consensus and coordinate national efforts to advance the recognition and application of indigenous and tribal peoples' rights in line with C169.
- ▶ **Legislative and/or policy proposals:** Gap analysis of national law and practice against C169 and development of targeted policy and/or legislative proposals to progressively align national law more closely with C169. This may include further development of the draft law on Collective Rights of Indigenous and Tribal Peoples.
- ▶ **Incorporate C169 agenda into other DWCP activities:** Promoting tripartite-plus social dialogue, including the participation of indigenous and tribal peoples' representative organizations, to consider how C169 can inform other proposed activities under this DWCP; for example, concerning value chain and MSME development (1.1), TVET reform and rural skills development (2.1), social protection (2.3), and wider legislative and policy reform (3.1.1).
- ▶ **Improve data collection:** Incorporate disaggregation by ethnic background (including indigenous and tribal identification) into relevant labour market and socioeconomic data collection frameworks to provide a stronger evidence-based for the design of policies and programmes to enhance decent work prospects for ITPs.

Outcome 3.2. National labour administration machinery is strengthened, with a focus on labour inspection and dispute resolution

Outcome 3.2 – National labour administration machinery is strengthened, with a focus on labour inspection and dispute resolution

Output 3.2.1 – Operational capacity of the labour inspection system is strengthened.

Output 3.2.2 – Monitoring, evaluation, and reporting in relation to the labour administration system is enhanced.

Output 3.2.3 – Labour dispute resolution mechanisms are more effective and accessible

Contribution to cross-cutting aims:

Social dialogue: strategic compliance model of labour inspection includes an enhanced focus on partnerships with social partners; promoting non-judicial dispute resolution mechanisms (including social partners capacity to engage effectively in such processes) reinforces the principle of social dialogue as a means of resolving labour disputes.

Underserved groups: strategic compliance planning and internal capacity building for labour inspection enhance prevention and detection activities in sectors/geographies of relevance to vulnerable groups (e.g., informal, rural, migrant workers) and on issues disproportionately affecting vulnerable groups (e.g., sexual harassment, equal pay).

Formalization: operational priorities for the labour inspectorate include a focus on promoting formalization

Alignment of outcomes with national development priorities

National policies/plans	NDP: A6.6 (transparency and effectiveness of public administration) LMP: Output 2.1 (data collection of labour inspection)
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MSDCF/CIP	MSDCF / CIP: Output 1.2 (labour inspection support, capacity of dispute resolution mechanisms)
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Alignment with ILO Programme and Budget (2022-2023)

Outcome 1: Strong tripartite constituents and influential and inclusive social dialogue

Outcome 7: Adequate and effective protection at work for all

Contribution to SDGs

			
5.1, 5.2	8.5, 8.7, 8.8	16.3, 16.6	17.18, 17.19

Strengthening the operational capacity of the labour inspection system is a priority issue. An effective labour inspection system has wide-ranging positive impacts on the realization of several aspects of decent work, including (but not limited to) the promotion and application of fundamental labour rights. Enhancing operational performance not only requires upgrades to operational strategy and capacity directly (output 3.2.1), but it also relies on an effective data collection and case management system (output 3.2.2) to provide informational inputs to guide, target, and monitor operational activities (for example, providing the evidence base for any risk-based compliance approach). Additionally, national stakeholders have identified specific areas for improvement in relation to dispute resolution, with a particular focus on improving the efficiency and use of alternative dispute resolution (ADR) mechanisms.

Output 3.2.1. Operational capacity of the labour inspection system is strengthened

Enhancing the operational capacity of the labour inspection system has been a priority objective of both previous DWCPs. However, although the Government has made some progress in terms of training and recruitment of labour inspectors,

there remain significant capacity deficits that constrain the effectiveness of the labour inspection system to prevent and detect violations of labour and employment rights and laws.

Activities in this area may include:

- ▶ **Implement a Strategic Compliance Planning (SCP) inspection model:** Implementation of a ‘strategic compliance’ model for labour inspection to enhance the effectiveness of the labour inspectorate and optimize use of limited human resources, drawing on the ILO’s extensive range of technical tools and expertise in developing and operationalizing Strategic Compliance Plans for labour inspection (e.g., ILO, [nd; 2017a](#)).
- ▶ **Build capacity in priority operational areas:** Technical training, tools, and other support for labour inspection units to design and support compliance interventions in line with operational priorities, which may include: focus on preventative as well as detection activities (education, information, and advisory services); tailored procedures and approaches for high-risk sectors (e.g., oil and gas, gold-mining, agriculture, maritime) and specific issues (e.g., child labour, discrimination and harassment, OSH, informal work, migrant workers), including cooperation with other relevant agencies (e.g., NIMOS on environmental standards and OSH), and measures to enhance labour inspection in rural areas (e.g., use of itinerant labour inspection centres).
- ▶ **Build capacity of research and training units:** Training, provisions of tools, and other capacity building to the Labour Inspectorate’s own research and training units to establish the internal capabilities to bring about strategic change and develop human resource capacity in the longer term. Capacity building may include an initial focus on SCP implementation and operational priorities under this output, as well as monitoring, evaluation, and reporting activities under 3.2.2.

Output 3.2.2. Monitoring, evaluation, and reporting in relation to the labour administration system is enhanced

In parallel and complementary to Output 3.2.1, there is a need to enhance the capacity of the labour inspectorate to collect, compile, and disseminate labour administration data. The generation and operationalization of labour inspection data are critical to support the implementation of a strategic compliance approach (see 3.2.1), providing the evidence base to target strategic interventions and to monitor effectiveness. Labour administration data are also important inputs for a well-functioning LMIA (see 3.3), while the generation of public reports on labour inspection activities forms part of Suriname’s commitment under ILO C81.

Potential activities in this area include:

- ▶ **Strengthening case management and data collection systems:** Implementation of an enhanced ICT-based case management and data collection and reporting system for labour inspection that is aligned with and can contribute relevant data to the LMIA (see 3.3).
- ▶ **Preparation and publication of annual labour inspection reports:** Preparation and publication of annual reports on the labour inspection system in line with C81, including technical support on methodologies, drafting, and publication/dissemination (response to ILO CEACR comments on C81, [2021d](#)).

Output 3.2.3. Labour dispute resolution mechanisms are strengthened

The previous DWCP included an express focus on strengthening conciliation and settlement mechanisms for labour disputes. The Government has recently modified the rules for the Court of Justice’s Labour Chamber with the aim of increasing efficiency in processing and resolving labour disputes. In cooperation with social partners, the Government has also drafted amendments to reform the National Labour Mediation Council (BR), primarily focused on staffing (age and tenure limits for mediators) and expanding the BR’s remit to include disputes in the public sector.

Despite these advances, there is broad consensus that dispute conciliation and settlement mechanism can be strengthened further. In particular, more effective alternative dispute resolution (ADR) mechanisms can play a key role in reducing the financial costs associated with lengthy judicial processes, relieve the burden on courts, and provide a streamlined process for resolving disputes in a timely manner (with benefits to both workers and employers). Moreover, stakeholders noted that the existence of a reliable ADR system is attractive to business and can help promote investor confidence in Suriname.

Potential areas for action include:

- ▶ **Assess effectiveness of rule changes for the Labour Chamber:** Review of operational impacts of recent rule changes concerning the Labour Chamber of the Court of Justice and support national constituents to develop recommendations for further reform to improve efficiency, as appropriate.
- ▶ **Advance reform of the National Labour Mediation Council (BR):** Continue to progress ongoing reforms of the BR, including possible expansion of the BR’s role in mediating individual as well as collective disputes, and modifications of staffing regulations and training for mediators (as needed) to further professionalize mediation services.
- ▶ **Raising awareness and building capacity of social partners:** Awareness raising and training (as needed) among social partners to encourage greater use of and more effective participation in existing labour mediation and arbitration procedures.

Outcome 3.3. Improved labour market information and analysis system

Outcome 3.3 - Improved labour market information and analysis system.

Output 3.3.1 – Labour market statistical instruments are reviewed and upgraded to improve data collection coverage, frequency, quality, methodologies, and sources of information [LMP outputs 2.1, 2.2].

Output 3.3.2 – Capacity of LMIAS stakeholders to produce, analyze, and disseminate labour market information is enhanced [LMP output 2.3].

Contribution to cross-cutting aims:

Social dialogue: capacity building of social partners on labour statistics (collection, analysis, interpretation) supports more informed social dialogue on key socioeconomic policy issues and strengthens social partner advocacy efforts.

Underserved groups: a more integrated LMIAS provides more complete (disaggregated) labour market data to target policy and programming interventions on underserved groups.

Formalization: development of LMIAS includes a focus on data collection, dissemination, and reporting concerning the informal economy, which can inform strategic policy and programming interventions to promote formalization.

Alignment of outcomes with national development priorities

National policies/plans	NDP: A6.6 (strengthening institutions). LMP: Output 2.1 (labour market statistical instruments); 2.2 and 2.3 (production and dissemination of labour market information).
MSDCF/CIP	MSDCF / CIP: Output 1.2 (capacitate national labour market institutions, implement Labour Market Policy); 3.1 (information systems strengthened to improve the availability of high-quality, timely and reliable disaggregated data).

Alignment with ILO Programme and Budget (2022-2023)

Outcome A: Improved knowledge and influence for promoting decent work

Contribution to SDGs

		
8.3, 8.5, 8.6, 8.8	10.1, 10.2, 10.3, 10.4, 10.7	17.9, 17.18, 17.19

The identification of labour market challenges and opportunities, and the design of effective labour market policies and programmes, rely on the availability of data and analysis. A well-functioning Labour Market Information and Analysis System (LMIAS) provides the evidence base for employment and labour policies and informs the design and implementation of strategic interventions that are better focused and targeted. An effective LMIAS also reduces labour market transaction costs by filling gaps in the information available to labour market agents (e.g., employers, jobseekers, training providers). More generally, the LMIAS is an integral component of the wider national statistical system, which in turn plays a vital role in tracking progress towards national development goals and mobilizing financial resources for key development programmes (including this DWCP) from both international and national budgetary financial resources.

The Government has recognized the need to strengthen national statistical capacity and the new Labour Market Policy (LMP) sets out specific objectives to enhance the LMIAS. Outputs under Outcome 3.3 are aligned with the LMP and focus on how ILO's technical assistance can most effectively contribute to defined LMP objectives.

Output 3.3.1 – Labour market statistical instruments are reviewed and upgraded to improve data collection coverage, frequency, quality, methodologies, and sources of information

The Government has recognized the need to strengthen national statistical capacity to provide an enhanced empirical evidence base that informs socioeconomic policymaking. The previous DWCP included a specific focus on improving the availability and access to labour market information, including proposals for new data collection instruments and regular public reports on key labour market indicators. Although progress under the previous DWCP was limited, the newly approved Labour Market Policy (LMP) provides a clear framework for developing Suriname's Labour Market Information and Analysis System (LMIAS) in the short- and medium-term future.⁶³

The ILO can support the ongoing development of the LMIAS in line with the objectives set out in the LMP. Possible areas of focus include:

- ▶ **Upgrading methodologies:** Incorporation of recent international labour statistical standards and methodologies into household surveys and other data collection instruments employed by the ABS and other Government departments, and tripartite agreement on a set of key labour market indicators for regular collection and dissemination. Data collection should include, inter alia, a focus on indicators concerning the employment and economic activities of women, youth, people with disabilities, ITPs, and the informal economy.
- ▶ **Enhancing systematic data collection from other Government agencies / departments:** Expand systematic collection of relevant data from additional sources, including administrative and other data from employment services (vacancies and placements); labour inspections (wages, working conditions, occupational injuries and accidents); work permits division (vacancies, job profiles, general trends in skills profile of incoming migrants); social security (wages, pensions), and the Ministry of Labour (collective bargaining coverage).
- ▶ **Building capacity of statistical staff:** Capacity building for ABS staff and relevant ministries and other Government departments on data collection, analysis, dissemination, and indicators.

Output 3.3.2 – Capacity of LMIAS stakeholders to produce, analyze, and disseminate labour market information (reports, briefings) is strengthened

To complement and support activities carried out under Output 3.3.1, the ILO can provide dedicated assistance to LMIAS stakeholders to enhance the analysis and dissemination of labour market information through public data repositories, reports, and briefings. This may include a focus on:

⁶³ The LMP sets out key objectives and steps for implementation to upgrade Suriname's Labour Market Information and Analysis System (LMIAS) including: review of existing data collection instruments and methods; development of key labour market indicators for regular public dissemination; a workplan for the production of annual labour market reports; the development of tailored reports on occupational trends, vacancies, and matching of jobseekers to vacancy descriptions, and training for General Bureau of Statistics (GBS) and relevant ministry personnel to deliver on these objectives.

- ▶ **Regular reports:** Training and other technical support to LMIAS stakeholders (principally ABS) to improve the analytic quality and regular dissemination of non-technical public reports on key labour market indicators (TBD as part of 3.3.1).
- ▶ **Tailored and specialist reports:** Capacity building to support the preparation and dissemination of tailored reports and briefings on specific issues (such as labour migration, informal work, productivity, wages, vacancies, skills mismatches, or jobseeker profiles) and/or targeted at specific stakeholders (e.g., employers, educational institutions, PES / jobseekers, policymaking and advisory bodies).
- ▶ **Developing a virtual data repository:** Establish a virtual repository of existing data, compiled and managed by the ABS or other relevant Government entity, to guide policymakers and businesses and enhance monitoring and evaluation of labour market trends, policies, and programmes.
- ▶ **Building capacity of social partners:** Capacity building for social partners to generate, process, and contribute data relevant to the LMIAS (e.g., trade union membership and activities, labour demand and vacancies from employers) and to use labour market information and indicators to strengthen their own analyses, reports, advocacy materials, and submissions to relevant tripartite fora.

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► Annex 1: Management, implementation planning, monitoring, reporting and evaluation

Managing the DWCP

The ILO will support a tripartite DWCP Steering Committee, which will be the national entity responsible for the DWCP. The DWCP Steering Committee will comprise members of the proposed tripartite Decent Work Commission (DWC), representatives of the ILO DWT/CO-POS, and selected representatives of other key national stakeholders as appropriate. National constituents will aim to ensure gender parity and adequate representation of other relevant stakeholder groups among members of the Steering Committee. The terms of reference for this tripartite committee will set out the governance structure for the DWCP.

The Steering Committee will also invite representatives of other national institutional stakeholders – including other Government departments and representatives from the private sector, education, and civil society – as well as other international organizations and national experts to participate in meetings as appropriate. The Steering Committee will ensure the meaningful and ongoing participation of tripartite and other stakeholders from the interior in the management and implementation of the DWCP. The Steering Committee will also promote the participation of women, youth, people with disabilities, and indigenous and tribal peoples (and their representative organizations) in the activities of the Steering Committee.

The Steering Committee will meet monthly to monitor and oversee implementation of the DWCP. It will hold annual strategic reviews that provide an opportunity for broader consultation with a wider range of national and international stakeholders.

The Steering Committee will validate the DWCP implementation plan and monitor its progress, including through periodic reviews in consultation with the ILO. The Steering Committee, with the support of the ILO, will also provide technical, monitoring and evaluation (M&E), and policy support to national stakeholders, as required. The DWCP Results Framework will allow for regular monitoring against anticipated results. At the end of the programme period, the ILO will conduct an evaluation of the DWCP.

It is important that the Steering Committee is provided with a strong national mandate from the Government to facilitate engagement and collaboration with Government departments, the private sector, and private and public institutions in relation to the DWCP implementation and monitoring. Proposals for a new national Decent Work Commission, with an expanded mandate that includes ongoing activities to monitor and promote the Decent Work Agenda in Suriname, as well as management of the DWCP itself, appear to meet this criterion.

Monitoring and evaluation

Consistent with lessons learned from the first and second DWCPs, the Steering Committee will focus particular attention and ensure adequate resources are allocated to monitoring and evaluation. The ILO will provide technical and/or advisory support to the Steering Committee as needed to assist its coordinating efforts to monitor and evaluate the DWCP's implementation, including the development of an appropriate monitoring plan. Support will include initial capacity building for the Steering Committee and other relevant national institutional stakeholders on results-based management for the DWCP.

Government capacity for monitoring and evaluation

The General Bureau of Statistics (ABS) is responsible for the collection, analysis, and dissemination of economic and social data for Suriname, including in relation to the SDGs. Within the national planning structure, the National Planning Office (SPS) coordinates decentralized planning units in each line ministry, which are responsible for developing annual plans and budgets and monitoring the implementation of projects and programmes. The National SDG Committee under the Ministry of Foreign Affairs, International Business, and International Cooperation is tasked with promoting and advancing

the implementation of SDGs, including data collection in relation to SDG indicators. The Committee includes representatives of all line ministries, the Parliament, the National Planning Office, and the ABS.

The ABS and the Ministry of Labour (AWJ) are the principal sources for labour market information. The ABS coordinates a continuous labour force survey (albeit conducted in only four out of the ten national districts) and a household budget survey that provide basic data on workforce and employment. The ABS also collects information from businesses on the number of employees and wages. However, the ABS provides only limited descriptive or other analysis of collect data, and there are often lengthy delays in publishing data and indicators. With some exceptions, the ABS does not consistently and systematically compile and analyze administrative data from other Government departments and non-governmental labour market stakeholders. The AWJ collects information on job-seekers and vacancies registered through its labour statistics division, as well as data on work permits, dismissals, and training.

Although some labour market and social indicator data are disaggregated, there is scope to increase the collection of disaggregated employment and workforce data to improve the understanding of the differential labour market outcomes and specific challenges facing underserved and vulnerable groups, including youth, women, residents in rural areas, ITPs, and people with disabilities. There are also gaps in reliable labour market information for remote and interior areas of the country. These limitations pose challenges for effective analysis, as well as the formulation, monitoring, and evaluation of policy and programming interventions (Government of Suriname, [2019](#); ILO CEACR, [2022c](#)).

Social partner capacity

There is some capacity with social partners for monitoring and evaluating progress. For example, VSB has played a leading role in mobilizing their members to contribute to achieving the SDGs, including data collection towards SDG indicators. Additionally, social partner organizations have some capacity for data generation and analysis – for example, concerning member profiles and activities – but the extent of centralized and consistently maintained data management systems is unclear. Overall, social partner organization face significant resource constraints – both in terms of human resource (personnel and expertise) and availability of systems and processes – for carrying out effective M&E (including digital data management systems).

There is limited evidence that M&E activities are systematically integrated by social partners into the planning and implementation of their own programmes and activities. Nevertheless, there is broad recognition from employers and trade unions that improving M&E activities is strategically important to strengthen the effectiveness of their organizations and the success of the third DWCP.

Monitoring and evaluation for the DWCP 2022-2026

Significant gaps remain in the capacity of constituents to engage in activities and processes to systematically monitor DWCP implementation and outcomes. However, there is some capacity and experience – institutional set-up and experience (planning structure – decentralized planning units; a national statistical agencies; M&E experience from previous DWCPs, other recent policy initiatives (LMP), and SDG monitoring). Government has also demonstrated the capacity to conduct effective consultation around national development initiatives, including two previous National Development Plans, as well as the previous DWCPs.

The DWCP 2023-2026 offers an opportunity for Suriname and the ILO's national constituents – including the proposed Decent Work Commission – to enhance the monitoring and evaluation capacity and processes in relation to critical national development goals. An express focus on strengthening data generation, analysis, and dissemination capacity is incorporated into several of the DWCP's outcomes – including efforts to strengthen the LMIAS (3.3), address productivity challenges (1.2), improve coordination of national skills development (2.1), strengthen labour inspection activities (3.2), improve the integration of social programmes and employment activation measures (2.2), and reform the national social protection system (2.3). These initiatives can contribute to the monitoring and evaluation of the DWCP itself.

Monitoring and evaluating the DWCP 2022-2026 will therefore involve making use of existing statistical capacity (especially the GBS and AWJ), building M&E capacity in the DWCP Steering Committee, and taking advantage of initial gains from relevant interventions under the DWCP itself.

Risks and assumptions

The following table provides a risk assessment description at the level of the outcomes and a brief description of mitigation factors and strategy.

'Risk level' (low, moderate, high) is based on assessment of both the likelihood of the assumption *not* being met and the severity of impact on the DWCP of the assumption not being met.

Assumption	Risk level	Mitigation
Funding is available for DWCP activities.	High	The Steering Committee will take part in resource mobilization efforts for the DWCP, with support from the ILO. The DWCP is closely aligned with national development priorities as set out in the NDP and other national policy documents (notably, the LMP), as well as the UN's MSDCF (2022-2026) for the English- and Dutch-speaking Caribbean. Some of these programmes and initiatives already have assigned funds that can contribute to DWCP activities. The Steering Committee will continue to monitor alignment of the DWCP with national priorities and consider adapting implementation activities and resource mobilization approaches as appropriate. The ILO and the Steering Committee will also actively identify and pursue opportunities for joint delivery of relevant outputs and activities with other development partners outside the UN system (including World Bank, IDB, and the EU).
Anticipated reform processes, including in the context of Suriname's programme with the IMF, do not fundamentally alter the feasibility or appropriateness of relevant outputs under the DWCP.	High	There will be ongoing close consultation with national stakeholders and adaptation of outputs as necessary to align with any reforms implemented. There will be regular meetings and monitoring on the part of the Steering Committee and annual strategic reviews with wider participation to ensure DWCP outputs are appropriately aligned with the changing national context.
Efforts to support long-term improvements – e.g., employment creation, MSME and value chain development, 'just transition', institutional reforms (SNTA, LMIAS) – yield results at adequate scale and within the timeframe of the DWCP.	High	The ILO's value-added contribution to Suriname's national development vision is linked to the capacity of the DWCP to deliver demonstrable and sustainable change over time, supporting the creation of decent work for all. The DWCP comprises a blend of activities designed to support and demonstrate change in the short, medium and longer term, and provides a results-based framework to track and demonstrate change at each stage. Close alignment between the DWCP and existing national development priorities, policies, and programmes is a further mitigation factor, enabling the DWCP to contribute to the expansion and realization of existing programmes (or aspects of programmes) and/or implement specific initiatives that are mutually enhanceive of the work of other national and international partners.
Monitoring and evaluation capacity can be utilized and enhanced to demonstrate DWCP contributions to decent work	High	Existing capacity and capacity gaps have been mapped as part of the DWCP development process and an M&E strategy put in place (see above). The ILO will continue to build the capacity of national stakeholders, including the Steering Committee in particular, to enhance M&E capabilities. The Steering Committee will regularly assess M&E capacity and gaps throughout implementation.
Social partners take ownership of the DWCP and all social	Moderate	The ILO has promoted national ownership of the DWCP process at all times, both in relation to the development of this third DWCP and in the

partners are able to contribute to the implementation of the DWCP.		implementation of DWCP II. The DWCP Monitoring Commission has led both processes throughout, including DWCP II implementation and the development of priorities and coordination of stakeholder consultations for DWCP III. The DWCP Monitoring Commission has received consistent and high-level support from the AWJ, with the Minister of Labour playing a visible and active role in leading the DWCP development process. The proposed new Decent Work Commission will provide continuity from the DWCP Monitoring Commission in terms of key personnel and institutional knowledge and know-how, while its expanded mandate should strengthen efforts to draw in a wider range of stakeholders as appropriate. Capacity-building for social partners to strengthen contributions to DWCP implementation is integrated throughout the DWCP outputs and activities.
There will be continued agreement on the priorities and outcomes of the DWCP.	Moderate	There has been a comprehensive consultative process in developing the DWCP during which a wide range of stakeholders have been engaged. Moreover, in many key areas, the new DWCP builds on and continues work that begun under DWCP II, which enjoyed broad support among national stakeholders. There will be regular meetings of the Steering Committee to discuss the DWCP implementation, challenges, and future directions.
Changes of Government and/or changes in personnel in high-level policymaking positions do not fundamentally alter national development priorities or Government commitment to the DWCP	Moderate	The Steering Committee will have a strong mandate to implement the DWCP independently of political party's interests and through any interruption to policymaking in the case of Government / Cabinet changes. The DWCP itself is aligned with national development objectives that are shared across political parties and has been validated by national tripartite constituents and open to consultation with stakeholders from across the political spectrum.
Continued reduction of the risks associated with COVID-19 permits full implementation of DWCP activities.	Moderate	Public health risks - and their implications for DWCP activities and timescales - will be monitored regularly, including necessary adjustments to format for delivery.
Social and political stability is sufficiently maintained to permit to continued normal functioning of key Government institutions and labour market actors.	Moderate	The Steering Committee will monitor the political and social instability risks closely and convene extraordinary sessions as necessary to assess the conduct of DWCP activities in the event of significant social or political unrest, in coordination with the ILO, national stakeholders, and international organizations as appropriate.

► Annex 2: Funding plan

The primary funding source will be the national budget. The previous DWCPs were successfully funded primarily through the national budget. However, the current fiscal and debt crisis mean that Government has limited material and financial resources to deploy. The close alignment of the DWCP with key national development priorities – including NDP, LMP – will strengthen the case for targeted budgetary allocations to key DWCP priorities that can have broader impacts in line with existing strategic objectives (including those with pre-existing budget allocations).

Similarly, express alignment with the UN MSDCF will facilitate enhanced access to donor funding through the UN system. The ILO will support the Steering Committee in identifying potential partnerships with donors that can support the Programme. The Steering Committee, with support from ILO, will also consider opportunities for partnership with non-UN actors (including IFIs and bilateral development partners) that have relevant programmes and project in Suriname. Notable examples include: Interamerican Development Bank, which has multiple planned and ongoing [projects](#) in areas relevant to Decent Work and this DWCP (e.g., labour market development, women’s employment, renewable energy, value chain development, business environment reforms); World Bank, including [projects](#) on competitiveness and diversification; and the European Union, whose current Multi-Annual Indicative Programme ([MIP](#)), 2021-2027, includes a focus on sustainable forestry and forestry livelihoods. Strategic cooperation and partnerships can avoid duplication of efforts and, by extension, identify areas where DWCP activities can complement the programmes of other development actors to reduce direct resource demands.

The ILO will also work with partners to make optimal use of its own resources for technical assistance and capacity building, which underpin many of the key outputs of the DWCP.



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► Annex 3: Advocacy and communication plan

The ILO will support the national constituents, in particular the DWCP Steering Committee, to continue to raise awareness of the DWCP and specific implementation activities among key national stakeholders, potential external donors, and the general public, with a view to supporting the achievement of the DWCP outcomes by informing and engaging key audiences and moving them to action.

Amongst other areas of focus, external communications for national audiences will place a particular emphasis on:

- ▶ **The meaning of Decent Work and its relevance to Suriname** by positioning how the Decent Work Agenda – and the DWCP in particular – can contribute to achieving Suriname’s key social and economic development aims (including, inter alia, economic recovery and job creation, business productivity and competitiveness, employment formalization, economic diversification, climate change and environmental protection, strengthening national education system, strengthening indigenous and tribal peoples’ rights, improving gender equality and women’s economic inclusion, rural development and development for the interior).
- ▶ **How the DWCP can contribute to broader governance enhancements** by promoting and building the capacity of key institutional stakeholders to implement a results-based approach to policymaking and programming, including a strong emphasis on systematic monitoring and evaluation based on the generation, analysis, and dissemination of reliable statistical data.
- ▶ The importance of consultative and participatory decision-making processes in shaping the direction of national development and the design, implementation, coordination, and monitoring of policies and programmes, as well as the broader role of social dialogue in building greater inclusiveness, resolving social conflicts, and promoting social cohesion.

In addition, communications in relation to the DWCP will consistently refer to the UN Sustainable Development Goals, including to highlight how the work of the ILO and the DWCP align with the activities of other UN agencies in Suriname and the region (for example, in relation to contributions to the objectives of the MSDCF for the Dutch- and English-speaking Caribbean) and the importance of partnership in realizing progress towards the SDGs.

To support the DWCP’s priorities, the ILO will:

- ▶ provide strategic leadership for all communication matters related to the DWCP, in close cooperation with national constituents (especially the Steering Committee);
- ▶ enhance outreach to key audiences in relation to DWCP activities and achievements, via news and social media;
- ▶ support the preparation and dissemination of reports and publications;
- ▶ build the communications capacity of ILO constituents through training and access to existing guides and tools; and
- ▶ support and promote effective communication between ILO and constituents, and among constituents themselves, to support achieving the DWCP outcomes.

Communications and advocacy efforts will focus on ILO constituents in Suriname, parliamentarians, external donors, the national news media, the private sector, civil society organizations, indigenous and tribal peoples and their organizations, and academic institutions. The ILO will also work with the UN system and other national and international partners to strengthen the visibility of its work – and the work of national constituents in Suriname – in implementing the DWCP.

For its communication and advocacy efforts, the ILO will use diverse communication channels, including the websites and social media channels of the ILO Office for the Caribbean and global / regional sites of the ILO and other UN bodies,

newsletters, print and audio-visual materials (reports, factsheets, tools, photos, videos), media materials (press releases, advisories) and media engagement opportunities, and other public events (including online events). In all materials, the ILO will work to ensure the visibility of all sections of Surinamese society, including women, youth, and people with disabilities.

There will be particular attention on ensuring that communications outputs / materials are available in different languages (as needed) and tailored to the needs, experiences, expectations, and level of expertise of target audiences, including in particular non-technical national stakeholder audiences.

Annex 4: Results Framework [template]

Notes on template result framework:

- ▶ This template includes a long list of possible outcome and output indicators, which can be adapted and prioritized as appropriate in line with the agreed DWCP implementation plan, as well as data availability.
- ▶ The current iteration of indicators includes a high level of disaggregation that may not be feasible in the short and medium term. The level of disaggregation should be adapted according to data availability.
- ▶ Relevant indicators are cross-referenced against corresponding indicators in the Mid-Term Labour Market Policy (LMP) and UN MSDCF's CIP for Suriname (see square brackets). Some key 'dependencies' are indicated at the level of outcomes and outputs to highlight instances where the realization of the outcome/output is especially dependent on prior progress towards, or close alignment with, other outcomes/outputs.
- ▶ Baselines, targets, partner implementing organizations, and budget are to be determined in consultation with DWCP Steering Committee during the initial implementation planning in early 2023.

Priority 1: Jobs, productivity, and sustainable growth












Environmentally sustainable and diversified economic growth and sustainable enterprise development expands the offer of decent employment

Outcome 1.1

Outcome 1.1 – Increased offer of decent ‘green’ jobs that are accessible to all			
Outcome 1.1: Increased offer of decent ‘green’ jobs that are accessible to all. <i>Key dependencies: progress on 2.1 (workforce skills)</i>	Partners:	Integrated resource framework	
		Available (estimate)	To be mobilised
		US\$	US\$
Outcome indicators			
Indicator 1.1 (a) – total green jobs created. Number of jobs / share of total employment in ‘green’ sectors or industries per year, by sector and job-taker profile (gender, rural/urban residence, ITP)	Baseline:	Target:	Means of verification/sources:
Indicator 1.1 (b) – growth in green sectors / diversification. Change in GDP per capita contribution of target ‘green sectors’, by sector, per year.	Baseline:	Target:	Means of verification/sources:
Output indicators			
Output 1.1.1. A green jobs assessment completed and gender-sensitive ‘green growth’ strategies integrated into industrial and/or sector policy for target sectors			
Indicator 1.1.1 (a) – green jobs assessment. Number of potential decent ‘green jobs’ identified through green jobs assessment, by sector / value chain and target beneficiary group (e.g., women, rural population).	Baseline:	Target(s):	Means of verification/sources:

Outcome 1.1 – Increased offer of decent ‘green’ jobs that are accessible to all				
	Indicator 1.1.1 (b) – sector / industry strategies. Number of industrial / sector policies that include ‘green jobs / green growth’ strategies and are endorsed by tripartite constituents, by sector / industry, per year; <i>of which</i> include express measures to facilitate access to jobs for underserved groups (women, rural, ITPs); <i>of which</i> are jointly developed and/or endorsed by ITP representative organizations.	Baseline:	Target(s):	Means of verification/sources:
	Indicator 1.1.1 (c) – social partner capacity (just transition). Training received by tripartite constituents on key concepts, practices, and advocacy strategies concerning ‘green jobs’ and the ‘just transition’, per year.	Baseline:	Target(s):	Means of verification/sources:
Output 1.1.2. Green enterprises are established in target sectors and value chains (Dependencies: prior identification of target sectors, output 1.1.1).				
	Indicator 1.1.2 (a) – new green enterprises. Number of new enterprises established with primary operations in target ‘green sectors’ [as percentage of all new enterprises] and that provide decent job opportunities, per sector and per year.	Baseline:	Target:	Means of verification/sources:
	Indicator 1.1.2 (b) – enterprise ‘greening’. Percentage of enterprises in target sectors and value chains adopting ‘greening’ measures and that provide decent job opportunities, by sector / value chain, per year.	Baseline:	Target:	Means of verification/sources:
	Indicator 1.1.2 (c) – jobs created by green enterprises. Number of workers employed by ‘green enterprises’ (as defined in 1.1.2(a) and 1.1.2(b)) in decent jobs, by sector and gender, per year.	Baseline:	Target:	Means of verification/sources:

Outcome 1.1 – Increased offer of decent ‘green’ jobs that are accessible to all				
Output 1.1.3. Value chains are developed in emerging ‘green’ sectors (Dependencies: prior identification of target sectors, output 1.1.1).				
Indicator 1.1.3 (a) – value chain analysis. Number of completed MSAs for value chains with potential for ‘green growth’, by sector/value chain, per year; <i>of which</i> include express analysis and proposals concerning barriers to employment for underserved groups (women, rural, ITPs).	Baseline:	Target:	Means of verification/sources:	
Indicator 1.1.3 (b) – development of value chains (interventions-specific indicators). <i>** Additional indicators should be developed to monitor results from value chain interventions and incorporated into this results framework. These indicators should be based on the specific objective and nature of the interventions. Some indicative outcome / output indicators are listed below:</i> Indicator 1.1.3 (b) (i) – new decent jobs created. Number of FTE jobs in target value chain, per year, by sector / value chain and value chain ‘level’ (e.g., primary production vs processing); <i>of which</i> are occupied by women, residents in rural areas, ITP workers. Indicator 1.1.3 (b) (ii) – value chain linkages (incl. rural/ITP). Number of commercial supply partnerships or agreements between value chain actors in target sectors / value chains per year, by sector / value chain; <i>of which</i> include suppliers based in the interior and/or indigenous and tribal communities	Baseline:	Target:	Means of verification/sources:	

Outcome 1.1 – Increased offer of decent ‘green’ jobs that are accessible to all											
<p>Indicator 1.1.3 (b) (iii) – access to markets for producers. For small producers / suppliers in target value chains – number of and/or value of products sold to clients, by sector/value chain and market type (local, national, international), per year.</p> <p>Indicator 1.1.3 (b) (iv) – supply chain diversification. For value-adding enterprises in target value chains – Number of and/or value of products sourced from small or local suppliers, by sector/value chain, per year.</p> <p>Indicator 1.1.3 (b) (v) – supply chain resilience. For value-adding enterprises in target value chains – Share of small / local suppliers that have been suppliers for more than 12 months, by sector/value chain, per year.</p>											
<p>Indicator 1.1.3 (c) – productivity improvement [agribusiness, fisheries, forestry]. Increase in volume of production and / or productivity of value chain actors in target sectors/value, by sector/value chain and ‘level’ (primary producer, processor, exporter, etc.), per year.</p>											
<p>Baseline: Target: Means of verification/sources:</p>											
Alignment with SDGs											
	1.1, 1.2, 1.4, 1.5, 1.b	2.3, 2.4	3.9	5.1	7.2, 7.3	8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.9, 8.10	9.3, 9.4	10.1, 10.2	13.1, 13.2, 13.3, 13.b	14.4, 14.7	15.1, 15.2, 15.5, 15.9








Outcome 1.1 – Increased offer of decent ‘green’ jobs that are accessible to all	
Alignment with MSDCF/CIP	Output 1.1 (value chain development, sustainable agribusiness / forestry). Output 3.2 (FAO sub-outputs) – improving livelihoods of indigenous and tribal peoples. Output 4.3 (UNICEF sub-outputs) – income generating opportunities for ITP women. Output 5.2 (UNDP) – measures for climate-resilient development, number of districts with improved enabling environment for decent work (especially poor, women, people with disabilities). Output 6.1 (FAO) – number of agro-ecological practices in forestry and fisheries.
Alignment with national policies / plans	National Development Plan: A6.2 (business clusters for sector / value chain development); A.6.9 (sustainable tourism); A6.10 (sustainable forestry); A6.11 (agricultural production and export); A6.14 (fisheries); A6.16 (value chain development / trade).

Outcome 1.2

Outcome 1.2 – Enhanced enterprise productivity and competitiveness			
Outcome 1.2: Enhanced enterprise productivity and competitiveness	Partners:	Integrated resource framework	
		Available (estimate)	To be mobilised
		US\$	US\$
Outcome indicators			
Indicator 1.2 (a) – labour productivity. GDP per hour worked / GDP per worker, by sector and establishment size, per year.	Baseline:	Target:	Means of verification/sources:

Outcome 1.2 – Enhanced enterprise productivity and competitiveness				
	[and/or] Cost per unit production, by sector and establishment size, per year.			
	Indicator 1.2 (b) – competitiveness (profitability). Percentage increase in profitability of Surinamese enterprises, by sector and establishment size, per year.	Baseline:	Target:	Means of verification/sources:
	Indicator 1.2 (c) – international competitiveness (market access). Percentage of enterprises with capacity (licensed, registered, certified) to meet requirements for export to regional and international markets, by sector and establishment size, per year [<i>excluding unprocessed natural resources</i>]. [and/or] Volume / value of exports to regional and international markets (or foreign sales as share of total sales), by sector and establishment size, per year [<i>excluding unprocessed natural resources</i>].	Baseline:	Target:	Means of verification/sources:
Output indicators				
	Output 1.2.1. The Centre for Innovation and Productivity (CIP) is fully operationalized (Dependencies: none).			
	Indicator 1.2.1 (a) – CIP operationalized. Centre for Innovation and Productivity is fully operational [definition TBD]. [MSDCF/CIP output 1.2 indicator – ILO].	Baseline: Not fully operational	Target: Fully operational by July 2023	Means of verification/sources:
	Indicator 1.2.1 (b) – CIP internal systems / processes. Internal regulations and procedures are developed, revised, and formally adopted with full agreement of the tripartite constituents.	Baseline: TBD	Target: Developed / revised / finalized by July 2023	Means of verification/sources:

Outcome 1.2 – Enhanced enterprise productivity and competitiveness				
	Indicator 1.2.1 (c) – gender parity in CIP governance. Share of CIP Board members that are women.	Baseline: TBD	Target: 50% female representation	Means of verification/sources:
Output 1.2.2. A time-bound work plan for the CIP is developed and implemented (Dependencies: prior operationalization of the CIP, output 1.2.1).				
	Indicator 1.2.2 (a) – CIP workplan developed. A timebound CIP workplan of priority interventions to improve enterprise productivity / competitiveness is developed, approved by Government, and endorsed by tripartite constituents. [AND/OR] Number of CIP proposals approved and implemented by Government, by theme, per year. [can add sub-indicators for specific workplan items].	Baseline: No workplan	Target: Approved and budget allocated by end 2023	Means of verification/sources:
	Indicator 1.2.2 (b) – CIP workplan implementation. Number of items from CIP workplan completed [as defined in workplan], per year.	Baseline: No workplan	Target: Yearly targets TBD	Means of verification/sources:
	Indicator 1.2.2 (c) – CIP capacity building. Number of trainings received by CIP Board and/or technical staff on productivity and competitiveness issues, by theme, per year.	Baseline: None	Target:	Means of verification/sources:
Output 1.2.3. The EESE study and action plan is updated and refined, and priority items implemented				
	Indicator 1.2.3 (a) – updated EESE study / action plans. EESE study and action plans updated, prioritized, and approved by tripartite constituents and relevant implementing agencies; <i>of which</i> have budget allocation.	Baseline: Not updated	Target: By end 2023	Means of verification/sources:

Outcome 1.2 – Enhanced enterprise productivity and competitiveness							
	Indicator 1.2.3 (b) – implementation of EESE action plan. Number of items from priority action plan implemented that improve the business environment, per year [<i>note: ‘implementation’ means attainment of defined targets as set out in updated EESE action plans</i>] [<i>can add sub-indicators for specific action plan items</i>].			Baseline: Not implemented	Target: Yearly targets TBD	Means of verification/sources:	
Alignment with SDGs							
	1.1, 1.2	2.3, 2.4	8.1, 8.2, 8.3, 8.4, 8.5, 8.6, 8.10	9.3, 9.4	10.1	16.6	17.11, 17.14, 17.18, 17.19
Alignment with MSDCF/CIP	Output 1.2 (ILO) – Centre for Innovation and Productivity renewed. Output 1.2 (ILO sub-outputs) – Centre for Innovation and Productivity operational.						
Alignment with national policies / plans	NDP: A6.2 (business environment and productivity). Mid-term Labour Market Policy (LMP): Output 4.2 (entrepreneurship and SME support).						




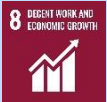




Outcome 1.3

Outcome 1.3 – More resilient and productive MSMEs and cooperatives				
Outcome 1.3: More resilient and productive MSMEs and cooperatives	Partners:		Integrated resource framework	
			Available (estimate)	To be mobilised
			US\$	US\$
Outcome indicators				
Indicator 1.3 (a) – new (viable, formal) MSMEs. Percentage / number of new MSMEs [that have benefited from support measures] that are profitable after six months and able to support decent jobs, by type of support (BDS, SME loan, etc.) and gender of business owner, per year.	Baseline:	Target:	Means of verification/sources:	
Indicator 1.3 (b) – MSME productivity and competitiveness. Cost per unit production for MSMEs / cooperatives [that have benefited from support measures], by type of support (BDS, SME loan, etc.) and gender of business owner, per year [linked to 1.2 (b)].	Baseline:	Target:	Means of verification/sources:	
Indicator 1.3 (c) – MSME resilience (business continuity). Percentage of MSMEs / cooperatives that are operational [or profitable] in consecutive years and able to sustain decent jobs, by sector and gender of business-owner (where applicable), per year.	Baseline:	Target:	Means of verification/sources:	
Indicator 1.3 (d) – MSME job offer. Total number of workers formally employed in decent jobs by MSMEs / members of cooperatives for more than 6 months, by gender, disability status, and ethnicity (ITP), per year.	Baseline:	Target:	Means of verification/sources:	

Outcome 1.3 – More resilient and productive MSMEs and cooperatives				
Output indicators				
Output 1.3.1. Enhanced support services promote the development of MSMEs and cooperatives, with a focus on female, young, and rural entrepreneurs [partial alignment with LMP output 4.2].				
	Indicator 1.3.1 (a) – support services review document. Review document produced that maps existing MSME / entrepreneurship support services and contents; <i>of which</i> are relevant to cooperatives. [partial LMP indicator 4.2.1]	Baseline: No review document	Target: By end 2023	Means of verification/sources:
	Indicator 1.3.1 (b) – access to BDS services. Number of MSMEs / cooperatives receiving BDS services, by sector and location of operations (urban/rural), per year; <i>of which</i> are female-led, ITP-led, youth-led. [partial LMP indicator 4.2.2]	Baseline:	Target:	Means of verification/sources:
	Indicator 1.3.1 (c) – partnerships with mature businesses. Number of MSMEs and cooperatives that have partnerships with mature businesses to support their development, by sector and location of operations (urban/rural), per year; <i>of which</i> are female-led, ITP-led, youth-led. [cf LMP indicator 4.2.5]	Baseline:	Target:	Means of verification/sources:
	Indicator 1.3.1 (d) – access to finance. Number of MSMEs / cooperatives receiving loans from institutional lenders, by sector and location of operations (urban/rural), per year; <i>of which</i> are female-led, ITP-led, youth-led. [cf LMP indicator 4.2.4]	Baseline:	Target:	Means of verification/sources:

Outcome 1.3 – More resilient and productive MSMEs and cooperatives				
Output 1.3.2. Improved policies, support services, and constituent capacity to facilitate the formalization of MSMEs and cooperatives (Dependencies: may benefit from prior completion of elements of output 1.3.1, e.g., mapping / upgrade of BDS).				
	Indicator 1.3.2 (a) – MSME formalization. Number of MSMEs / cooperatives gaining formal registration and licenses, by region of operation (urban/rural), per year. [or] Total number of MSMEs/cooperatives formally registered and licenses, by region of operation (urban/rural), per year.	Baseline:	Target:	Means of verification/sources:
	Indicator 1.3.2 (b) – diagnostic study / consultation. Diagnostic study / consultation completed that identifies key barriers to formalization for MSMEs and cooperatives; <i>of which</i> identify specific barriers affecting women, youth, rural residents, and ITPs.	Baseline: No study	Target: Study completed and published by end 2023	Means of verification/sources:
	Indicator 1.3.2 (c) – simplified administrative processes. Number of separate administrative processes / procedures (forms, submissions, etc.) [and/or] average processing time for registering a new MSME or cooperative (including licensing, social security, tax), per year.	Baseline:	Target:	Means of verification/sources:
	Indicator 1.3.2 (d) – incentives for formalization. Number and type of incentives introduced for MSMEs or cooperatives to formalize (including tax breaks, market access, access to finance / support services, social security benefits) and/or estimated monetary value where applicable, per year [additional sub-indicators for specific incentivization schemes as needed].	Baseline:	Target:	Means of verification/sources:
	Indicator 1.3.2 (e) – social partner capacity on formalization. Capacity building interventions (including training, provision of guides, tools, etc.) for social partners on key issues related to the transition from the informal to the formal economy (in line with R204), by social partner organization, intervention type and theme, per year.	Baseline:	Target:	Means of verification/sources:

Outcome 1.3 – More resilient and productive MSMEs and cooperatives				
	Indicator 1.3.2 (f) – services provided by employers’ organizations. Total number of beneficiary MSMEs / cooperatives for services offered by employers’ associations to support enterprise formalization, by type of support, sector, and location of beneficiary, per year.	Baseline:	Target:	Means of verification/sources:
	Indicator 1.3.2 (g) – informal workers’ representation in tripartite fora. Number of bi-partite and tripartite social dialogue fora in which informal workers are expressly and specifically represented, either via their own representative organizations or through dedicated representation via social partner organizations, by fora, per year.	Baseline:	Target:	Means of verification/sources:
Output 1.3.3. The financial and operational resilience of MSMEs is strengthened <i>(Dependencies: may benefit from prior completion of elements of output 1.3.1 and 1.3.2, e.g., mapping / upgrade of BDS and support to MSMEs seeking to formalize).</i>				
	Indicator 1.3.3 (a) – BDS focused on business planning / continuity. Number of MSMEs and cooperatives that have received business resilience and continuity planning services / training, by sector and gender of business owner, per year.	Baseline:	Target:	Means of verification/sources:
	Indicator 1.3.3 (b) – written business plan. Number of MSMEs and cooperatives that have a written business plan / business continuity plan, by sector and gender of business owner, per year.	Baseline:	Target:	Means of verification/sources:
	Indicator 1.3.3 (c) – MSME membership of industry associations. Number / percentage of MSMEs and cooperatives that are members of formally established industry or employers’ association, by sector, per year; <i>of which</i> are associations with representation in sector/national social dialogue fora.	Baseline:	Target:	Means of verification/sources:

Outcome 1.3 – More resilient and productive MSMEs and cooperatives								
	Indicator 1.3.3 (d) – MSME emergency / contingency funds. Number / percentage of MSMEs and cooperatives that have access to emergency finance in case of short-term closure / loss of business, either through insurance or eligibility for other existing emergency fund (e.g., administered through an employers' association), by sector, per year.			Baseline:	Target:	Means of verification/sources:		
	Indicator 1.3.3 (e) – services to membership provided by social partners. Number of workers / employers reached through trainings or guidance from their representative organizations on collaborative crisis-response planning and business continuity strategies (in line with R205).			Baseline:	Target:	Means of verification/sources:		
Alignment with SDGs								
	1.1, 1.2, 1.4, 1.5. 1.b	2.3, 2.4	5.1. 5.a	8.1, 8.2, 8.3, 8.5, 8.6, 8.9, 8.10	9.3	10.1, 10.2	13.1, 13.2, 13.3, 13.b	17.11, 17.14
Alignment with MSDCF/CIP	Output 5.2 (Enhanced knowledge and understanding of climate change, disaster risk management and / or coping strategies)							
Alignment with national policies / plans	NDP: A6.2 (business environment for MSMEs, entrepreneurship training, SME fund); A6.4 (entrepreneurship training); A6.9 – A6.11 (development of tourism, forestry, agriculture sectors); A6.16 (trade / value chain development) LMP: Output 4.2 (MSME / entrepreneurship support services); 1.4 (access to training for underserved groups); 1.5 (expanded TVET offers in rural areas)							

Priority 2: Livelihoods, human capital, a skilled workforce

Workforce skills development, employment services, and a coherent and universal social protection system ensure a secure livelihood for all Surinamese.

Outcome 2.1









Outcome 2.1 – Education and training programmes are aligned with current and future labour market needs			
Outcome 2.1: Education and training programmes are aligned with current and future labour market needs.	Partners:	Integrated resource framework	
		Available (estimate)	To be mobilised
		US\$	US\$
Outcome indicators			
Indicator 2.1 (a) – enrolment in CBET-based programmes. Number of students enrolled in programmes aligned with new competencies-based / national qualifications framework, per year. [LMP outcome indicator 1.4]	Baseline: See LMP	Target:	Means of verification/sources:
Indicator 2.1 (b) – enrolment in TVET. Percentage of students aged 15-24 enrolled in TVET by gender, disability status, and place of residence (rural/urban), per year. [LMP outcome indicator 1.7]	Baseline: See LMP	Target:	Means of verification/sources:
Indicator 2.1 (c) – employment on graduation. Percentage of graduates from competencies-based programmes that are in employment within 6 months of graduation, by programme / qualification, sector / occupation, gender, per year.	Baseline:	Target:	Means of verification/sources:

Outcome 2.1 – Education and training programmes are aligned with current and future labour market needs				
	Indicator 2.1 (d) – enrolment in work-based learning. Total number of students enrolled in work-based learning schemes by educational level, gender, and disability status [LMP outcome indicator 1.1].	Baseline: No WBL programme	Target:	Means of verification/sources:
	Indicator 2.1 (e) – WBL programme completion. Percentage of students completing internship / apprenticeship by gender. [LMP outcome indicator 1.2]	Baseline: No WBL programme	Target:	Means of verification/sources:
	Indicator 2.1 (f) – employment following WBL. Percentage of students enrolled in internships that get hired by companies after completion, by gender and [LMP outcome indicator 1.3].	Baseline: No WBL programme	Target:	Means of verification/sources:
	Indicator 2.1 (g) – employment following rural skills initiative. Percentage of recent ‘graduates’ (within six months) of rural skills development pilots in formal employment / self-employment, by sector of work and gender, per year.	Baseline: No current rural skills initiatives	Target:	Means of verification/sources:
Output indicators				
	Output 2.1.1. Strengthened institutional framework and constituent capacity to implement an integrated, market-led, and competencies-based national training system			
	Indicator 2.1.1 (a) – SNTA operational and capacitated. The SNTA is evaluated, fully operational and adequately resourced to fulfil its mandate, including implementation of necessary internal processes, protocols, SOPs, and staff training to enhance delivery of outputs under outcome 2.1 (as identified via initial needs evaluation).	Baseline: TBD	Target: Fully operational and capacitated by end 2023	Means of verification/sources:

Outcome 2.1 – Education and training programmes are aligned with current and future labour market needs				
	[sub-indicators to be added as needed for specific elements – e.g., training]			
	<p>Indicator 2.1.1 (b) – cooperation / coordination on skills. Number of active cooperation and information exchange protocols / partnerships between the SNTA and relevant labour market and training institutions (including industry associations, training institutions / colleges, PES, ABS) that are effective in promoting increased employment and entrepreneurship, by partner and theme (e.g., skills forecasting), per year. [sub-indicators as needed, e.g., on frequency of inputs into LMIAS]</p>	Baseline: Limited systematic cooperation / coordination (TBD)	Target:	Means of verification/sources:
	<p>Indicator 2.1.1 (c) – industries with competencies frameworks. Number of trades and occupations with detailed industry validated competency frameworks, at the end of each year [LMP output indicator 1.3.1].</p>	Baseline: See LMP	Target:	Means of verification/sources:
	<p>Indicator 2.1.1 (d) – competencies-based training programmes. Number of training and education programmes delivered under competencies frameworks, by sector / programme, per year. [LMP indicator 1.3.3]</p>	Baseline: See LMP	Target:	Means of verification/sources:

Outcome 2.1 – Education and training programmes are aligned with current and future labour market needs				
Output 2.1.2. TVET curricula are updated and instructors capacitated to deliver training aligned with present and future skills demand, including a particular focus on developing skills for green jobs [partial alignment with LMP Output 1.2] (Dependencies: prior progress on 2.1.1 can inform and coordinate implementation of 2.1.2; progress on 1.1.1 is required to align focus for green skills elements).				
	Indicator 2.1.2 (a) – skills studies Number of completed key sectoral / industry studies on skills and competencies per year; of which focus on ‘green’ or ‘blue’ sectors / value chains identified under outcome 1.1 [LMP output indicator 1.2.1]	Baseline: None	Target: yearly targets TBD	Means of verification/sources:
	Indicator 2.1.2 (b) – updated TVET curricula. Number of education curricula reviewed and updated reflecting findings of skills studies per year. [LMP output indicator 1.2.2] [partial MSDCF/CIP output 1.2 indicator – ILO]	Baseline: TBD	Target: yearly targets TBD	Means of verification/sources:
	Indicator 2.1.2 (c) – green skills. Number of TVET educational curricula (public and private) incorporating ‘green skills’ component at the end of each year.	Baseline: None	Target:	Means of verification/sources:
	Indicator 2.1.2 (d) – instructor capacity. Number of instructors trained for delivery of new competencies-based programmes / revised curricula, by programme, per year.	Baseline: None	Target:	Means of verification/sources:
Output 2.1.3. A functioning and inclusive work-based learning system is established [aligned with LMP output 1.1] (Dependencies: prior progress on 2.1.1 can inform and coordinate implementation of 2.1.3).				
	Indicator 2.1.3 (a) – WBL plan / framework developed. National WBL plan / framework developed including agreed eligibility and implementation rules.	Baseline: No WBL programme	Target:	Means of verification/sources:

Outcome 2.1 – Education and training programmes are aligned with current and future labour market needs				
	[LMP output indicator 1.1.1]			
	Indicator 2.1.3 (b) – employer participation in WBL. Number of employers registered and actively engaged in WBL schemes, per year. [LMP output indicator 1.1.2]	Baseline: No WBL programme	Target:	Means of verification/sources:
	Indicator 2.1.3 (c) – mentors for WBL. Number of mentors per cycle assigned from industry for work-based learning programmes. [LMP output indicator 1.1.3]	Baseline: No WBL programme	Target:	Means of verification/sources:
Output 2.1.4. Pilot rural skills development programme(s) are designed and implemented [partial alignment with LMP output 1.5] (Dependencies: prior progress on 2.1.1 can inform and coordinate implementation of 2.1.4).				
	Indicator 2.1.4 (a) – enrolment in rural skills programme. Number of students enrolled / completing training initiatives under pilot rural skills initiatives, by geographic area, age, gender, and programme/skills focus, per year; of which are ITP.	Baseline:	Target:	Means of verification/sources:
	Indicator 2.1.4 (b) – employment after training completion. Percentage of graduates of rural skills programme in formal employment (including self-employment) 6 months after completion of training, by geographic area, age, gender, and programme/skills focus, per year; of which are ITP.	Baseline:	Target:	Means of verification/sources:




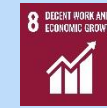


Outcome 2.1 – Education and training programmes are aligned with current and future labour market needs									
Alignment with SDGs									
	1.1, 1.2, 1.4, 1.5	2.3, 2.4	4.3, 4.4, 4.5, 4.7, 4.c	5.1	8.1, 8.2, 8.3, 8.5, 8.6, 8.9	9.5	10.1, 10.2, 10.3, 10.4	13.3	16.6
Alignment with MSDCF/CIP	<p>Output 1.1 – improved TVET to support new jobs.</p> <p>Output 1.2 (ILO) – finalized written review of training programmes.</p> <p>Output 1.2 (ILO sub-outputs) – review of training programmes, new labour market policy implemented.</p> <p>Output 4.2 (UNICEFO sub-outputs) – access to quality education through multiple pathways, instructor capacity, multilingual education / training (also 4.3 UNESCO sub-output – teacher capacity in digital pedagogies).</p> <p>Output 4.3 (UNDP sub-outputs) – skills development for people with disabilities to promote entrepreneurship.</p>								
Alignment with national policies / plans	<p>NDP: A6.1 (TVET for oil and gas); A6.2 (business skills / training); A6.4 (lifelong learning); A6.16 (TVET – agriculture); A6.25 (operationalize SNTA, decentralization of education / training, distance learning); A6.27 (training offer in rural/interior).</p> <p>LMP: Output 1.1 (work-based learning); 1.2 (TVET aligned to labour market needs); 1.3 (competencies-based education model), 1.5 (rural skills)</p>								

Outcome 2.2

Outcome 2.2 – Improved policies, programmes, and services to facilitate jobseekers’ transition into decent employment					
Outcome 2.2: Improved policies, programmes, and services to facilitate jobseekers’ transition into decent employment. <i>Key dependencies: alignment with 2.3 (social protection)</i>		Partners:		Integrated resource framework	
				Available (estimate)	To be mobilised
				US\$	US\$
Outcome indicators					
Indicator 2.2 (a) – jobseekers registered with PES. Percentage increase in the number of jobseekers by gender utilizing PES each quarter. [LMP outcome indicator 3.1]	Baseline: See LMP	Target:	Means of verification/sources:		
Indicator 2.2 (b) – employers registered with PES. Percentage increase in the number of employers registered with PES and publishing vacancies at least every quarter. [LMP outcome indicator 3.2]	Baseline: See LMP	Target:	Means of verification/sources:		
Indicator 2.2 (c) – job placements. Percentage increase in the number of jobseekers by gender placed in jobs each quarter by public and private employment services. [LMP outcome indicator 3.3]	Baseline: See LMP	Target:	Means of verification/sources:		
Indicator 2.2 (d) – job counselling beneficiaries. Percentage increase in the number of individuals by gender receiving PES job counselling services each quarter. [LMP outcome indicator 3.4]	Baseline: See LMP	Target:	Means of verification/sources:		

Outcome 2.2 – Improved policies, programmes, and services to facilitate jobseekers’ transition into decent employment				
	Indicator 2.2 (e) – ‘path’ beneficiaries. Number of beneficiaries of social programmes benefitting from active labour market policy interventions (‘path beneficiaries’), including training, public employment services, or entrepreneurial support, by gender, per year. [LMP outcome indicator 4.1]	Baseline: See LMP	Target:	Means of verification/sources:
	Indicator 2.2 (f) – public employee beneficiaries of PES. Number of former civil servants / public sector employees benefitting from tailored PES services re-employed in the private sector, per year.	Baseline:	Target:	Means of verification/sources:
Output indicators				
	Output 2.2.1. Improved quality, accessibility, and responsiveness of public employment services (PES), with a particular focus on women, NEET youth, and rural populations [partial alignment with LMP output 3.1, 3.2, 3.3]			
	Indicator 2.2.1 (a) – digital jobs platform. Number and type of digital job portal in place and actively used. [LMP output indicator 3.1.1]	Baseline: no digital job portal covering nationwide, interindustry vacancies	Target:	Means of verification/sources:
	Indicator 2.2.1 (b) – PES outreach. Number, types for outreach activities of public employment services, per year. [LMP output indicator 3.1.3]	Baseline: See LMP	Target:	Means of verification/sources:
	Indicator 2.2.1 (c) – new PES customers. Percentage increase in the number of PES customers that are reached through newly established service delivery channels, per year. [LMP output indicator 3.1.4]	Baseline: See LMP	Target:	Means of verification/sources:

Outcome 2.2 – Improved policies, programmes, and services to facilitate jobseekers’ transition into decent employment				
	Indicator 2.2.1 (d) – job counsellor capacity. Percentage of PES job counsellors receiving and completing training, per year. [LMP output indicator 3.3.1]	Baseline: See LMP	Target:	Means of verification/sources:
	Indicator 2.2.1 (e) – job counsellors (rural areas). Number of job counselling service providers available to rural population online and in-person by quarter; <i>of which</i> provide services in ITPs languages. [partial LMP output indicator 3.3.2]	Baseline:	Target:	Means of verification/sources:
	Indicator 2.2.1 (f) – data exchange for PES. Incorporation of data science methods for a more effective information exchange and job-matching between PES and third parties. [LMP output indicator 3.2.2]	Baseline: See LMP	Target:	Means of verification/sources:
	Indicator 2.2.1 (g) – data on long-term job outcomes. Frequency of information exchange between PES and employers to track long-term outcomes of job placements interventions. [partial LMP output indicator 3.2.3]	Baseline:	Target:	Means of verification/sources:
	Indicator 2.2.1 (h) – civil servants. Number of former public employers / civil servants placed in private sector jobs via PES schemes, per year.	Baseline:	Target:	Means of verification/sources:

Outcome 2.2 – Improved policies, programmes, and services to facilitate jobseekers’ transition into decent employment							
Output 2.2.2. Enhanced integration between social programmes and employment activation measures [partial alignment with LMP output 4.1]. (Dependencies: requires close alignment with 2.2.1 and prior progress on 2.3.1 and 2.3.2).							
Indicator 2.2.2 (a) – referrals to PES. Number of persons by gender registered in social programmes that are guided to approach PES to register as jobseekers; <i>of which</i> are ITP origin. [LMP output indicator 4.1.1]		Baseline: zero / not applicable (no systematic approach to referrals)		Target:		Means of verification/sources:	
Indicator 2.2.2 (b) – unified registry. Creation of a single registry and data base of Government beneficiaries of social, education and labour market policies. [LMP output indicator 4.1.2]		Baseline: no database		Target:		Means of verification/sources:	
Indicator 2.2.2 (c) – beneficiaries of EAP measures. Number of ‘path’ beneficiaries by gender benefiting from employment activation measures (business coaching, mentoring, training / retraining); <i>of which</i> are ITPs. [partial LMP output indicator 4.2.3]		Baseline:		Target:		Means of verification/sources:	
Alignment with SDGs							
	1.1, 1.2, 1.4, 1.5	4.3, 4.4, 4.5, 4.6	5.1	8.1, 8.2, 8.3, 8.4, 8.5, 8.6	10.1, 10.2, 10.3, 10.4	17.14, 17.17, 17.18	







Outcome 2.2 – Improved policies, programmes, and services to facilitate jobseekers’ transition into decent employment	
Alignment with MSDCF/CIP	Output 1.2 (ILO) – finalized written review of training programmes. Output 1.2 (ILO sub-outputs) – review of training programmes, new labour market policy implemented. Output 4.2 (UNICEFO sub-outputs) – access to quality education through multiple pathways, instructor capacity, multilingual education / training (also 4.3 UNESCO sub-output – teacher capacity in digital pedagogies). Output 4.3 (UNDP sub-outputs) – skills development for people with disabilities to promote entrepreneurship.
Alignment with national policies / plans	NDP: A6.22 (conditionality of social programmes, with focus on human capital development) A6.4 (lifelong learning). LMP: Output 3.1 (modernisation of PES); 3.3 (data exchange for PES); 4.1 (social programmes and labour market activation).

Outcome 2.3

Outcome 2.3 – A coherent, universal, and sustainable national social protection system is progressively established			
Outcome 2.3: A coherent, universal, and sustainable national social protection system is progressively established.	Partners:	Integrated resource framework	
		Available (estimate)	To be mobilised
		US\$	US\$
Outcome indicators			
Indicator 2.3 (a) – coverage rates. Change in coverage rates, by type of benefit and beneficiary group, per year.	Baseline:	Target:	Means of verification/sources:
Indicator 2.3 (b) – impact on poverty alleviation. Change in [poverty measure TBD – e.g., multi-dimensional poverty], by sociodemographic group (women, people with	Baseline:	Target:	Means of verification/sources:

Outcome 2.3 – A coherent, universal, and sustainable national social protection system is progressively established				
	disabilities, residents in the interior, ITPs) and employment status (e.g., self-employed), per year.			
	Indicator 2.3 (c) – financial sustainability. Financial sustainability of the social protection system (as assessed by actuarial review or other recognized accounting method), each year or as practical.	Baseline:	Target:	Means of verification/sources:
Output indicators				
	Output 2.3.1. A National Social Protection Strategy (NSPS) is developed and adopted, based on results from the ongoing social protection performance and expenditure review (SPER).			
	Indicator 2.3.1 (a) – expenditure review. Social Protection Expenditure Review (SPER) is completed. [MSDCF/CIP output 3.2 – ILO sub-output]	Baseline: Not complete	Target:	Means of verification/sources:
	Indicator 2.3.1 (b) – National strategy. National Social Protection Strategy and accompanying Action Plan(s) are developed, validated by tripartite constituents, and adopted by Government.	Baseline: No NSPS	Target:	Means of verification/sources:
	Indicator 2.3.1 (c) – stakeholder contributions. Number of proposals and other submissions developed by social partners and other stakeholders that are discussed in relevant tripartite fora and incorporated into the NSPS, by issue/theme and stakeholder organizations.	Baseline: No NSPS	Target:	Means of verification/sources:

Outcome 2.3 – A coherent, universal, and sustainable national social protection system is progressively established				
Output. 2.3.2. Reforms in line with the NSPS are implemented (Dependencies: prior completion of 2.3.1; alignment with 2.2.2).				
	Indicator 2.3.1 (a) – NSPS implementation. Number of items from NSPS Action Plans implemented, by type / theme and target beneficiary group (e.g., women, youth, people with disabilities, informal workers, self-employed), per year. <i>[Note: sub-indicators to be developed based on content of NSPS and in line with possible activities outlined under Output 2.3.2. To include as matter of priority issues concerning pension reform as raised by trade unions]</i>	Baseline: No NSPS	Target:	Means of verification/sources:
	Indicator 2.3.1 (b) – effective delivery of benefits (Estimated) Share of eligible population actually receiving benefits, by benefit scheme, gender, and rural/urban residence, per year.	Baseline: No NSPS	Target:	Means of verification/sources:
	Indicator 2.3.1 (c) – cooperation and integration. Number of active operational cooperation arrangements / protocols between social protection institutions and relevant labour market entities (including PES, training institutions, business registration / licensing agencies, etc.), by partner and theme, per year. <i>[See also indicators under 2.2.2]</i>	Baseline: No NSPS	Target:	Means of verification/sources:
	Indicator 2.3.1 (d) – C102 C102 is ratified <i>[if applicable]</i>	Baseline: C102 not ratified	Target:	Means of verification/sources:

Outcome 2.3 – A coherent, universal, and sustainable national social protection system is progressively established								
Alignment with SDGs								
	1.1, 1.2, 1.3, 1.4, 1.5, 1.b	2.1, 2.2	3.2, 3.4, 3.7, 3.8	5.4, 5.6	10.1, 10.2, 10.3, 10.4	17.14		
Alignment with MSDCF/CIP	Output 3.2 (ILO sub-output) – Social protection expenditure review completed. Outcome 4 – overall. Output 4.3 (UNICEF sub-output) – strengthening of social protection for children and people with disabilities. Output 8.1 – child population covered by social protection.							
Alignment with national policies / plans	NDP: A6.22 (strengthening social protection system). LMP: Output 4.1 (social programmes and labour market activation).							

Priority 3: Labour market governance and labour rights

Improved labour market governance and institutions ensure the realisation of decent work and fundamental rights at work.








Outcome 3.1

Outcome 3.1 – Legislative and policy framework for international labour standards			
Outcome 3.1: The national legal and policy framework is strengthened to align with international labour standards.	Partners:	Integrated resource framework	
		Available (estimate)	To be mobilised
		US\$	US\$
Outcome indicators			
Indicator 3.1 (a) – new legislative / policy initiatives implemented. Number of legislative and policy initiatives implemented that respond to latest ILO CEACR comments / close gaps between national law and international labour standards, by issue / subject area, per year. <i>[Note: may include as needed sub-indicators on specific issues (e.g., child labour, discrimination (gender, disability, ITP), OSH)]</i>	Baseline: None (for DWCP III period)	Target:	Means of verification/sources:
Indicator 3.1 (b) – gender pay gap. Change in gender pay gap, per year. <i>[note: may alternatively be included among sub-indicators for 3.1(a)]</i>	Baseline:	Target:	Means of verification/sources:
Indicator 3.1 (c) – OSH outcomes. Number of workplace accidents and injuries, by sector and size of establishment, per year.	Baseline:	Target:	Means of verification/sources:
Indicator 3.1 (d) – migrant workers. Number of foreign migrant workers employed in formal decent jobs in Suriname, by sector / occupation and level of education / qualification, per year.	Baseline:	Target:	Means of verification/sources:

Outcome 3.1 – Legislative and policy framework for international labour standards			
Indicator 3.1 (e) – legislative initiatives on ITP rights. Legislative amendments implemented that advance progressive alignment of national law with C169.	Baseline: Draft law on Collective Rights of ITPs	Target:	Means of verification/sources:
Output indicators			
Output 3.1.1. A roadmap is developed and executed to strengthen the implementation of existing legislation and to plan and implement further legislative and policy reform, including a focus on discrimination, child labour, OSH			
Indicator 3.1.1 (a) – legislative / policy roadmap approved. Roadmap for priority legislative and policy reform to strengthen the application of international labour standards developed and approved by tripartite constituents / Government; <i>of which</i> are initiatives to implement new laws introduced during 2019-2022 period (DWCP II). <i>[option to include sub-indicators on inclusion in roadmap of items on specific key issues, including child labour (and implementation of NAPKA); discrimination (especially equal pay, disability, ITP); and OSH (legal, OSH policy, programme, profile)]</i>	Baseline: No roadmap	Target:	Means of verification/sources:
Indicator 3.1.1 (b) – roadmap items implemented. Number of legislative and/or policy proposals addressing specific roadmap items implemented by Government (legislation / policy approved and budget allocated), per year. <i>[sub-indicators TBD based on final roadmap]</i>	Baseline: No roadmap	Target:	Means of verification/sources:
Indicator 3.1.1 (c) – social partner capacity (training). Officials of workers’ organizations and employers’ organizations trained on key socioeconomic policy and labour law issues, by subject/issue, per year. <i>[partial alignment with MSDCF/CIP output 1.2 indicator – ILO]</i>	Baseline:	Target:	Means of verification/sources:
Indicator 3.1.1 (d) – social partner capacity (contributions). Number of proposals, position statements, and other outputs developed by social partners on key socio-economic policy issues, by issue / subject matter, per year; <i>of which</i> are considered in	Baseline:	Target:	Means of verification/sources:

Outcome 3.1 – Legislative and policy framework for international labour standards				
	national tripartite fora (e.g., AAC) and lead to formal recommendations to Government.			
Output 3.1.2. The ILO's C155 and C187 (OSH) and C190 (violence and harassment) are ratified				
	Indicator 3.1.2 (a) – gap analysis. Gap analyses are completed for C155, C187, and C190. <i>[sub-indicators per convention, as needed]</i>	Baseline: No gap analysis	Target: Gap analyses completed by end of 2023	Means of verification/sources:
	Indicator 3.1.2 (b) – ratification. C155, C187, and C190 are ratified. <i>[sub-indicators per convention, as needed]</i>	Baseline: Not ratified	Target: C190 ratified by 2024; C155 and C187 ratified by end of 2026	Means of verification/sources:
Output 3.1.3. An improved gender-responsive labour migration governance framework [partial CIP output 2.1 indicator]				
	Indicator 3.1.3 (a) – capacity building on migration governance / policy Training and other capacity building (e.g., sharing of good practices) on migration policy issues for tripartite constituents and other relevant stakeholders to enable informed tripartite-plus cooperation on migration governance initiatives. <i>[aligned with MSDCF/CIP output 2.1]</i>	Baseline:	Target:	Means of verification/sources:
	Indicator 3.1.3 (b) – policy coherence assessment. Policy coherence assessment is completed and recommendations for legal / policy reform validated by tripartite constituents.	Baseline: No coherence assessment	Target:	Means of verification/sources:
	Indicator 3.1.3 (c) – migration policy. Migration policy developed (or plan for reform of existing laws / policies) and implemented by Government. <i>[aligned with MSDCF/CIP output 3.1, 3.2]</i>	Baseline: No dedicated migration policy	Target:	Means of verification/sources:
	Indicator 3.1.3 (d) – guidance / tools on fair recruitment. Number of tailored guidance materials and/or training delivered to relevant Government agencies and social partners on fair recruitment, by beneficiary organization, per year.	Baseline:	Target:	Means of verification/sources:

Outcome 3.1 – Legislative and policy framework for international labour standards				
	Indicator 3.1.3 (e) – profile of migrant workers. Number of foreign migrant workers entering Suriname and employed in formal decent jobs (as share of total foreign migrants), by skill level / occupation, per year.	Baseline:	Target:	Means of verification/sources:
Output 3.1.4. Legislative and/or policy initiatives are adopted to strengthen the application in law and practice of indigenous rights (in line with the rights set out in C169)				
	Indicator 3.1.4 (a) – gap analysis, C169. Gap analysis of existing law and practice against C169, including recommendations for reforms for progressive alignment, carried out in collaboration with and formally validated by ITP representative organizations.	Baseline: No gap analysis carried out	Target:	Means of verification/sources:
	Indicator 3.1.4 (b) – legislative proposals implemented. Number of legislative or policy proposals implemented by Government to align national law and practice with C169 (based on 3.1.4 (a) gap analysis), by type / subject matter, per year. <i>[note: may include specific sub-indicator on revisions / passage of draft Law on Collective Rights of ITPs]</i>	Baseline: None	Target:	Means of verification/sources:
	Indicator 3.1.4 (c) – cooperation and joint initiatives. Number of legislative, policy, and programming initiatives relevant to the decent work agenda developed and implemented through joint Government-ITP or social partner-ITP partnerships, by type / subject matter, per year	Baseline:	Target:	Means of verification/sources:
	Indicator 3.1.4 (d) – disaggregated data collection. Number of labour market / socioeconomic indicators, for which data are regularly collected by LMIAS institutions, which are disaggregated by ethnic background, per year; <i>of which</i> are publicly available.	Baseline:	Target:	Means of verification/sources:

Outcome 3.1 – Legislative and policy framework for international labour standards									
Alignment with SDGs									
	1.4, 1.b	3.9	5.1, 5.2, 5.5, 5.c	8.3, 8.5, 8.7, 8.8	10.2, 10.3, 10.4, 10.7	16.2, 16.7	17.9, 17.14		
Alignment with MSDCF/CIP	<p>Output 1.2 – capacitate national institutions contributing to employment and labour, including Labour Advisory Board and other tripartite policy fora.</p> <p>Output 2.1 (sub-outputs IOM) – increased capacity of Government to develop an evidence-based migration policy.</p> <p>Output 3.1 (IOM sub-outputs) – number of draft migration policies developed.</p> <p>Output 3.2 (IOM sub-outputs) – whole of Government approach to migration policy development.</p> <p>Output 3.2 – economic inclusion of indigenous and tribal peoples.</p> <p>Output 4.3 (multi-agency sub-output) – policy review and data collection to improve economic inclusion of ITPs.</p> <p>Output 8.1 (UNICEF sub-outputs) – awareness raising on child rights and to change gender norms.</p>								
Alignment with national policies / plans	<p>NDP: <i>Multiple strategic areas where objectives are supported by legislative / policy reform.</i></p> <p>LMP: Output 2.1 (migration / migrant worker data).</p>								





Outcome 3.2

Outcome 3.2 – National labour administration machinery is strengthened, with a focus on labour inspection and dispute resolution

Outcome 3.2: National labour administration machinery is strengthened, with a focus on labour inspection and dispute resolution.	Partners:	Integrated resource framework	
		Available (estimate)	To be mobilised
		US\$	US\$
Outcome indicators			
Indicator 3.2 (a) – labour inspectors (number of inspectors). Number of labour inspections, by sector and district, per year. [aligned with MSDCF/CIP output 1.2 indicator – ILO]	Baseline:	Target:	Means of verification/sources:
Indicator 3.2 (b) – labour inspection (non-compliances). Number of non-compliances detected, by type (e.g., wages, discrimination, OSH), location (rural/urban), and sector, per year.	Baseline:	Target:	Means of verification/sources:
Indicator 3.2 (c) – labour inspection (preventive interventions). Number of preventative interventions, by type (e.g., training for employers on equal pay, provision of educational materials on child labour, etc.), location (rural/urban), and sector, per year.	Baseline:	Target:	Means of verification/sources:
Indicator 3.2 (d) – processing time for labour court. Average length of time to process (submission to resolution) cases through the Labour Chamber of the Court of Justice, per year.	Baseline:	Target:	Means of verification/sources:
Indicator 3.2 (e) – use of ADR mechanisms. Number of disputes handled by the National Labour Mediation Council per year, of which resolved.	Baseline:	Target:	Means of verification/sources:
Indicator 3.2 (f) – processing time for ADR mechanisms. Average length of time to process (submission to resolution) disputes through the National Labour Mediation Council, per year.	Baseline:	Target:	Means of verification/sources:

Outcome 3.2 – National labour administration machinery is strengthened, with a focus on labour inspection and dispute resolution				
Output indicators				
Output 3.2.1. Operational capacity of the labour inspection system is strengthened [partial CIP output 1.2 indicator – ILO]				
	Indicator 3.2.1 (a) – labour inspection strategy (SCP). Adoption and implementation of a strategic compliance planning model by the labour inspectorate.	Baseline: No SCP for labour inspection	Target:	Means of verification/sources:
	Indicator 3.2.1 (b) – special protocols / SOPs. Number of special procedures or protocols developed and implemented (including training for inspectors) on priority operational issues (child labour, informality, OSH, migrant workers), by operational issue, per year.	Baseline:	Target:	Means of verification/sources:
	Indicator 3.2.1 (c) – interagency cooperation. Number of active cooperation agreements / alliances with other Government agencies (e.g., NIMOS, child protection agencies), social partners, and/or other civil society organizations (e.g., local women’s rights or ITP representative organizations) to enhance labour inspection activities, per year.	Baseline:	Target:	Means of verification/sources:
	Indicator 3.2.1 (d) – capacity building for labour inspectorate. Capacity building support – training, provision of tools (checklists, guidelines, SOPs) – to the labour inspectorate’s research and training units, by subject matter or operational area (e.g., SCP, child labour, OSH, agriculture), per year.	Baseline:	Target:	Means of verification/sources:
Output 3.2.2. Monitoring, evaluation, and reporting in relation to the labour administration system is enhanced (Dependencies: alignment with / prior progress on 3.3).				
	Indicator 3.2.2 (a) – labour inspection data management. Data collection / management plan and protocols developed/upgraded and formally adopted to improve data management and record-keeping.	Baseline: [TBD – if data management plan exists, indicator can be adjusted to focus on ‘evaluation of current data management system and upgrade’]	Target:	Means of verification/sources:




Outcome 3.2 – National labour administration machinery is strengthened, with a focus on labour inspection and dispute resolution				
	Indicator 3.2.2 (b) – electronic case/data management. Availability of an operational ICT-based case management and information system for labour inspection that is aligned with the central LMIAS (in line with indicator 3.2.2 (a)).	Baseline:	Target:	Means of verification/sources:
	Indicator 3.2.2 (c) – regular reporting. Number of annual reports on the labour inspection system published by the labour inspectorate / Ministry of Labour (in line with C81 requirements).	Baseline:	Target:	Means of verification/sources:
Output 3.2.3. Labour dispute resolution mechanisms are more effective and accessible				
	Indicator 3.2.3 (a) – review of labour court efficiency. Review completed of operational effectiveness of the Labour Chamber of the Court of Justice (length of time to process cases, costs to workers / employers, etc.), and recommendations adopted by relevant Government / judicial authorities as needed.	Baseline:	Target:	Means of verification/sources:
	Indicator 3.2.3 (b) – scope / access to ADR mechanisms. Number / percentage of employed persons covered by (i.e., could theoretically bring case before) the National Labour Mediation Council, by type of dispute (individual or collective) and sector of employment (public or private), per year. [or] Changes to regulations for the National Labour Mediation Council, by nature of change (description), per year.	Baseline: [TBD – currently does not include individual disputes; scope of application to public sector TBC]	Target:	Means of verification/sources:
	Indicator 3.2.3 (c) – use of ADR mechanisms. Number of disputes handled by the National Labour Mediation Council, by type of dispute and characteristics of parties (including gender, disability status, rural/urban residency), per year.	Baseline:	Target:	Means of verification/sources:

Outcome 3.2 – National labour administration machinery is strengthened, with a focus on labour inspection and dispute resolution							
	Indicator 3.2.3 (d) – capacity building for social partners on ADR. Number of trainings [or number of people reached by trainings] delivered to social partners and/or their members on procedures and requirements for labour mediation and arbitration, per year.			Baseline:	Target:	Means of verification/sources:	
Alignment with SDGs							
	5.1, 5.2	8.5, 8.7, 8.8	16.3, 16.6	17.18, 17.19			
Alignment with MSDCF/CIP	Output 1.2 (ILO) – number of labour inspections per year. Output 1.2 (ILO sub-outputs) – labour inspection support activities.						
Alignment with national policies / plans	NDP: A6.6 (transparency and effectiveness of public administration). LMP: Output 2.1 (data collection of labour inspection).						

Outcome 3.3

Outcome 3.3 – Improved labour market information and analysis system					
Outcome 3.3: Improved labour market information and analysis system		Partners:		Integrated resource framework	
				Available (estimate)	To be mobilised
				US\$	US\$
Outcome indicators					
Indicator 3.3 (a) – household survey coverage. Coverage and frequency of household surveys providing labour market information. [LMP outcome indicator 2.1]		Baseline: labour force survey (only urban) conducted quarterly; household budget survey (national) conducted biannually.	Target:	Means of verification/sources:	
Indicator 3.3 (b) – dissemination of key labour market indicators. Number of labour market indicators available for dissemination to the public on an annual basis. [LMP outcome indicator 2.2]		Baseline: labour market indicators not available on annual basis	Target:	Means of verification/sources:	
Indicator 3.3 (c) – analytic reports. Number of analytical reports of labour market trends available to the public per year. [LMP outcome indicator 2.3]		Baseline: limited or no analytical reports	Target:	Means of verification/sources:	
Output indicators					
Output 3.3.1. Labour market statistical instruments are reviewed and upgraded to improve data collection coverage, frequency, quality, methodologies, and sources of information [partial alignment with LMP output 2.1] (Dependencies: alignment with other outputs concerning data generation – e.g., 3.2.2).					
Indicator 3.3.1 (a) – upgrade of household survey methods. Number of reviewed household surveys incorporating latest international labour statistical standards (explicitly those linked to 19 th and 20 th ICLS, PWD, Migration Status), per year. [LMP indicator 2.1.1]		Baseline: current household surveys do not incorporate latest international statistical labour standards.	Target: [TBD]	Means of verification/sources:	

Outcome 3.3 – Improved labour market information and analysis system				
	Indicator 3.3.1 (b) – administrative data. Number and type of administrative data collected and disseminated at least once a year. [LMP output indicator 2.1.2]	Baseline: data collected for social security beneficiaries, labour inspections, work permits.	Target: <i>[should include data on informality / formalization, productivity, migration, skills needs/forecasts, and disaggregation by rural/urban, gender, age, ITP as relevant]</i>	Means of verification/sources:
	Indicator 3.3.1 (c) – cooperation on data collection / sharing. Number of operational alliances for data collection beyond administrative data from the public sector. [LMP output indicator 2.1.4]	Baseline:	Target:	Means of verification/sources:
	Indicator 3.3.1 (d) – capacity building for line ministries. Training activities benefiting ministerial staff on labour market data and indicators per year. [LMP output indicator 2.1.3]	Baseline:	Target:	Means of verification/sources:
	Indicator 3.3.2 (e) – key labour indicators. Number of labour market indicators agreed upon with available metadata, and regularly available to the public. [LMP output indicator 2.2.1]	Baseline:	Target:	Means of verification/sources:
Output 3.3.2. Capacity of LMIAS stakeholders to produce and disseminate labour market information is enhanced [partial alignment with LMP outputs 2.2, 2.3] (Dependencies: prior progress on 3.3.1).				
	Indicator 3.3.2 (a) – capacity building for statistical staff. Number of trainings to upgrade the skills of personnel producing statistical reports and analysis. [LMP output indicator 2.2.2]	Baseline:	Target:	Means of verification/sources:
	Indicator 3.3.2 (b) – statistical reports. Number of labour market analyses and reports developed by LMIAS institutions (including in partnership with academia), by type or subject matter (e.g., migration, informality, productivity, vacancies,	Baseline:	Target:	Means of verification/sources:

Outcome 3.3 – Improved labour market information and analysis system				
	skills) and target audience (e.g., employers, policymakers, PES), per year. [LMP output indicators 2.2.4, 2.3.1, 2.3.2, 2.3.3, which track reports on specific issues, can provide contributing data inputs]			
	Indicator 3.3.2 (c) – virtual data repository. Virtual repository of labour market data existing and accessible and type of data collected. [LMP output indicator 2.1.5]		Baseline:	Target:
	Indicator 3.3.2 (d) – social partner contributions to LMIAS. Number of data submissions / inputs from employers' and workers' organizations to labour market information system, by type, per year.		Baseline:	Target:
	Indicator 3.3.2 (e) – social partner use of statistical data / analysis. Number of public reports, briefings, submissions to tripartite fora, etc. produced by social partners based on labour market data and indicators, by subject area, per year.		Baseline:	Target:
Alignment with SDGs				
	8.3, 8.5, 8.6, 8.8	10.1, 10.2, 10.3, 10.4, 10.7	17.9, 17.18, 17.19	
Alignment with MSDCF/CIP	Output 1.2 (ILO sub-outputs) – new labour market policy implemented. Output 3.1 – Government / institutional information systems provide high-quality, timely and reliable disaggregated data. Output 3.1 (and IOM sub-outputs) – migration data are available and utilized for policy development.			
Alignment with national policies / plans	NDP: A6.6 (strengthening institutions). LMP: Output 2.1 (labour market statistical instruments); 2.2 and 2.3 (production and dissemination of labour market information).			