STRATEGIC PLAN

2010-2015

PARAMARIBO, NOVEMBER 2010
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ACKNOWLEDGEMENT OF SOURCES

APPENDIX 1 Overview government/gender policy with priority fields
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<th>Abbreviation</th>
<th>Description</th>
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<tr>
<td>ADEKUS</td>
<td>Anton de Kom University of Suriname</td>
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<td>BAMA</td>
<td>Bachelor / Master</td>
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<td>CEDAW</td>
<td>Convention on the Elimination of All Forms of Discrimination Against Women</td>
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<td>CSME</td>
<td>Caricom Single Market and Economy</td>
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<td>FmeW</td>
<td>Faculty of Medicine</td>
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<td>FmijW</td>
<td>Faculty of Social Sciences</td>
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<td>FteW</td>
<td>Faculty of Technology</td>
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<td>IMWO</td>
<td>Institute for Social Scientific Research</td>
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<tr>
<td>IWGDS</td>
<td>Institute for Women Gender &amp; Development Studies</td>
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<td>NGO</td>
<td>Non-Governmental Organization</td>
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<td>SVS</td>
<td>Foundation Women Studies</td>
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<td>UNDP</td>
<td>United Nations Development Program</td>
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<td>UNIFEM</td>
<td>United Nations Fund for Women</td>
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<td>VN</td>
<td>United Nations</td>
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FOREWORD
Judging by its function and terms of reference, IWGDS should have been an autonomous academic institute. However, since the start-up IWGDS was subsumed under the Faculty of Social Sciences (FmijW) and from there it will have to grow into an interfaculty institute.

IWGDS strives for high quality scientific education, research and provision of services. IWGDS knows that adapting these pillars of the university to the gender perspective will require an awareness process, which it will also help to get going. Additionally, IWGDS will respond to the needs of society proceeding from its discipline and expertise. This strategic plan 2010-2015 sets the course for the next five years.

The board comprises the following members:

drs. Louise Monsels (chair person)
drs. Renuka Rostam (secretary)
Mr. Clayton Wallerlei (treasurer)
Mr. Nancy Tai A Pin (member)
Carla Bakboord M.Sc. (member)

Paramaribo, November 2010
INTRODUCTION

Currently the world is experiencing fundamental changes that manifest themselves in ever-growing regionalization on the one hand and globalization on the other hand. These processes are evident in the establishment of free trade and political blocs. The UNDP and UNIFEM consider the woman as an important carrier of development and therefore she should not be underestimated. A negative change concerns the feminization of poverty, something that policy makers do not always recognize, but which has become apparent from observations, nationally, regionally and internationally.

The social changes make it inevitable that another methodology is applied in the study and analysis of social issues. Gender analysis will therefore have to play a crucial role when social issues are studied and analyzed, and solutions have to be found.

In order to concretize this approach, the Faculty of Social Sciences has set up a new institute. On 6 December 2005 the Institute for Women, Gender and Development Studies, hereinafter to be referred to as IWGDS, was inaugurated. IWGDS is an institute of the Faculty of Social Sciences of the Anton de Kom University of Suriname and has been established in Paramaribo.

As put in the draft strategic plan of FmijW, our university is facing serious threats, but also opportunities: decrease of financial resources, drastic system changes, the formulation of a socially relevant research program, regionalization and globalization, accreditation, more articulate citizens and critical students as consumers of education, etc.
The principal question is: What is the contribution of IWGDS in order to seize the abovementioned opportunities and minimize the threats and how can it achieve its goals within such an environment?

Finding the answer to this question is therefore central to this strategic plan of IWGDS.

The Strategic Plan contains the fields of operation and activities which have been identified by the Institute and which will be the focus of attention in the next five years.
1 IWGDS BACKGROUND

1.1 Historical background

In every society, women fulfill a special role. In order to gain insight into the different roles, research is essential not only to get more and better understanding into these roles, but also to bring some change there where it is required. The first initiatives taken at the university to concretize this date back to 1990, when the subject Women Studies was first introduced as an elective subject at FmijW.

Following this, a number of activities were realized by scientists at the university in cooperation with the community-based organizations and institutes for women’s studies abroad, such as training, courses, as well as participation in international discussions. Furthermore, scientific socially relevant studies, policy supporting research and curriculum reforms can be included in this series of activities that were realized in the last twenty years at the Faculty of Social Studies.

In this framework we have to bring to mind one of the most important initiatives that formed the basis of the present IWGDS. Partly due to the cooperation with Foundation Women’s Studies (SVS), an NGO, the Study Group Women and Development (WVO) was established at the Institute for Social Scientific Research (IMWO) of the Anton de Kom University of Suriname (ADEKUS) on 7 April 1993. The program of activities of the Study Group comprised five fields of action, namely:

- To make an inventory of research activities concerning "Women and Development" in and outside the University of Suriname;
- To identify funds and write a project proposal concerning the Center for Women and Development;
- To formulate a research program concerning "Women and Development" within the University of Suriname;
• To formulate an educational program concerning "Women and Development" within the University of Suriname;
• To organize "Gender Awareness" trainings.

The collaborating and supporting bodies were: The boards of the Faculties of Social Sciences, of Technology, and of Medicine of Suriname, IOL (Institute for Advanced Teacher Training), the University of the West Indies, Universities in the Netherlands, Women organizations and the Women Study Group (group of female students).

The Study Group consisted of scientists and experts from various women organizations. This set-up was chosen to make it possible to respond realistically and practically to the needs from the field and to bring actual topics into the practice of science. At the foundation both the SVS and WVO aimed at the establishment of an Institute or Center for Women and Development as a department of the University of Suriname.

One of the first activities of SVS in cooperation with WVO was the organization of a post-doctoral gender training, in order to develop univocal views about the interpretation of the tasks and the goals of the Center for Women and Development to be established.

Furthermore, in April 1994, WVO participated in the preparation of the World Conference on Women, Beijing 1994.

Subsequently SVS and WVO concentrated on two important projects, which resulted in the following proposals:
  ➢ Project Preparation Center Women and Development
  ➢ Orientation Program Women Studies in the Region.
As a result of the collaboration with UNIFEM, a coordination group for gender policy was established at the university in 1999 by former university board. This group consisted of drs. Letitia Beek, drs. Louise Monsels and drs. Lucy Lewis. Actually, prior to its establishment, this group was already preparing the gender plan of the Anton de Kom University and the establishment of a gender unit. Furthermore, as early as in 1993 Women Studies was included as a compulsory subject of the discipline of Sociology. Influenced by international developments, this subject has now been replaced by the subject Gender and Development. The collaboration with UNIFEM has accelerated this process.

In the introductory period before the establishment of IWGDS, activities were developed, including the following:

- Evaluation of the gender policy of the Ministry of Home Affairs (1997). This was a contract research that was carried out by drs. Letitia Beek, drs. Louise Monsels and drs. Lucy Lewis.

- Make an inventory of women’s participation in the political decision-making process (1997); contract research carried out by drs L.Lewis.

- Introduction of the subject Gender Studies at the Faculty of Social Sciences under the auspices of the Sociology department (1995).

- Formulation of a gender policy plan and presenting it to the University Board (1998).

- Within the framework of the preparation of the Gender Center/Unit to be added to the University of Suriname, a symposium was organized in collaboration with UNIFEM on 26 October 1999. The theme of this symposium was: ‘Sustainable Livelihood and Gender Studies’. The aim of
this symposium was to enhance awareness of the fight against poverty against the background of the concept of sustainable development. The ‘sustainable livelihood’ approach was explained to the university community, women organizations and interested parties. Furthermore, a situation analysis presentation was given concerning the current conditions in which women in Suriname live. This symposium instigated the establishment of a gender center to ADEKUS, which will be based on the ‘sustainable livelihood’ method.

✓ ‘Gender Awareness Seminar’ (October 2000), aimed at raising the ADEKUS community’s awareness not only within the study programs, but within all the ranks of ADEKUS, and at consulting the university community about the institutionalization of gender studies at the university.

✓ In order to strengthen the relations with the region, visits were made to:
  ❑ The University of the West Indies, Center for Gender Studies and the Women’s Unit in Trinidad (2000).
  ❑ The University of the West Indies, Barbados, to acquire knowledge and experience concerning the establishment of a Gender Center (2000).
  ❑ The National Women’s Bureau in Guyana; this was a visit with the Sociology students (2000).

✓ Within the framework of capacity building drs. Lucy Lewis took a training course about ‘Gender Analyses in Policy and Planning’ in the ‘Center for Gender and Development Studies’ in Barbados.
In 2003 the staff associated with the Gender Units of various Ministries were trained in ‘Gender Analyses in Policy and Planning’ at the university of Suriname. (Coordinator: Mrs drs. L. Lewis).

In December 2005 a two-week during training was conducted by the travelling University of Latin America in cooperation with the Surinamese foundation Prohealth and the Anton De Kom University of Suriname. The training was an initiative of the Latin American Caribbean Women’s Health Network (LACHWIN).¹

1.2 The Current Situation IWGDS
The proclamation of the gender unit was preceded by many discussions, namely about the positioning of this institute. Due to its nature and character, IWGDS would have to fall directly within the structure of the University Board. However, it was decided that the institute would be subsumed under the Faculty of Social Studies in the transition period (trial stage). The IWGDS still holds this same position within ADEKUS. The launching of IWGDS took place on 6 December 2005.

In the past two years IWGDS has carried out various activities in the field of lectures, presentations, research, education and participation in committees of the Ministry of Home Affairs.

1.3 Vision
Suriname is a multiform community where everybody, regardless of sex, and in interaction with other social organization principles such as ethnicity, age, civil status, validity, religion and sexual preference, has the possibility of pursuing an independent existence and where women and men can exercise equal rights,

¹ LACHWIN was founded in 1998 as a response to an expressed concern about the absence of a gender perspective in the development of a policy for public health care in various countries in our region, whereby training and education of qualified staff in gender awareness strategies is important. The ADEK of Suriname has shown that it recognizes this discipline by participating in this commendable project.
opportunities, freedoms and social responsibilities. Additionally, the UN Women’s Convention (Convention on the Elimination of All Forms of Discrimination against Women) is an important (international) testing framework. Pursuant to this convention any amendment of a legal system that is relevant to the position of women, should contribute to the realization of full freedom before the law and in public administration, the improvement of the position of women and the fight against the dominant gender ideology.

Gender, together with ethnicity and class, is a basic structural determinant of inequality. This determinant also determines the differences in the living conditions of women and men, girls and boys, and their opportunities to be able to live a just life. Gender is interrelated with biological characteristics and other social and economic variables, to produce different – and sometimes unequal – patterns and access to and the use of all social institutions. Gender also plays a decisive role in the way men and women contribute to the development of the society and in the extent they share the benefits of this. In order to gain insight into these unequal power relations, gender is used as an analytical instrument for scientific research.

Just as the women’s lag in development has become visible in the public domain, gender as an analytical instrument for research will also make visible what disadvantage men have in the private domain (Bakboord 2009).

**Based on the foregoing, the vision is:**

IWGDS is the dynamic interdisciplinary scientific center that strives for sustainable development for the Surinamese multiform community from a gender perspective.

**1.4 Mission**
The Institute for Women, Gender and Development Studies of the Faculty of Social Sciences has committed itself to education, research and services aimed at:
I. Issues, national, regional and international, concerning the living conditions of women and men in general and of women in particular.

II. Sustainable development of the society by means of gender mainstreaming.

III. Historical and present-day scientific approaches concerning development issues in the society.
2 BASIC PRINCIPALS

2.1 International
The State of Suriname has ratified a number of international treaties that should promote gender equality and guarantee human rights. For instance, Suriname has ratified a number of treaties including the following:


2. In March 1993 Suriname ratified the UN Convention on the Elimination of All Forms of Discrimination against Women (CEDAW), also known as the Women’s Convention, after it had been approved by the National Assembly by Act of 29 December 1992 (S.B. 1992 No. 98). The optional protocol belonging to this treaty has not yet been ratified.

3. The Belem do Para Convention, an Inter-American Convention that is specifically concerned with the Prevention, Punishment and Eradication of Violence against Women was ratified by Suriname on 19 February 2002, after being approved by the National Assembly by Act of 13 December 2001.


Apart from these international conventions, the State of Suriname has also committed itself to implement the following international agreements:

1. The Beijing Platform for Action. This treaty states that governments are determined to advance the objectives of equality, development and peace for all women everywhere, in the interest of all humanity throughout the world.
The Millennium Development Goals. With the international establishment of the Millennium Development Goals specific attention was drawn for gender equality and empowerment as established in MDG 3. This is the only specific gender goal within the MDG framework. It emphasizes the improvement of the lives and ‘empowerment’ of women as a means to achieve the other MDG’s.

2.2 Regional

The points of departure of the priorities and strategies with regard to gender equality in the Caribbean and Latin America are the Beijing Platform for Action and the MDG’s.

Prior to the Fourth World Conference in Beijing, six priority fields regarding gender in the region were indicated:

- Poverty and the economy
- Power and decision-making
- Sexual and reproductive health care.
- Violence against women.
- Institutional mechanisms for the development of women.
- Education.

After consideration, it was decided that the Caricom would focus on three strategic areas:

- Education, with the emphasis on developing human capital.
- Health care, with the emphasis on HIV/AIDS.
- Poverty and the economy, whereby gender is central in the implementation of CSME (Andaiye 2003:9).
2.3 National

2.3.1 The Government
Pursuant to the international and regional agreements and obligations concerning the promotion of gender equality, it was included in the government policy statement that the Ministry of Home Affairs is responsible for the implementation of the gender policy. In order to implement this policy The National Bureau Gender Policy was set up in 1998. In 2001 an integral gender action plan for a period of five years was made in collaboration with NGO’s and GO’s. Currently the National Bureau Gender Policy is implementing the second integral gender action plan for the period 2006-2010. The institutional mechanisms for steering and ‘monitoring’ by the Ministry of Home Affairs under the central coordination of the National Bureau Gender Policy will be incorporated in the Gender Management System, including the establishment of a Gender Databank system.

The themes\(^2\) and specific project points\(^3\) of the Integral Gender Action Plan (IGAP) 2006-2010, of the Ministry of Home Affairs (BIZA), serve as a guideline for composing the policy points at national level. The IGAP 2006-2010 has the following priority fields:

- Poverty
- Economy and labor market
- Control and decision-making
- Human rights
- Domestic and sexual violence
- Education and training
- Health
- Media
- Environment

\(^2\) IGAP page V
\(^3\) IGAP page 46
• Strengthening the Gender Management System in order to provide more effective guidance and to implement gender policy development, gender budgeting and gender planning.
These priority fields come from the policy areas as mentioned in the Beijing Platform for Action. The policy area regarding “girls” has been incorporated in its entirety in the other priority areas.

During the establishment of IGAP, the University committed itself to render its support in the execution of a number of specific project points, which will be carried out in collaboration with different actors. The specific project points resulting from the themes to which the University has committed itself are listed in the appendix.

2.3.2 Anton de Kom University
In the speech of Dr. A. Li Fo Sjoe, acting chairperson of the board of ADEKUS on the occasion of the inauguration of IWGDS on 6 December 2005, he said that particular attention should be paid to issues that impact the lives of women. He stated the importance of the opportunity given to people to determine their own course to development and with this statement he emphasized the rationale of the Institute for Women, Gender and Development Studies. He also stressed that IWGDS should abandon the traditional approaches to development in order to locate and develop new ones.
Finally Dr. Alan Li Fo Sjoe said that the university board recognizes the importance of women and gender issues in the development process, since these have a fundamental impact on the direction of development of every society. He emphasized that the institute can count on the support of the board of ADEKUS.

2.3.3 Board of the Faculty of Social Sciences
In the past few years it has appeared -now, more than ever, it is apparent- that there is a clear need for a formal independent, professional institute at the university that engages in women, gender and development issues. This institute would also
respond to the many requests for trainings, socially relevant studies, and contributions to policy-making and conferences, at the national, regional and international level. In this way, IWGDS is concretizing important tasks of the university, namely research and provision of services. The provision of services opens up new ways for the transfer and use of knowledge and expertise. The Faculty of Social Sciences as part of ADEKUS has to be able to hold its own across a broad front with the best leading institutions in the region. The direction of the faculty, and thus of the associated institutes, such as IWGDS, for the next decade is: to go straight for quality and further recognition and development of talents.

2.3.4 IWGDS

Currently the world is experiencing fundamental changes that manifest themselves in ever-growing regionalization on the one hand and globalization on the other hand. Regionalization is particularly evident in the establishment of free trade and political blocs. A large part of the world, in particular Third World countries, now has to cope with recessions. The negative consequences of the structural adjustment programs have an impact on health, education, employment and the living standards of the whole society. A redefinition of the concept of development seems necessary.

The abovementioned social developments make it essential that a new methodology is applied in the study and analysis of societal issues. Gender analyses is aimed at the cultural interpretation of manhood and womanhood, as well as at the roles and responsibilities that may also change when the society changes. Therefore gender is used by IWGDS as an analytical instrument to study societal issues and find solutions.

The Institute for Women, Gender and Development Studies will focus on sustainable development in relation to women and gender in general.
Central in this is the multi-disciplinary approach of development issues. Important activities of the institute will be, inter alia: policy support, scientific research, training and education. Additionally, the organization of and/or the participation in discussions, conferences, workshops, seminars at national and international forums will also be undertaken. The execution of activities will take place in close collaboration with relevant actors.

With the proclamation of the Institute for Women, Gender and Development Studies in 2005, new developments, new prospects and especially a new future were offered.
3 IWGDS SWOT

3.1 Strengths, weaknesses, opportunities and threats

Strengths:
- The only scientific institute in the field of Gender and Women Studies
- Multi-disciplinary approach
- The government as the policy-maker is our partner
- Knowledge and expertise
- Motivated staff and board members
- Educating senior staff in the field of research, education, provision of services (sustainability, continuity)
- Relation with international, regional and national women groups

Weaknesses:
- Lack of logistic facilities / infrastructure
- Weak internal organization: board has policy as well as executive duties; there is no executive staff
- Finances: no budget; dependent on the faculty; limited possibilities to generate income and use available funds
- Composition of the board is not interfaculty

Opportunities:
- Third flow of funds: possibilities for contract research
- Policy supporting role
- International contacts
- Exchange / comparative studies/ publications
- BAMA system offers the possibility to develop a master course gender studies
- Give advice -asked and unasked- to stakeholders: university, government and NGO’s
- Develop new training programs
- Involving all three faculties: Fmijw, Ftew, Fmew

**Threats:**
- Competition from external consultants, local as well as international
- There is a potential of expert professional staff, but they are not prepared to support the institute
- Negative attitude of stakeholders regarding gender; women are blamed for men being less visible.
- No interfaculty support
- Policy makers at ADEKUS lack gender awareness

**3.2 Strategy**
In view of its mission, the field of activity of the institute is broad and has an inherent multidisciplinary approach. This will also become evident in its collaborations and relations within the university as well as at the national, regional and international level. The import of the collaborations will come about intrinsically along the lines of the objectives or the specific objectives of IWGDS.

IWGDS will therefore also develop collaborations that the multi-disciplinary character of gender issues requires and will collaborate with different target groups or representatives of such target groups in order to realize its objectives.

IWGDS will mainstream gender studies and gender analysis into the different disciplines of the University.
3.3 Execution of spearheads

3.3.1 Short term: period March 2010 to March 2011

- IWGDS is now subsumed under the faculty of Social Sciences. Within one year IWGDS will be transformed into an academic institute.
- No later than the end of July 2010 IWGDS will have its own accommodation.
- No later than August 2010 a coordinator as well as an administrative clerk will be employed.
- IWGDS has the disposal of a five-year budget.
- IWGDS has bylaws.
- External communication strategy has been developed.
- Workshop gender mainstreaming for IWGDS board and staff.
- Research topics have been identified no later than October 2010.
- At least one lecture.
- A gender course for the university community.
- A gender course for external target groups in the society.
- Course: Writing scientific papers.
- Organize regional workshop and seminar at ADEKUS (students, professors, and external scientists present their scientific papers for debate).
- Draft concrete year planning for next year.

3.3.2 Medium long term: period March 2011 to March 2013

- Gender is a compulsory subject at interfaculty level.
- Network of collaboration is a fact.
- At least two scientific publications.
- At least two studies done from a gender perspective.
- At least two lectures.
- Organize a regional workshop and seminar at ADEKUS (students, professors and external scientists present their scientific papers for debate).
- A gender course for the university community.
- A gender course for external target groups in the society.
- A master course in gender studies
➢ Draft concrete year planning for next year.

3.3.3 Long term: period March 2013 to March 2015

➢ The University of Suriname has a gender policy.
➢ At least two studies have been carried out from a gender perspective.
➢ At least two scientific publications.
➢ IWGS publishes a scientific magazine on gender.
➢ Organize a regional workshop and seminar at ADEKUS (students, professors and external scientists present their scientific papers for debate).
➢ Draft concrete year planning for next year.
➢ Evaluation seminar.
➢ At least two lectures.
➢ A gender course for the university community.
➢ A gender course for external target groups in the society.
ACKNOWLEDGEMENT OF SOURCES

Andaiye

Bakboord C.
2009  Discussion paper: Gender Mainstreaming 2009, Paramaribo, Ministry of Public Health

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Internet sources:

United Nations,
1979  The Women Treaty, New York
Consult via: http://www.vrouwenverdrag.nl/vv/algemeen_en_dossiers/algemene_informatie (8 September 2010)
## Government / Gender Policy with priority points IGAP

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<td>Econ. &amp; Labor market</td>
<td>Gender sensitive Planning</td>
<td>Improve women’s access to investment credit</td>
<td>FIN, PLOS, ATM, LVV, ADEKUS</td>
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<tr>
<td>Econ. &amp; Labor market</td>
<td>Research</td>
<td>Research and policy to reduce unemployment among women (young and older ones)</td>
<td>ATM, PLOS, ABS, MINOV, ADEKUS</td>
</tr>
<tr>
<td>Econ. &amp; Labor market</td>
<td>GMS</td>
<td>See that all institutions charged with making statistics, develop their surveys and information systems in such a way that gender analysis is possible in absolute figures as well as in percentages, to enable gender analysis in all sectors.</td>
<td>All ministries, ABS, ADEKUS and other research institutes</td>
</tr>
<tr>
<td>Institutional</td>
<td>GMS</td>
<td>Training of the gender units and officials in gender approaches and in gender policy analysis, gender budgeting and planning, using standard training manuals.</td>
<td>GFP’s and ADEKUS</td>
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<td>Human rights</td>
<td>Awareness</td>
<td>Introduce programs for human rights education (e.g. of women) in languages spoken in Suriname, through mass media, etc. in the city and all the districts by means of visual material and other easily accessible teaching material (popular methods and easily readable mass publications)</td>
<td>BUZA, JUPO, MINOV (NUCS), IDS/ADEKUS</td>
</tr>
<tr>
<td>Human rights</td>
<td>Regulation</td>
<td>Research and opinion polls regarding legislation on pregnancy leave, concubinage, old age pension, conjugal violence.</td>
<td>JUPO, ATM, ADEKUS</td>
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