



**Institutional Mechanisms For the Advancement of Women in the Caribbean  
Regional Assessment**

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Prepared for the ECLAC/CDCC/UNIFEM/CIDA/CARICOM Fourth Caribbean Ministerial Conference on Women: Review and Appraisal of the Beijing Platform for Action, 12-13 February 2003, **Saint Vincent and the Grenadines**

## Table of Contents

LIST OF ACRONYMS .....	ii
EXECUTIVE SUMMARY .....	iii
<b>1.0 INTRODUCTION.....</b>	<b>1</b>
1.1 Defining Gender Mainstreaming .....	1
<b>2.0 GENDER MAINSTREAMING REGIONALLY.....</b>	<b>2</b>
2.1 Institutional Capacity to Mainstream Gender and Gender Equality.....	2
2.3 Resource Allocation.....	10
<b>3.0 GUIDING INSTITUTIONAL PROGRAMMATIC AND CONCEPTUAL FRAMEWORK .....</b>	<b>12</b>
<b>4.0 INSTITUTIONAL ACHIEVEMENTS, LIMITATIONS AND WAY FORWARD.....</b>	<b>14</b>
4.1 Limitations and The Way Forward.....	15
APPENDIX ONE: QUESTIONNAIRE .....	19
Bibliography .....	23

## LIST OF ACRONYMS

CGDS	Centre for Gender and Development Studies
CARICOM	Caribbean Community
CEDAW	Conventional for the Elimination of Discrimination Against Women
GAD	Gender Affairs Division
IADB	Inter-American Development Bank
IMC	Inter-Ministerial Committee
NFLS	Nairobi Forward Looking Strategies
UNECLAC	United Nations Economic Commission for Latin America and the Caribbean
WID	Women In Development

## **EXECUTIVE SUMMARY**

This report has been prepared for the Fourth Ministerial Conference for Women in the Caribbean to be convened by the United Nations Economic Commission for Latin America and the Caribbean Sub-regional headquarters for the Caribbean in collaboration with the CARICOM Community and the UNIFEM Caribbean Office on 12-13 February 2004 in Saint Vincent and the Grenadines.

This study was mandated to provide both a narrative and diagrammatic review (tables included) on the extent to which the Caribbean region's national machineries had implemented adequate institutional and structural changes to facilitate the advancement of Caribbean women. It provides an overview of the achievements, challenges and recommendations as conveyed by the region's various Women/Gender Bureaux Heads and Directors.

In order to capture this data, a questionnaire was prepared by the consultant and electronically mailed to the respective national machineries (See Appendix One). In addition to questions that aimed to assess the institutional strength of these agencies (e.g. staffing, support of gender focal points and resource allocation) the questionnaire attempts to capture an overview of the conceptual and programmatic foci of these divisions particularly as they relate to working conventions such as Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) and Beijing Platform for Action.

The instrument was electronically mailed to population of twenty territories and returned by ten. The countries that have participated in this study are as follows

Anguilla	Barbados	Belize	British Virgin Islands	Cuba
Dominica	Jamaica	St. Kitts and Nevis	St. Lucia	
St. Vincent and the Grenadines				

## 1.0 INTRODUCTION

### 1.1 Defining Gender Mainstreaming

Gender mainstreaming is an integral component to the advancement of Caribbean women. Gender mainstreaming first gained currency in the context of the Women In Development (WID) framework and particularly from the Nairobi Forward Looking Strategies (1985), which urged governments to address women's poverty and unemployment within their national planning in the following way:

Governments should seek to involve and integrate women in all phases of the planning, delivery and evaluation of multisectoral programmes that eliminate discrimination against women, provide required supportive services and emphasize income generation (Nairobi Forward Looking Strategies UNECLAC/CDCC 15.03.00, 3)

The importance of gender mainstreaming was further articulated during the United Nations Decade for Women in the following way:

The establishment of interdisciplinary and multisectoral machinery within government, such as national commissions, women's bureaux and other bodies with adequate staff and budget, can be an effective transitional measure for accelerating the achievement of equal opportunities for women and their full integration into national life. The membership of such bodies should include both women and men, representative of all groups of society responsible for making and implementing policy decisions in the public sector (ibid.)

Ten years after NFLS, the Beijing Platform for Action further reiterated the importance of establishing national machinery toward the successful implementation of gender mainstreaming within the state. Where these were already established the Platform addressed the need to strengthen these institutional mechanisms. Among the Platform's many strategic objectives they have advocated that:

- Responsibility for the advancement of women is vested in the **highest possible level of government**;
- Create a national machinery, where it does not exist, and **strengthen, as appropriate, existing national machineries**, for

- the advancement of women at the highest possible level of government;
- Establish **clearly defined mandates and authority**; critical elements would be adequate resources and the ability and competence to influence policy and formulate and review legislation; among other things, it should perform policy analysis, undertake advocacy, communication, coordination and monitoring of implementation;
  - Provide **staff training** in designing and analysing data from a gender perspective;
  - Establish procedures to allow the machinery to **gather information on government-wide policy issues** at an early stage and continuously use it in the policy development and review process within the Government;

It is evident in the foregoing discussion that the achievement of **gender mainstreaming and equity are only possible and sustainable in the context of strong, well placed, well resourced and adequately staffed institutional mechanisms**. This report therefore reviews the institutional mechanisms for the advancement of women and for achieving Gender equality in the contexts:

- Institutional Capacity to Mainstream Gender
- Institutional Capacity to Set a Gender Agenda
- Guiding Institutional Programmatic and Conceptual Framework
- Institutional Achievements, Limitations and Way Forward

## **2.0 GENDER MAINSTREAMING REGIONALLY**

### **2.1 Institutional Capacity to Mainstream Gender and Gender Equality**

Inherent in the aforementioned discussions is the sense that mainstreaming requires both structural and conceptual underpinnings or what Rounaq Jahan refers to as ‘integrationist’ and ‘agenda setting’ approach. (Jahan 1993:13).

An integrationist approach is one that demands that concerns regarding gender equity incorporated within **already existing** departments, policies, work plans and projects. An “agenda setting” approach ensures that the rationale that informs integration is one of gender equity. Collectively these two prongs make gender mainstreaming both holistic and expansive, that is to say integrating gender into departments that have not traditionally addressed gender equity

explicitly ensures that the mandate of gender equity is felt throughout the national machinery. By this token integrating these concerns is also expansive because it requires technocrats, and state functionaries to rethink and reformulate their work plans, target groups, monitoring and evaluation procedures and by extension the terms by which a 'successful' project is determined.

This study maintains that there are three aspects that are necessary to facilitate the integration of gender equity throughout state machinery, these are the inherent authority and influence of the Division itself (e.g. levels of credibility through its mandate), overriding political will as evident by Ministerial support and an enforceable policy position and third the implementation tentacles and distributive authority/influence of gender focal points throughout the state machinery.

All the territories that responded indicated having a their national machinery in place, though variably located and with varying levels of influence (See Table 1).

However, the location of the Division with few exceptions continue to locate women and women's issues with very feminized ministerial associations with family, church, community, or co-joined with duplicated efforts to provide social services resulting in limited capacity to prioritize research and policy implementation.

While not explicitly investigated in this report we ought not to overlook the frequency with which national machineries are relocated from one ministerial portfolio to another (N.B. St. Lucia)<sup>1</sup>. These shifts often result in

- Chronic discontinuity of work plans and implementation strategies,
- Vulnerability to political whims e.g. allocation to non-Cabinet ministers or disinterested ministers,

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<sup>1</sup> Sonja Harris quoting the Director of C.G.D.S., Cave Hill notes that between 1977 and 1987 the Barbadian Bureau of Women's Affairs had been located in five different ministries and between 1987 and 1999 ad had seven different ministers and three further relocations (2003;190)

- Possible marginalisation within new ministry,



**Table 1 Effectiveness of Gender Focal Points**

<b>Country</b>	<b>Location of National Machinery</b>	<b>Functioning Gender Focal Points</b>	<b>Trained Focal Points</b>	<b>Existence of Policy Document</b>
Anguilla	Ministry Home Affairs, Human Rights and Gender	Yes	Ongoing opportunity for local training programs	Policy statement in tandem with Human Rights and Gender and Development Plan
Barbados	Ministry of Social Transformation	Yes <sup>2</sup>	Yes	No
Belize	Ministry of Human Development	Yes	Manual recently developed to facilitate training	Policy document addresses health, wealth and employment generation, violence, education and skills training, power and decision-making. Outlines 214 commitments that must be undertaken. Implementation plan being developed.
British Virgin Islands	Chief Minister's Ministry	No	N/A	Committed to the "Plan of Action to 2005: Framework for Mainstreaming Gender" CARICOM. No dedicated policy
Cuba		Yes	Yes	Cuban National Plan of Action
Dominica	Ministry of Community Development and Gender Affairs	No	N/A	Policy Statement on Women (1980) First Draft of a Gender Policy
Jamaica	Development Office, Cabinet Office, Office of Prime Minister	Yes) Policy Analysis and Review Unit, no other focal points exist within line ministries	No formal mechanism	No Gender Policy  Policy Statement on Women (1987)

<sup>2</sup> Barbados also uses a National Advisory Council which in addition to its advisory role is also mandated to monitor issues of policy implementation and women's advancement.

St. Kitts/Nevis	Ministry of Social Development and Community Affairs	No	N/A	No Gender Policy
St. Lucia	Ministry of Health, Human Services and Family Affairs <sup>3</sup>	No	No	No
St. Vincent and The Grenadines	Ministry of Social Development, Cooperatives, The Family, Gender and Ecclesiastical Affairs	Yes Junior officers: limited levels of influence	Some training Limited levels of influence	No Situational Analysis of gender differentials identified as precursor to Policy

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<sup>3</sup> Relocated for the second time in three years.

Integrating gender equity concerns is further compromised by the absence of effectively functioning gender focal points and the absence of an operational and enforceable policy mandate.

The relation between focal points and the national machinery reflect well documented limitations of

- Junior levels of representation and limited influence
- Little or no training
- Informal networks rather than formalized structures
- No guarantee that the designated representative is committed to gender just change

Where focal points were identified as a valuable resource it was in the provision of research data on topics of relevance to the Gender Units. While this is an important aspect of feedback support for the respective units, emphasis must also be placed on the focal points' capacity to assist in the throughput of gender mainstreaming.

In addition to gender focal points, unit heads identified variable success with the establishment of Inter-Ministerial Committees (IMC). Anguilla acknowledge the role of the IMC in filtering issues of Human Rights and Gender into their various departments/units. There was no indication of how this translated into a different programmatic agenda for these departments.

It was acknowledged by one respondent that pre-requisite that senior officials be appointed to the IMC can result in an IMC which is by default all male. This gives rise to a patriarchal sense that all is well on the landscape of gender relations. Jamaica has undertaken as part of its programmatic agenda to ensure that 40 middle and senior managers are sensitized by March 2005. It is intended that a series of gender mainstreaming workshops will be conducted with specified Ministries to achieve this goal.

Where these inter-ministerial-departmental focal points are weak it follows that there is then no systems of accountability in place for the promotion of gender equality and empowerment across all ministries.

## **2.2 Institutional Capacity to set a Gender Agenda**

In addition to the programmatic demands that must be addressed by the region's national machineries, a composite picture of their additional demands reveals a very daunting gender arena. Among the systemic constraints identified were

- An absence of sex disaggregated statistics to inform research, programmatic planning and policy.<sup>4</sup>
- Little or no conceptual understanding of 'gender' and gender related issues among technocrats.
- Dire need for gender sensitivity training for staff and other technocrats.
- Increased allocation of resources
- Marginal relationship to other ministries in the review and critique of policies that are to be implemented
- "Male marginalisation" as the gender issues of relevance
- Little political commitment given by senior officials and Ministers.

With little or no formal networks to provide intra and extra support the capacity of regional national machinery to function as change agents within the state rests heavily on the in-house capacity of both staff and their financial buoyancy. The following tables highlight the staffing capacity, and skill levels of the regions bureaux and units as well as an overview of the annual budgets for selected units.

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<sup>4</sup> Belize has noted that their Central Statistical Office has begun work in this area.

**Table 2: Staffing Complement and Gender Training of Regional Units and Bureaux**

<b>Country</b>	<b>Existing Staff Complement</b>	<b>No. of Vacancies</b>	<b>No. of Established Posts<sup>5</sup></b>	<b>Levels of Gender based Training/Qualifications</b>
Anguilla	4	1	2	One individual with training. Level not identified
Barbados	7	1	4	No formal training
Belize	17 <sup>6</sup>	1	14	No formal training
British Virgin Islands	3	1	3	One staff member with related training
Cuba	-	-	-	
Dominica	7	1	2	Two: Includes a Certificate in Gender and Development Studies and Msc. Level courses.
Jamaica	27	7	26 <sup>7</sup>	Three: Levels not indicated
St. Kitts and Nevis	6	1	6	Two: One formally qualified, one with training
St. Lucia	7	2	6	Two: training and qualification at Bachelor's Degree level
St. Vincent and the Grenadines	3	0	3	Two: Gender related training And UWIDITE Gender Training (latter ongoing)

<sup>5</sup> Posts that are formally incorporated as Civil Service Appointments.

<sup>6</sup> This figure reflects eight clerical/ancillary positions.

<sup>7</sup> Executive Director is a contractual appointment. It must also be noted that the Bureau has historically been structured with lower wages than other agencies that carry out similar functions.

Staffing complements as identified in Table 2 reflect, with the exception of Jamaica are relatively low. The need for in-house, formalized training emerges as a dire need, particularly if the national machinery is expected to be both catalyst and lead agent in the area of gender mainstreaming.

When asked what their ideal staffing needs were, the units replied as follows:

Anguilla:	Deputy coordinator, a coordinator, two field workers and staffing of the Legal Aid clinic with a fully trained lawyer.
Belize:	Policy/Research Officer
British Virgin Islands	Researcher/Statistician
Dominica	Counselor, Gender Affairs Officers
St. Kitts and Nevis	Field Officers (at least one male), Project Management Training
St. Vincent and The Grenadines	Research Officer, Secretarial Staff, Program Officer

### **2.3 Resource Allocation**

Many country reports acknowledged that the likelihood of receiving an increased complement of staff with the required professional qualifications was compromised by overarching economic crises facing their countries.

The capacity of national machineries to set a 'gender agenda' is therefore highly dependent on their ability to secure funding from bilateral and multilateral agencies. Securing such funding imposes additional work demands on already stretched staff. These demands can take the form of proposal writing, interim project reporting, monitoring and evaluation of projects, which in an ideal world would require a dedicated line with project management skills.

The following table outlines the unit's budgetary allocation in their national currency. The table also identifies the range of multi- and bi-lateral activity in the region. It was not possible to make a consistent assessment of percentage

increases or of the percentage of the annual budget. However, budgetary increases were evident for Barbados, and St. Vincent and the Grenadines. Bi- and Multi-lateral activity accounted for as much as 25% of the funding required in the case of St. Kitts and Nevis.

External funding from regional and international donor agencies remains a critical component of advancing women and gender equity within the state. This financial support does not however absolve Caribbean nation-states from the imperative of adequate financial allocations to the region's national machinery.

**Table 3 Resource Allocation and Bi/Multilateral Arrangements**

<b>Country</b>	<b>Budgetary Allocation<sup>8</sup></b>	<b>Bi/Multilateral Donor Agencies</b>
Anguilla	-	-
Barbados	735,165	-. <sup>9</sup>
Belize	326, 723 (annual recurrent budget) 125 000 capital budget	CIDA, UNIFEM, PAHO, Commonwealth Secretariat
British Virgin Islands	19 000	CAFRA, CIDA, CARICOM, UNECLAC
Cuba	-	UNICEF
Dominica	258 171	CIDA Gender Equality Fund, OECS Judicial and Legal Reform Project, OAS, UNESCO, UNIFEM, CAFRA
Jamaica	32, 000,000	UNDP, UNFPA, UNECLAC, UNIFEM, UNICEF, Canadian Gender Equality Fund, Netherlands Gov't
St. Kitts and Nevis	187, 596	UNICEF, UNIFEM, OAS, CIDA (Gender Equality)
St. Lucia	983,367	CIDA Gender Equity Fund, UNIFEM, EU
St. Vincent and the Grenadines	158,250	UNECLAC, CIDA, British High Commission, Commonwealth, OAS

<sup>8</sup> All dollar amounts are given in the territory's national currency.

<sup>9</sup> In 1995 there was support from the Inter-American Development Bank for the purpose of institutional strengthening, and there has been 'in-kind' contributions from CIDA Gender Equality Fund.



### **3.0 GUIDING INSTITUTIONAL PROGRAMMATIC AND CONCEPTUAL FRAMEWORK**

The responsibility that the region's governments hold towards existing national machineries cannot be understated in light of the expansive range of issues that are addressed by these units and divisions. At present the resources allocated to these national machineries are overstretched in their attempts to address a number of socio-economic crises that plague the Caribbean region. Table 4 outlines the programmatic priorities identified in the various country reports. An overview of Table 4 highlight the ways in which the region's national machineries have operationalised Beijing's strategic areas of interventions in ways that context and nation-state specific.

However, if we compare Tables 2 and 4 the work to staff complement ratio makes it readily evident that while the region's national machineries are pivotal in addressing a number of social crises facing the region, they are understaffed and overworked.

Limited monitoring and evaluation procedures make it difficult to measure the impact and levels of success that these programmatic foci and deliverables have had for Caribbean women and men. Further, the absence of sex-disaggregated data to inform gender planning hampers the effectiveness and precision with which programmatic agendas are set. Training in these areas should be prioritized for the bureaux' staff.

**Table 4 Programmatic Priorities for Regional Bureaux**

<b>Country</b>	<b>Programmatic Priority Areas</b>
Anguilla	Women as migrants, gender based violence, HIV/AIDs, Teenage Pregnancy, Adolescent Male underachievement, Women in Decision Making
Barbados	Gender mainstreaming, women and health, violence against women, women in poverty, women in decision making
Belize	Skills training, Personal Development Training, Gender Budget Initiative, Development of Gender Policy implementation plan, lobbying and advocacy work
British Virgin Islands	Domestic violence, Labor and Policy Development (exploitation of unskilled and domestic workers), HIV/AIDs,
Cuba	Employment, Education, Legal Reform, Health, Political Participation and Decision Making, Women's representation in Mass Communication, Reproductive and Sexual Rights
Dominica	Poverty Alleviation and Socio-Economic Empowerment of Women, Domestic violence, Adolescent Mothers, HIV/AIDs, Breast and Prostate Cancer Prevention, Development of Self Esteem, Protection of Elderly, Preparation of CEDAW Reports
Jamaica	Institutional Strengthening, Violence against women/children, HIV/AIDs, Poverty alleviation (rural and inner city women), Legal Reform, Gender Mainstreaming, Ratification of outstanding international protocols and conventions.
St. Kitts and Nevis	Women's Political Participation, Men's Relationship Skills Training Programme, Life/Market Skills Training, Teen Mother Support, Community Strengthening Programme
St. Lucia	Victims/perpetrators of domestic violence, Shelter for survivors of domestic violence, Men's Resource Centre, Legal Reform
St. Vincent and the Grenadines	Poverty Reduction, Advocacy, Capacity Building (rural women, staff), data collection, gender mainstreaming, domestic violence

#### 4.0 INSTITUTIONAL ACHIEVEMENTS, LIMITATIONS AND WAY FORWARD

The region's national machineries have been impacted by the existing macro economic vulnerabilities that face the Caribbean. As such they often fall into a feminized 'make do' approach in which they institutionally absorb the economic shock by drawing on themselves to do more with less. A dangerous precedence that not only mirrors women's constraints within the household but also can too easily justify increased budgetary cuts.

However despite their many constraints there are points to note:

##### **Box 1: Selected Achievements**

###### **Barbados**

- Establishment of a domestic violence shelter in conjunction with the Business and Professional Women's Club of Barbados.

###### **BELIZE**

- Collaboration with the Ministry of Finance toward the establishment of the Gender Budget Initiative.
- Passage of Sexual Harassment Act and approved Sexual and Reproductive Health Policy.

###### **Cuba**

- 35.9% female Parliamentary representation, surpassed only by countries in which a quota system exists.

###### **Dominica**

- Collaboration on OECS Family Law and Domestic Violence Reform Initiative
- Public Education and sensitization through two radio programmes "Talking Gender in Dominica" and "Women's Magazine"

###### **Jamaica**

- Allocation of Senior Policy Analyst.
- Increase in staffing allocation to 27

###### **St. Kitts and Nevis**

- Use of sex disaggregated data used in Gender Budget Initiatives, Poverty Assessment Surveys and Labour Market Surveys

###### **St. Lucia**

- Legal Reform: Equality of Opportunity and Treatment Employment and Occupation Act (2000). Repeal of Agricultural Workers Act (1979) which allowed for higher wages for men in certain agricultural activities. Criminal Code (2003) which decriminalizes termination of pregnancies in *certain*

#### **4.1 Limitations and The Way Forward**

One of the primary obstacles that faces national machineries is the **fiscal constraint** that results from the persistent belief that gender equity can be address as a discrete matter within existing national machineries. The problem with such an approach is the lack of awareness that the socio-economic crises which are touted as requiring precedence over 'gender issues' are themselves already gendered, a point made by feminists analyses of SAPS, gender based violence and the pandemic of HIV/AIDs to name a few. Gender therefore does not stand outside of national business but is rather deeply implicated in the solutions. To this end there must be further consideration of technical tools such as **Gender Impact Assessments and Gender Budgeting**.

Institutionally there is the need for increased institutional strengthening in strategic areas such as

- **Project management**
- **Formalized training in Gender and Development Studies**

The inclination of these divisions to engage in small service oriented project leads to a continued sense that national machineries function as a social service agency. This kind of work also generates very detailed, busy activity without a clear sense of the impact of these deliverables. As such, efforts should be made to monitor and evaluate their levels of success while strengthen their capacity to engage in policy, research and advocacy work within the state. Some attention should also be given to the duplication of service-oriented deliverables within the various departments and unit.

The rationalization of efforts as well as the overall objective of gender mainstreaming will be well served by resuscitating and training gender focal points as well as all Inter Ministerial Committees. These structures can be an invaluable source of support on precisely defined mainstreaming tasks e.g. construction of gender based indicators that are relevant for ongoing departmental projects which can facilitate improved gender based monitoring and evaluation.

The urgent need for sex-disaggregated data demands that national machineries forge closer alliances with the various statistical bodies and data gathering agencies that exist. These can include but not limited to, Planning Units, Central Statistical Office, Central Bank's Research Officers etc.

The fluctuating levels of support that national machineries receive, due in part to ministry relocation, lack of ministerial support, allocation to a junior or non-Cabinet appointee or replicated expectations of a service driven agency all limit the machinery's effectiveness and efficiency. Increased support and incorporation within the political mandate must be structured and systemic rather than dependent on partisan good will. One suggestion to facilitate such consistency is to advocate around the importance of Gender Impact Assessments, which like its environmental counterpart can be incorporated within all new work plans or projects.

Legal Reform, lobbying and advocacy have also been identified as important aspects of the way forward, particularly by those territories that have not produced their CEDAW periodic report. It is important to note here that Cuba was one of the first countries in the world to ratify the CEDAW Convention and unlike many of their Caribbean counterparts is present preparing its *fifth* periodic report. The continued and consistent implementation of CEDAW is an imperative; particularly those aspects that may be rendered as inherently oppositional to the national, political or 'cultural' will of the country's 'good' e.g. termination of pregnancies, sexual harassment, decriminalisation of homosexuality etc. Here national machineries inhabit terse and contradictory responsibilities, which requires a clear strategic, and advocacy plan that is collectively developed and implemented.

The need for a collective impetus on pre-defined areas of advocacy should be explored as a strategy that can provides support for each territory as well as a collectively derived model of best practice. Similarly, their explanatory capacity

around concepts such as gender, equality and equity has become an imperative if they are to remain alive in the avalanche of the male marginalization thesis.

## **APPENDIX ONE: QUESTIONNAIRE**

**Fourth Ministerial Conference for Women in the Caribbean  
12-13 February**

### **Thematic Area: Institutional Mechanisms**

The following questions have been identified in preparation for the Fourth Ministerial Conference for Women in the Caribbean. Please **submit** your responses electronically to [mrowley@uwichill.edu.bb](mailto:mrowley@uwichill.edu.bb) by **Wednesday 21<sup>st</sup> January, 2004**.

Your participation in this process is a critical aspect towards the continued implementation of the Beijing Platform for Action and the Convention on the Elimination of all Forms of Discrimination against Women (CEDAW). As such please make your responses as **comprehensive as possible**. We appreciate the time and effort given to the completion of this document.

Michelle Rowley, Ph.D.

**INSTITUTIONAL STRENGTH**

Staff Complement:

- 1) Please outline the various positions/titles that exist presently in your department, indicating how many of these positions are presently filled. If possible please provide an organogram.
- 2) If there are any vacancies, what is the anticipated time line towards filling these positions. (If relevant, please identify any possible deterrents towards filling any existing vacancies within the division)
- 3) Please indicate the number of individuals on staff with gender related qualifications or training.
- 4) Please speak to the contractual stability of the positions that exist presently within your Department.
- 5) Please identify your future staffing needs in relation to your programmatic vision for the department

**CONCEPTUAL FRAMEWORK**

- 1) What are the primary target groups identified by your department?
- 2) What are the main areas of focus in your programmatic outline? (e.g. working with rural women, literacy, rehabilitating perpetrators of violence). Why have these areas of interest been chosen for special attention?
- 3) Please provide information on any ongoing strategic planning and areas of focus for the next planning cycle (Please pay attention to those activities that focus specifically on initiatives that advance the implementation of Beijing+5 and CEDAW). Give examples of measures and time frames assigned to these initiatives

**GENDER MAINSTREAMING**

- 1) In which Ministry is the Division/Department located?
- 2) What level of support is there from senior policy framers, please address both the negative and positive aspects of this relationship.
- 3) Have focal points of gender equality and empowerment been established within line ministries? What levels of support have been provided for these focal points from your department and within their respective departments? (e.g. training, workshops etc.)
- 4) Is there any formal mechanism that brings these focal points together e.g. Inter-ministerial Committee?



- 5) Please assess the effectiveness of focal points/inter-ministerial collaboration in promoting gender equality within the respective line ministries.
- 6) If no such mechanism exists or is defunct please discuss the factors that have led to this.
- 7) What networks exist between your department and the NGO movement in your country toward the furtherance of the Beijing Platform for Action and the implementation of CEDAW? (Please provide concrete examples of these alliances)
- 8) How is accountability for promotion of gender equality and empowerment of women established across all ministries? (e.g. annual reporting to Division, departmental assessments at Inter-ministerial meetings)

### **PROGRAMMATIC**

- 1) Please outline the activities, and projects presently being executed/administered by your department.
- 2) Please discuss the monitoring and evaluation mechanisms that are used presently to assess the success of the division's programmatic agenda e.g. case studies, indicators, tracer studies.
- 3) Are there ongoing collaborative activities between your Division and other departments/line ministries? If yes, please identify concrete examples of these collaborative activities.
- 4) Has a core set of indicators been established (programmatic) and where is responsibility for monitoring located?
- 5) What gaps and challenges exist in relation to gender relevant data and statistics? To what extent are statistical units in line ministries aware, committed and capable of providing the required data?
- 6) To what extent is sex disaggregated data being used effectively to inform policy-making and planning?

### **POLICY/CONVENTION**

#### **-Gender Policy**

- 1) Has a policy on gender equality and the empowerment of women been adopted and at what level? Is there a plan of action for the effective implementation of this policy? (Please respond comprehensively)
- 2) What is the status of the national action plan developed after the Fourth World Conference on Women? Is the plan in use or has a new plan been drawn up? How is implementation being monitored?

- 3) To what extent are the Millennium Declaration and Millennium Declaration Goals (MDGs) utilized as the national framework for development in your country? What attention is given to Goal 3 on gender equality?

-CEDAW

- 1) To what extent have the CEDAW, and the concluding comments of the Committee on the Elimination of Discrimination Against Women on State parties reports, affected national legislation and implementation?
- 2) To what extent has the national machinery been strategizing to lobby government toward the implementation of legislative change yet addressed in the region e.g. sexual harassment and/or decriminalization of abortions?
- 3) To what extent is the national machinery empowered to facilitate such advocacy and lobbying on behalf of women?
- 4) What is needed to facilitate such advocacy towards the furtherance of CEDAW regionally?

**RESOURCE ALLOCATION**

- 1) To what extent have gender perspectives and the concerns of women been taken into account in preparation of budgets at national, regional and local levels?
- 2) Where possible please identify your annual budgetary allocation and more importantly please indicate whether this adequately meets your work plan and programmatic needs?
- 3) Is there any additional support from external or international donor agencies? Which agencies have you worked with over time and what percentage of your budgetary needs does such assistance account for?

Thank you for your time (2004)

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