

Training Guide
Participatory Strategic Planning
with a Gender Perspective

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Introduction

The Ministers of Labor of the Americas made a commitment at the XV Inter-American Conference of Ministers of Labor (IACML) (Port of Spain, 2007) to integrate a gender perspective into public policies, programs and policies aimed at creating decent work. Among the mandates emanated from the XV CIMT, the Ministers requested an analysis of the state of progress of the institutionalization of a gender perspective in the Ministries of Labor. The study on “*The Institutionalization of the Gender Approach in the Ministries of Labor in the Americas*,” conducted by the OAS Department of Social Development and Employment responded to this mandate.

The purpose of the study was to “give the IACML a hemispheric overview of the progress made towards institutionalizing gender perspectives in the Ministries of Labor...identifying strengths and weakness, as well as best practices and significant results...so as to define strategic areas of intervention...which would support, strengthen or assist these Units and mechanisms to fulfill their mandate.”

The study outlined the issues faced by the GSUs and related mechanisms, including the way in which these had been established and were operating. The findings suggested that the *modus operandi* of these Units did not enable them to achieve the strategic objectives for institutionalizing a gender perspective within their respective institutions.

The study also highlighted the need to undertake an institutional strengthening process including training in strategic planning with a gender perspective, the creation of indicators to monitor progress.

The preliminary report of the Study was presented in the Inter-American Network for Labor Administration (RIAL) Workshop on Gender Mainstreaming in the Ministries of Labor of the Americas, held in Buenos Aires on July 21st, 2009. At this workshop, the representatives of the Ministries of Labor made contributions which enriched the Study report. They also agreed to carry forward the proposals for the strengthening of skills for gender mainstreaming which resulted from the assessment of the GSUs.

It is in this context that this ***Training Guide in Participatory Strategic Planning with a Gender Perspective*** (PSPEG) was created as an instrument for incorporating a gender perspective in the planning processes of the Ministries of Labor.

However, it is important to bear in mind that the commitment to gender issues at the hemispheric level emerged from the OAS General Assembly of 2000, when member states agreed to integrate a gender perspective in their policies and projects as a means of achieving full and equal participation of women and men in all spheres of public and private life. This commitment was expressed in the ***Inter-American Program on the Promotion of Women’s Human Rights and Gender Equity and Equality (IAP)***, endorsed in 2001 by the Third Summit of the Americas, in Quebec, Canada. Designed by the Inter-American Commission of Women (CIM), the IAP remains the primary tool for

gender mainstreaming within the OAS and has been instrumental in addressing gender inequality and inequities.

The preparation and dissemination of this working material was made possible by the Government of Canada through the Canadian International Development Agency (CIDA). It is part of the hemispheric Project “*Advancement of Gender Equality within a Decent Work Framework*,” which is currently being executed by the Permanent Secretariat of the Inter-American Commission of Women of the OAS in coordination with the OAS Department of Social Development and Employment.

The training methodology is specifically designed to serve the needs of the GSUs. The objectives of the training are the following: first, to contribute to institutional strengthening of the existing GSUs or similar mechanisms in the context of their mission; second, to develop strategies for undertaking strategic planning with a gender perspective related to the policies, programs, projects and activities of the Ministries of Labor; third to improve the condition of working women and to overcome the barriers faced in integrating women effectively into the Labor market; and last to develop indicators for monitoring how gender is incorporated into the planning and implementation process.

Applying Strategic Planning with a gender perspective to the Labor sector is considered an effective management mechanism to help foster gender equity and equality in the four components of the decent work framework: promotion of labor rights, work opportunities, improvement of social protection and the strengthening of social dialogue.

About this Guide

The aim of this *Training Guide* is to improve the efficiency of project, program and public policy interventions and to ensure gender equity in the working environment, all of which are essential to the attainment of the decent work framework. In this sense, it is grounded in the understanding of the need to apply gender concepts and considerations, whilst at the same time recognizing that each policy intervention will have differing effects on the wellbeing and quality of life of men and women.

It is important to indicate that this Guide does not by itself guarantee the integration of gender in the planning processes. However, it offers the GSUs tools that can be applied to support the process of the institutionalization of gender in the Ministries of Labor. These tools can also be used to strengthen the capacities of the GSUs to ensure gender mainstreaming within the programs and activities of other Units and departments within and outside the Ministries of Labor.

The methodology proposed for this workshop is based on previous successful Strategic Planning activities. The approach is derived from the ZOPP Participatory Planning Methodology created by the GTZ (Gesellschaft für Technische Zusammenarbeit, German Cooperation), and linked to a Logical Frame Matrix. This approach has been promoted

by the Inter-American Development Bank, (IADB), and should be applied along with best-practice methodologies for gender mainstreaming.

It is expected that by the end of the training sessions participants will have agreed on the mission of the GSUs or other relevant mechanisms in the Ministries of Labor and on strategies to be developed to achieve the specified objectives. Participants will also be expected to organize strategic planning workshops on gender mainstreaming in their respective countries as a way to ensure that this approach is incorporated in the policies, programs and activities of the Ministries of Labor.

Objectives of the Training Guide

1. To contribute to institutional strengthening of the existing GSUs or similar mechanisms in the context of their missions;
2. To introduce the participants to a strategic planning approach and matrix;
3. To develop approaches for undertaking strategic planning with a gender perspective related to the policies, programs, projects and activities of the Ministries of Labor;
4. To develop approaches for improving the condition of working women and overcoming the barriers women face in integrating women effectively into the labor market;
5. To develop indicators for gender mainstreaming and monitoring how gender is incorporated into the planning and implementation process;
6. To support the replication of strategic planning workshops in gender at the national level.

Section I:

Strategic Planning as a Management Tool

Objectives of Session 1:

- ✚ To highlight the importance of strategic planning particularly in the programs and projects of the GSUs or similar mechanisms;
- ✚ To create awareness of the importance of gender mainstreaming in strategic planning;
- ✚ To identify the basic requirements necessary for a participatory approach to strategic planning;
- ✚ To reach consensus on the mission of the GSUs or similar mechanisms in the Ministries of Labor and guidelines to support their work strategy.

1.1 Understanding Participatory Strategic Planning

Planning is a process that contributes to decision-making and identifies approaches to address problematic situations, modify unsatisfactory situations or prevent the worsening of situations (UICN, 1999).

Planning becomes necessary when a problem is identified or an intervention is required to address a situation. An intervention strategy includes any activity, plan, program, project or policy designed to solve a problem, or transform a situation towards a desired result.

The Strategic Planning Process is a tool to identify a problem,
define a solution and generate a strategy
to achieve desired results.

1.2 Why is it Important to Plan?

Planning is important since it allows for analysis of the best approach to be adopted, taking into consideration time, resources and anticipated results. It facilitates the prioritization of the activities to determine which activities will be achieved more easily and are likely to have the greatest impact.

Institutions are dynamic and constantly changing as a result of many factors including the emerging needs of beneficiaries, relationships with other institutions, incorporation of new approaches, establishment of new alliances, and access to more modern technologies. Effective planning is therefore a dynamic process which should also be flexible and responsive to change even when the formal planning process has been completed.

A Strategic Plan is an Output of the process
and not the End of the process.

1.3 Stakeholder Participation and Public Commitment

To ensure that the planning process is effective, it is important to involve stakeholders in all the stages: identification of the problem, finding a solution and planning the way forward. A participatory approach enables stakeholders to take ownership of the process by seeking and finding their own solutions to the challenges. It can also ensure that resources of stakeholders are effectively utilized in devising successful strategies.

*Planning with
Stakeholders and
not for
Stakeholders
is a key to success!*

It is essential to highlight agreements reached through the Participatory Strategic Planning process. Unfortunately in some cases, even when successful planning sessions have generated broad commitments from stakeholders, information has not been shared with key decision makers on these agreed approaches. This can result in a high degree of frustration for those who have participated in the process.

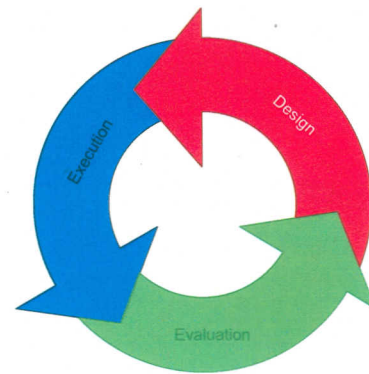
*The Participatory Strategic Planning process
must not and cannot be based only formal participation,
but must be viewed as the beginning of a participatory management process.*

1.5 Overview of the Strategic Planning Cycle

The Strategic Planning Process is a tool used to identify a problem, define a solution and generate a strategy to achieve desired results. It is a tool that facilitates the management of a process towards achieving specific objectives and outcomes, outlining the steps to be taken from beginning to end, and taking into consideration challenges that are likely to occur along the way.

The strategic planning process generally establishes the parameters for the work of an organization in two or three year cycles.

Once the strategic plan has been developed and implementation has started, it is critical to monitor the implementation of activities, the allocation of resources and progress made towards achieving results. Monitoring processes and activities can be carried out on a semiannual or annual basis, and where necessary should enable the revision of plans for the next implementation period.



1.6 “Traditional” Planning and Strategic Planning with a Gender Perspective

Traditional Planning assumes that the population, and in particular the beneficiaries of a policy, program or project have homogeneous characteristics, that is, they have the same interests, perceive problems the same way or are affected in the same way by actions that are taken. This approach therefore assumes that a plan for the general population is equally beneficial to men and women.

“It is the role differentiation and needs among men and women that provide the conceptual base that underlies gender planning, and the one that determines that emancipation of women be their long term goal”

Caroline Moser, 1995

In addition this general approach to planning assumes that men are the “norm”. Consequently, it is likely to be ineffective since it does not take into account the differentiated interests of various sectors of the population, and specifically those of women.

Planning that does not consider the differentiated interests and strategic needs of men and women tends, in the best cases, to maintain the gender gaps and may even make them worse.

In this context, strategic planning with a gender perspective:

- ✚ Recognizes the disparity and outlines activities and actions that satisfy the practical as well as strategic needs of women.
- ✚ Distinguishes specific differences among women coming from their socio-economic, demographic, cultural and racial characteristics.
- ✚ Acknowledges that gender is a relative category and examines differences in the needs of men and women.
- ✚ Examines disparities between the roles of men and women specifically resulting from the frequently subordinate role of women.
- ✚ Recognizes differences in the access of men and women to economic, social and cultural resources.

Gender considerations are crosscutting factors. They therefore need to be incorporated at all stages of the planning and implementation process - in the identification of problems and solutions, as well as in the choice of quantitative and qualitative indicators for the monitoring and evaluation of the impact and results of a Project (Volio, 2008)

Strategic Planning with gender perspective results also acknowledges other forms of discrimination based on age, ethnicity, race, religion or other cultural differences.

1.7 The Participatory Strategic Planning Approach

Strategic Planning can also be understood as a process used to move from a current problematic situation to a desired or ideal situation. While there are many approaches to strategic planning they all encompass certain key elements:

Vision Statement presents an image of a desired future state. An example of a Vision Statement could be: “*Women and men can obtain decent and productive work under conditions of freedom, equality, security and human dignity*”. The vision statement therefore “paints a picture” of an ideal situation. The vision statement of an athlete could show him / her receiving a gold medal and standing proudly on the podium. .

An effective vision statement should:

- ✚ provide a motivating force
- ✚ be clear and unambiguous
- ✚ paint a picture of the desired future state
- ✚ be easy to understand and remember
- ✚ be achievable even if challenging
- ✚ align with the values and culture of the organization

*The Vision statement
inspires,
while the Mission statement
provides a **practical guide,**
summarizing the **what, how**
and why of the
organization.*

Mission Statement outlines in concrete and practical terms why an organization exists now and what it wishes to achieve in the mid-term (2 – 5) years. The Mission Statement communicates in a practical way what an organization does as it seeks to achieve its vision, while clarifying the focus of its work for its members.

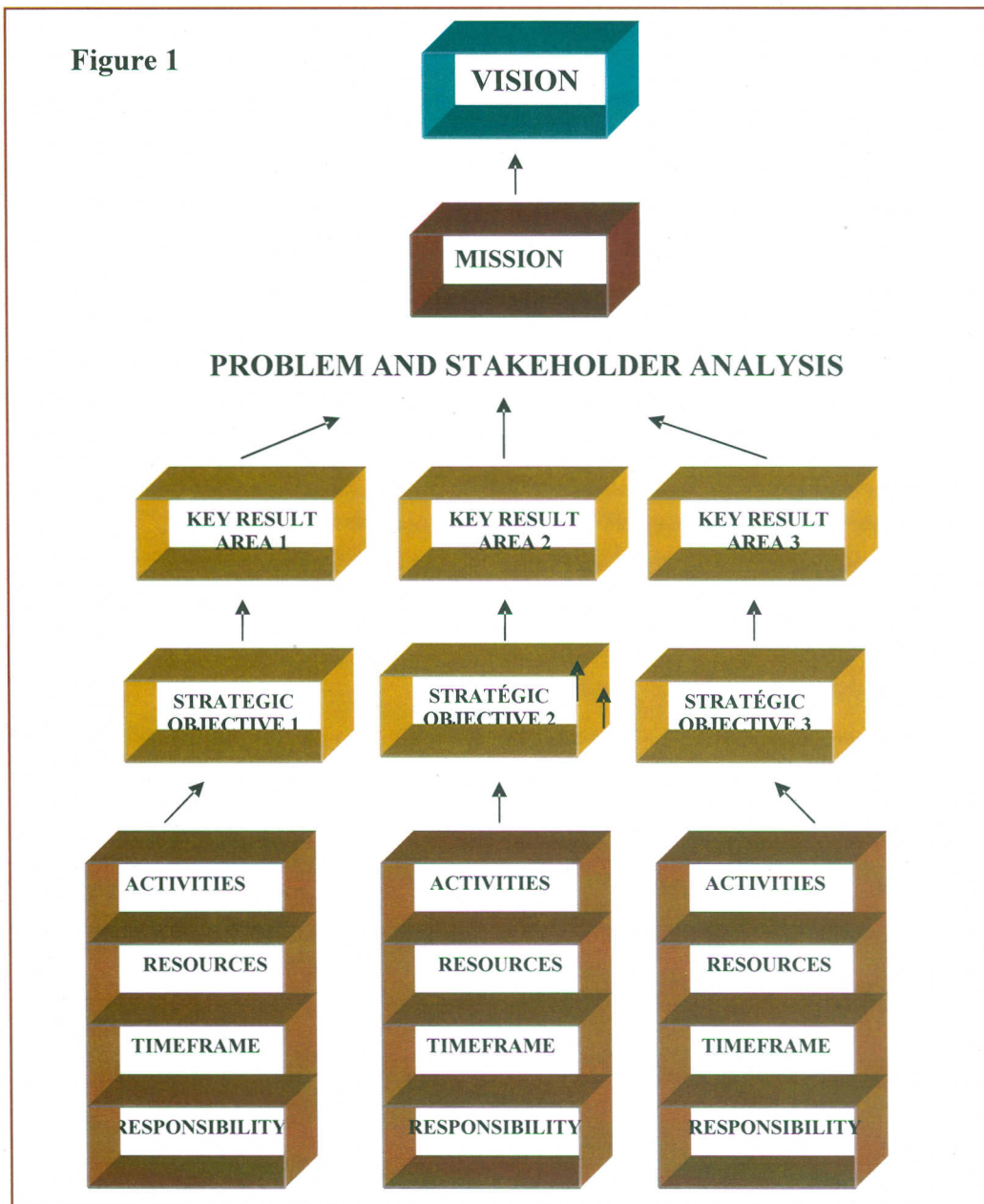
Key Result Areas (KRAs) – help to determine the priority areas for action and inform the development of Strategic Objectives.

Strategic Objectives make the planning process operational. They outline short term goals (one to two years) and how the achievement of these goals is measured by indicators.

Indicators provide the means to guide implementation and evaluation through both quantitative and qualitative measures.

Activities ensure that the plan becomes a reality. Activities are concrete steps towards achieving strategic objectives. Activities must be linked to financial and human resources and infrastructure, and should identify the persons with responsibility for their implementation.

Figure 1 shows that the approach to Strategic Planning has an internal coherence that must be respected. *Activities* must link to strategic objectives and must clearly identify the *person(s) responsible* and the *budget* required to achieve them. There has to be a clear link between the *Strategic Objectives*, the *Key Result Areas* and the overall *Mission*. Finally, the *Mission* must be consistent with the *Vision*.



Section II:

Strategic Planning with a Gender Perspective

Objectives:

- ✚ Identify the need and importance of problem analysis.
- ✚ Demonstrate the cause and effect relationship in addressing different levels of problems that affect an institution, organization or group of people.
- ✚ Apply gender analysis methodologies to determine how an issue or problem situation affects a group of men and women differently.

2.1 Institutionalization of the Gender Perspective in the Ministries of Labor of the Americas

Representatives of 25 countries attended the RIAL conference in Buenos Aires (July 2009) to review the findings of the study “*The Institutionalization of a Gender Approach in the Ministries of Labor of the Americas*”. However they concluded that the Gender Specialized Units (GSUs) were not functioning effectively in carrying out their mandate to mainstream gender in the Ministries of Labor,

They noted that only a few GSUs:

- Had a clear focus and objective
- Carried out their roles as entities responsible for institutionalizing a gender approach in the Ministries of Labor.
- Had clear approaches for coordinating and supporting gender mainstreaming in their Ministries.
- Addressed issues related to the improvement of the working conditions for women.

RIAL Conference representatives also recognized the importance of clear Mission Statements for the GSUs which would show the link between the Ministries’ objectives and the attainment of gender equality within the decent work context. Representatives reached consensus on a preliminary Mission Statement for the GSUs, as indicated below:

Preliminary Mission Statement for Gender Specialized Units (GSUs)

“Specialized mechanisms are to be established with responsibility for advising, facilitating and promoting in the institution the development of conditions for gender equality in the work environment.”

Problem analysis is a basic tool for identifying strategic objectives during the planning process. Generally, strategies for change do not differentiate between underlying structural problems and recurring, practical problems which result from them. If the underlying structural problems are not addressed, they will usually reappear periodically over time.

Problem analysis is a tool which can:

- ✚ Analyze the present situation in the context of the identified problem.
- ✚ Identify the main factors which create a problem (cause – effect).
- ✚ Present graphically the causal relationships and inter-relationships.
- ✚ Perform a diagnosis of the problem and show how it affects men and women of different ages, ethnic, economic and educational backgrounds, and other social characteristics.

It is important to state perceived problems in a direct way, in language that is clear and unambiguous.

Example:

Vague	More Explicit
We do not have enough staff	The Gender unit does not have adequate human resources to fulfill its mandate
Lack of training of officials	Ministry officials are not aware of the gender issues relevant to their work and do not have skills to integrate gender perspectives.

2.3 How to Undertake Problem Analysis

The *Problem Tree* is one tool that can be used to undertake problem analysis. This tool facilitates stakeholder participation in visualizing structural problems (causes) and those that are recurring (effects).

There are two steps to creating a *Problem Tree*:

Step 1: Identify all the problems that the institution, organization, community, etc., are experiencing and write them on cards (one problem per card).

Step 2: Categorize the problems into ones that are considered ‘causes’ and place these on the upper part of the board, and problems that spring from them (effects) and place these on the lower level of the board.

NB It is possible to add to the problems or unforeseen consequences, and to expand on or clarify issues during the exercise.

Tools for Developing a Problem Tree

- *Use very simple materials such as paper cards and markers*
- *Have a vertical surface such as a wall or a board*
- *Use some adhesive like masking tape (which usually sticks to any surface) to keep the cards in place*

2.4 Problem Analysis with a Gender Perspective.

If it is to reflect reality, effective planning must take into consideration a gender perspective. If gender inequalities are not questioned, the plan developed will not adequately address the unequal relations between men and women. In addition, failure to consider the consequences of sexual division of labor on women (in terms of time, opportunities, training, etc.), can further exclude women from the development process.

Through incorporating a gender perspective in problem analysis, it is possible to identify factors that affect a given population and which could result in marginalization of either women or men. Undertaking gender analysis in problem identification and in all planning stages will challenge the assumption that policies, programs and projects affect all people in the same way. It will highlight the differences in the roles, responsibilities, needs and opportunities, expectations and aspirations of women and men and can also identify ways to address gender gaps and find alternative solutions.

The following definitions explain key concepts in Gender Analysis (see next page).

Working Definitions for Gender Analysis

Gender is defined as socially constructed sex roles and attributes of males and females. Unequal gender roles can frequently result in the subordination of women, inequality in women's access to resources and status and to opportunities for a better life. In contrast, sex defines the biological differences between women and men and these are usually unchangeable.

Gender Roles are socially constructed and learned patterns of behaviour, determined by the gender based division of labour and responsibilities. These vary across time and by social class, ethnicity and culture and create ideals of masculinity and femininity.

Gender Analysis is a process in which differences in status and experience of women and men can be highlighted. This provides an opportunity to use specific measures to ensure that the same rights, levels of achievement and standards of living can be achieved.

Commonwealth Secretariat Gender Management System Series (1999).

Gender analysis explores the inequalities existing between women and men and between different groups of men and women that affect their welfare and economic situation, based on their position (power, disadvantage or vulnerability) in society.

Gender Approach in Programs And Development Projects, Inter-American Development Bank (2000)

Gender Gaps constitute the uneven access, participation and control patterns of women and men on the resources, services, opportunities and benefits of development. They form part of the organization's culture and contribute to unequal power relations between women and men.

Gender Mainstreaming is defined as a strategy through which government and development agencies involved in policy-making promote gender equality. The strategy has become more widely used since the Fourth World Conference on Women in Beijing, China in 1995. Gender mainstreaming is also a commitment to ensure that women's and men's concerns and experiences are considered in the design, implementation, monitoring and evaluation of all laws, policies and programs to ensure that the distinct concerns of each sex (males and females) are equally addressed and achieve gender equity and justice.

A gender mainstreaming process involves the examination of women's and men's needs, concerns, experiences, opportunities, obligations and their rights. Gender mainstreaming makes policy making more effective as it guides the assessment of how a policy or action will impact on women and on men as distinct groups. It also seeks to create equity and equality in the workplace.

Institutionalization of Gender Mainstreaming in the Ministries of Labor in the Caribbean, OAS – CIM (2009)

Gender analysis is considered a cross-cutting theme, a thread that runs throughout the planning process in both policy formulation and project design. The formulation of public policies in the decent work framework can unintentionally contribute to increasing the economic and social gap between men and women, especially if the program design is oriented to the needs of the more visible and traditional income providers, who are predominantly men.

Steps to undertaking a gender analysis include:

a) Ensuring that information is disaggregated by sex

The first stage of undertaking a problem analysis with gender perspective is to ensure that data are disaggregated by sex. The objective is twofold: a) to quantify the extent of woman's participation in the social and economic life (economic rationale for investment in women); b) to demonstrate the real situation of women and men in terms of their location in the labor market, income, social security, health, education, legal rights and other human rights, (justification for considerations of gender equity).

In addition to information disaggregated by sex and age, it is necessary to have other data which would provide greater understanding of gender differences and constraints (e.g., information on unpaid work, factors which affect the balance between family life and work, etc.). It must be noted that there is often a lack of relevant information to facilitate accurate gender analysis, and this highlights the need for national statistical offices to provide this type of information.

b) Assessing other relevant data

Having data disaggregated by sex is not enough! While, sex disaggregated data is vital in making women visible, data alone do not ensure that a project's objectives include a gender perspective. An effective gender analysis requires other appropriate data that can outline the activities of men and women and identify the specific development issues and challenges each group faces.

Even though the sex disaggregated data is a requirement, "it is not the panacea to improve woman's visibility; it only uncovers the tip of the iceberg".

Relevant Data for Gender Analysis





- *population size*
- *unemployment rate*
- *education level of men and women*
- *age and civil status*
- *average number of children of potential beneficiaries*
- *child care facilities available*
- *dependency ratio (# of persons who are dependent on the working adult)*

In developing programs that aim to create jobs targeting the poor in a specific area/location, the first step should be to gather information on the employment status of men and women in that area, so that an evaluation can be conducted of the likely impact of changes resulting from any new activities or projects.

Data for a particular area should be compared to relevant data for the region or country. Such data will highlight some of the entry barriers to women who have prime responsibility family care.

Without taking these factors into consideration it is possible that the job creation strategies would not adequately benefit the population for which the program is intended.

In conclusion, gender sensitive problem analysis requires:

-  Analyzing the present situation in the context of the selected problem.
-  Identifying the main challenges around the problem, differentiating between causes and effects.
-  Presenting the causal factors and inter-relationships in a graphic way.
-  Undertaking a diagnosis of the problem and how it affects men and women of different ages, ethnicities, economic status, educational background, etc.

Section III:

Analysis of the Context and the Stakeholders

Objectives:

- ✚ Clarify the context and the internal and external factors which will impact the achievement of objectives.
- ✚ Identify the stakeholders that must be taken into consideration in the strategic planning process.
- ✚ Identify the considerations and gender gaps in the groups involved.

3.1. Strategic Planning in Context

PEST Analysis
Political
Economic
Social and
Technological

Organizations do not exist in a vacuum!. They have to deal with internal and external factors and environments which affect how they function, and which impact on plans that are made. These need to be made explicit in the strategic planning context.

The PEST analysis helps to outline the significant external factors, generally beyond the control of the organization, but which impact on its performance and ability to achieve its mission and strategic objectives.

3.2 What is the Stakeholder Analysis?

Stakeholder Analysis is a tool used to assess which groups are likely to support or oppose a given strategy to address a problem. The planning, design and execution should consider how best to maximize support and to minimize resistance from the stakeholders in the execution of a project.

Basic Questions

- *What is the issue /problem?*
- *Who are affected by the problem?*
- *Who should be involved in the solution to the problem?*
- *What considerations affect their participation?*

The analysis of stakeholders identifies the people, groups and institutions that can influence or be affected by a program or project. It clarifies the roles and interests of each group and lays the foundation for the participation of these in successive stages of the project or activities. Stakeholder analysis also encourages and facilitates reflection on gender considerations at an institutional level and highlights ways in which the lack of gender awareness can make it difficult to recognize the needs and specific interests of women and men. (IADB, 2002).

Stakeholder analysis brings greater objectivity to the planning process since it considers diverse points of view. It can also promote a sense of ownership among the beneficiaries when they are included at the beginning of the planning process.

We use the stakeholder analysis to establish:

- ✚ Which groups are directly or indirectly involved in the problem to be addressed.
- ✚ Their respective interests which are relevant to the problem.
- ✚ Their perceptions of the factors that cause or create the problem.
- ✚ The mandates of the stakeholder organizations including their legal status.
- ✚ The resources available from each group / organization to deal with a problem, implement a solution (or impede a particular solution).
- ✚ The policies, human resources, management, planning processes and instruments of the organizations which are involved in finding a solution.

The groups of stakeholders are the groups of people who support the proposed solution as well as those who oppose the proposed solutions. It is critical to include both groups in the chart. While a group of stakeholders that support a proposed solution could contribute resources to a project (designed to solve the development problem), a group of stakeholders that oppose the selected solution could also use their resources to hinder or prevent the proposed project or approach.

An effective stakeholder analysis will assess these perspectives.

3.3 Gender Perspectives in Stakeholder Analysis

As in problem analysis, it is necessary to perform a **gender analysis of the groups of stakeholders**. We therefore need to identify these entities and develop a clear understanding of their roles and specific needs. Such knowledge can improve the design of policies and lead to a more efficient implementation.

a) Identification of the interests and specific needs of men and women

Identifying gender gaps highlights the unequal access of men and women to existing resources and the benefits of development. The identification of such interests and the specific needs of men and women require clarification of differences in a) roles and responsibilities; b) access to resources, information and income; c) decision-making position at home; and d) access to the policy benefits.

b) Clarification of roles and responsibilities

Gender differences in the roles and responsibilities are often not considered in the design of policies. Woman's participation in the work force – as workers, employees, entrepreneurs or managers has increased significantly in both the formal and informal

sectors of the economy. This has improved their capacity to generate income for their households.

In spite of this, women are generally policy 'takers' not policy 'makers'. Their roles in the domestic sphere and the services sector are often not considered seriously in the economic planning. Consequently, they are often marginalized and not viewed as 'productive' members of society. Similarly, many young men with poor education, few skills and negative attitudes, are marginalized from the world of work. Thus the young men visibly 'on the block' often engage in dysfunctional social behaviour and also do not perform as 'productive' members of the society.

Women are also over-represented among the poor and other vulnerable groups. In this regard the reality that the income in female-headed households is generally less than in male-headed households must be considered in policy planning. Every poverty reduction policy needs to take into account the differential access to and control of resources by men and women.

c) Identification of differences in influence and decision-making power in domestic and public life

The policies, programs or projects, especially those that focus on the family unit, must consider the different decision-making positions in the household. There is generally an assumption that family members have similar preferences, needs and interests; that the head of the household always acts in the family's interest; that family resources are efficiently distributed; that there are no conflicts in decision-making and that the benefits are shared equitably among family members. Therefore, if the head of the household is a beneficiary of a policy or project, it is assumed that the benefits received are shared equitably among all the family members.

However, several studies dealing with family dynamics, have demonstrated that these assumptions are not necessarily true: the interests of family members are not uniform, the resources or income are not efficiently distributed and work distribution (productive, reproductive and community) is not allocated equitably among family members.

Women generally have less access to and control over the income and resources, resulting in what has been called "secondary poverty". In contrast, the head of male-headed households frequently has a higher standard of living than his wife and dependents, and often spends a significant portion of his income in recreational activities outside the house (Chant).

3.4 . Elements of the Stakeholder Analysis

The Stakeholder Analysis should focus on groups not individuals in this stage of the planning process. It leads to the identification of organizations and groups, their interests, how they perceive problems and their resources and mandates.

Groups	Interests	Perceived Problems	Resources and Mandates

Identifying the groups that are directly or indirectly involved or affected by the problem at hand and its possible solution. Organizations and groups can include:

1. Population groups – categorized according to characteristics relevant to the problem such as location, level of income, ethnicity, gender, age, etc.
2. Public sector organizations.
3. Private sector organizations.
4. Civil society organizations. (e.g. NGOs and unions).
5. Religious organizations.
6. Political groups.
7. External organizations (e.g. Other countries).

Clarify the interests of each group - in relation to the problems or issues being addressed. The interests can also reflect concerns of each group that is affected by the problem.




Outline Perceived Problems – document the specific problems or negative conditions as they are perceived by each stakeholder group.

Identify the Resources - which each group can contribute to solving the problem (OR to blocking a proposed solution). Resources can be financial and non-financial. Frequently non-financial resources (public opinion, strikes, political influence, and voting) are more important than the financial resources.

Completing a thorough analysis of stakeholders provides better information for addressing problems that have been identified and achieving strategic objectives.

Section IV:
**Objectives Development
and Analysis**

Objectives:

-  Develop strategic objectives to solve the problem.
-  Identify different levels of objectives within the planning process.
-  Integrate gender considerations within the planned objectives.

4.1. What is Objectives Analysis?

Strategic Objectives set the framework for action. They state the end result, turning the problem issue into positive statement. Operational or practical objectives describe specific and measurable targets when accomplished together or in sequence enable the organization to achieve its desired end results.



End

During the analysis of objectives we review the priority problems that appear in the in the *Problem Tree* and convert these to strategic and practical objectives for resolving those problems.

The objectives analysis is a tool to:

1. Describe a situation that could exist after solving the problem(s).
2. Identify the means-end relationships between objectives.
3. Visualize the means-end relationships in a diagram (objectives tree).



Means

Instead of having cause-effect relationships (as reflected in the *Problem Tree*), the resulting diagram which we call **objectives tree** reflects means-end relationships.

4.2 Approach to Creating an Objectives Tree

- a) Select a problem that appears in the higher level of the *Problem Tree* and transform it into an objective (which is a way to address the problem).
- b) Work downwards in the *Problem Tree* to identify an objective for each problem.
- c) Restate the negative conditions of the *Problem Tree* as positive conditions (objectives) that are desirable and feasible.
- d) Complete the objectives tree diagram that shows the means-end relationships between the immediate and higher level objectives.
- e) Eliminate objectives that seem unnecessary or that are unrealistic.

The establishment of clear objectives is crucial since they are a key factor in how plans are implemented, monitored and evaluated. Unclear objectives are one of the greatest obstacles to impact evaluations. This is particularly problematic in dealing with gender issues.

Be SMART!
...make your Objectives
Specific
Measurable
Attainable
Realistic
Time bound

For example, a statement such as: “*improve woman’s situation*” is a typical example of a complex objective, composed of indicators which are difficult to identify. Similarly, *the statement: “incorporate women in development”* is vague; or “*achieve the empowerment of women*” can be ambiguous.

Effective Objectives are:

- explicit about the expected results and, therefore, should not refer to the resources to be used nor the activities expected to be developed to achieve them;
- realistic, taking into consideration the available resources and the environment, as well as the present, future or potential restrictions, risks and threats;
- expressed in such a way that they can be operationalized to allow verification during implementation and on completion;
- include deadlines with clear measurable timeframes.




The objectives analysis should also differentiate strategic objectives linked to underlying strategic problems, from recurring or ongoing problems which can be addressed by practical sub-objectives or targets.

Vision	
Mission	
Strategic Objective 1	
Strategic Objective 2	
Strategic Objective 3	
Strategic Objective 4	

Section V:

**Developing
a Gender Sensitive Plan**

Objectives:

-  Know and learn how to use the strategic matrices as a management tool.
-  Understand the importance of the indicators in measuring the achievement of each objective.
-  Distinguish between different types of indicators.

5.1 The Strategy Planning Matrix

As a management tool, Strategic Planning results in a matrix with indicators that guide the execution and evaluation of the results.

While strategic matrices can be presented with different levels of complexity, they all contain the following elements:

Vision			
Mission			
Strategic Objective 1	Results indicators	Verification Methods	Responsible
Activities	Resources	Time of execution	Responsible
Strategic Objective 2	Results indicators	Verification Methods	Responsible
Activities	Resources	Time of execution	Responsible

5.2 Development of Indicators

Indicators are the qualitative or quantitative measures accepted by the stakeholders to assess progress towards the achievement of an objective. Indicators support the decision making process and prioritization of activities, and also provide the basis for monitoring and evaluating performance, and determining follow-up action.

Indicators can be both quantitative and qualitative. Quantitative indicators are measures that are expressed in numbers, quantities and percentages. Qualitative indicators facilitate more subjective assessments of progress and changes.

Types of Indicators

Each indicator should be linked to a specific target that allows stakeholders to assess whether an objective has been reached. Indicators at a practical level measure the inputs and processes. Indicators at the strategic objective level measure the results, outcomes and impact after the project has been completed.

Types of Indicators

Inputs – measure the resources and systems necessary for carrying out the project

Processes – measure whether project activities are carried out according to plan

Results – measure whether the level of access and participation and the intermediate results are being achieved to the degree necessary for meeting project objectives

Impacts – measure the effects (medium and long-term) of the project on women and men and whether objectives have been achieved.

Examples of Gender Sensitive Indicators

Inputs and Processes	Results	Impacts
# of training events	Access to training of w/m by occupation	# w/m trained that find work in their area
# loans (w/m)	Size and type of loans received by w/m	# of new micro enterprises that are viable and owned by w /m
Assistance to community groups - # w / m participating or benefiting	Increase in the # of active members in community organizations (w /m)	Increase in the % of women in leadership positions
Information systems with data disaggregated by sex	Greater use of gender analysis in the design of projects	# of projects designed or implemented with the participation of the w/m
		# projects implements that address gender considerations

A good indicator should have the following attributes:

- a) **Practical:** - The necessary information is accessible and the cost of obtaining the information is reasonable.
- b) **Relevant** – measuring the desired results for women and men, as well as the changes that result from project activities.
- c) **Verifiable** - Indicators must be specific and measurable in terms of
 - quantity (numbers and percentages)
 - quality (with criteria for assessment)
 - by time (considering the timeframe and deadlines for completion)

Data sources should be specified so that the person responsible for implementation or the evaluator can obtain independent information about activities and costs relative to the indicators. Verification should include both statistical and practical assessment. It is important to include at least one qualitative indicator, including the opinions of beneficiaries about activities undertaken.

Key concepts:

- ✚ If we can measure it (quantitative or qualitative) we can manage it.
- ✚ Indicators at the target level measure inputs and processes.
- ✚ Indicators at a strategic objective level measure results, outcomes and impacts.
- ✚ All the indicators must include a specific targets related to QQT (quantity, quality and time).

5.3 Defining Activities

Effective plans outline practical actions which must be taken to achieve objectives linked to the Mission and Vision.

Activities should be outlined in detail and should include cost requirements so that resources can be allocated. If an activity is not properly planned, it is likely that adequate financial and human resources will not be allocated to it, with the risk that activities will not be able to meet their targets and achieve the strategic objectives. The following components of the Plan are directly linked to the activities.

Resources: The planning process requires identifying the resources (human, financial and other) required to achieve results. These should be defined as realistically and as accurately as possible for each activity.

- **Human resources** – include the technical skills, administrative and other types of support required to implement an activity.
- **Financial Resources** – include the budgetary allocations and other funds that are required to implement an activity.

Lack of clearly identified resources and sources of support will negatively affect the implementation of a Plan or project requirements.

Time Frames and Deadlines must be identified for each activity. These must also be realistic, especially in the cases in which their execution is linked to or dependent on other activities within and/or outside the project. Deadlines should also make allowances for unforeseen circumstances. Unrealistic timelines for activities which are dependent on each other will result in delays in the entire project. Establishing

realistic timeframes and deadlines for each activity will facilitate the development of an effective and workable overall schedule for the project.

Responsibilities - Finally, it is essential to determine who will be responsible and accountable for each activity. This person is not expected to be the sole implementer for the specified activity, but will have prime responsibility for its execution. The Plan should also identify who will be accountable for the overall project.

In summary, the **activities** row of the planning matrix includes the resource requirements for each activity linked to the strategic objective and which contribute to the overall project budget linked to the **deadlines** for completion.

5.4 Implementation

The plan itself should include information on the implementation process. It should include:

- Leadership approaches encouraging ownership, participation, collaboration and commitment to the planning and implementation process
- Management responsibilities outlining processes to get things done
- The procedures that will be used to approve and make changes.
- An overall implementation schedule which shows this plan in the context of other programs of the organization or Ministry.
- Processes for ensuring that stakeholders are kept informed and involved.

Leaders of a Strategic Planning Process must recognize that they are facilitating a process of change. To be effective they need to recognize that they are change agents. They need to understand the resistance that men and women at all levels generally exhibit in a changing situations, and develop skills for building support.

Being sensitive to the dynamics of the change process is particularly important for persons addressing gender issues which challenge traditional perspectives, beliefs and behaviors. Unless key factors are identified and considered, the planning process for gender mainstreaming will be ineffective.

**If you fail to Plan
You plan to fail!**

5.5 Monitoring, Evaluation and Follow up

The strategic matrix outlines and defines a series of results associated with costs, deadlines and the persons responsible. It is important to be able to evaluate or follow up the results, indicating whether the project was carried out within its budget or timeframe, and the extent to which it achieved the expected quality or quantity of results, and the impact of the activities on the intended beneficiaries and situation.

The monitoring and evaluation process should be identified as part of the plan and should specifically address some critical questions. It should also specify who has overall responsibility and accountability for implementation.

Evaluation Issues

1. *Is the organization on track to achieve its Strategic Objectives?*
2. *Are gender issues clearly identified and addressed?*
3. *What should be done to improve the Implementation process?*
4. *What changes should be made to the Activities?*
5. *Were deadlines realistic?*
6. *Does the organization function effectively?*
7. *Was an adequate level of resources allocated to achieve the stated objectives?*
8. *What has contributed to successes?*
9. *What caused failures?*

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Annex 1

The ZOPP Facilitation Technique

The ZOPP technique is a process for facilitating group involvement in decision making and problem solving. It was introduced by the German Cooperation Agency GTZ, and is particularly useful in participatory planning approaches.

The ZOPP Facilitation technique ensures involvement of all participants, enabling equal sharing of ideas and facilitating the summary and synthesis of information and perspectives. The ZOPP process seeks to develop consensus and to reduce conflict based on power relations within a group.

Stages of the ZOPP Facilitation Process

Stage 1 Invitation

Ensure that all the involved groups are represented in the planning process with the group, organization or institution that has identified a problem and seeks to develop a strategy to address it.

Stage 2. Script Building

This process is very important for the success of the workshop. The questions to be asked must be very clear and concrete, thus avoiding misunderstandings and ambiguous answers.

Stage 3. Workshop Implementation

A few basic elements are required¹ for the implementation of the ZOPP workshop:

- Markers (one marker per participant)
- Flip chart paper
- Cards or paper (4 different colors)
- 1 Masking tape and adhesive

The facilitator is responsible for facilitating the process, and should be careful about making judgments or imposing any criteria except in applying the methodology itself.

- The facilitator places the first question (prepared before the workshop in the script building process) on a board or wall. Cards and markers are given to participants and they are asked to answer the question in writing in the cards in the following way:
 - one idea per card
 - maximum of three lines (practice the ability to summarize)
 - writing in clear, large letters
 - each participant can complete as many cards as he or she wants
- The cards are put on a flat surface (board, wall or paper) in a haphazard manner. The facilitator reads each card so that participants are aware of each others' ideas.
- One card is taken at random, it is put in a flipchart heading a column and all the cards that express the same idea are placed under it.
- Where ideas are not clear to others, the writer is asked to explain. The card is placed in the column that its owner considers most appropriate.
- Once the cards have been organized in columns, they are titled with different colour cards.
- The importance of giving a heading or title to the column will contribute to building consensus, where one idea can represent similar ones from all participants.
- In the cases where it is necessary to prioritize the column or when there is not enough time to deal with all the columns, participants are asked to prioritize the importance of each column. Each participant indicates with his or her marker the column that is most important or urgent for him or her.

KEY POINT: This participatory process **emphasizes consensus generation, participation, commitment and involvement** rather than a strict focus on concepts and issues.

After the planning workshop, each of the contributions will be placed at the appropriate level, determining if it is part of the Vision, the Mission or the Strategic Objectives.

**Undertaking a
Participatory Strategic Planning Process
builds commitment and buy-in
of ALL involved.**

Annex II

Excerpts from the CASE STUDY: PROPOSAL FOR GENDER MAINSTREAMING IN THE MINISTRY OF LABOUR IN JAMAICA

Introduction

The case study on Jamaica was been developed to support the Ministry of Labour and Social Security which has not yet mainstreamed gender, to do so. It answers two basic questions: Why mainstream gender? and how? It therefore provides a rationale for gender mainstreaming and for selected Departments, suggests entry points and strategies to facilitate this process.

The Final Report for Institutionalization of Gender Mainstreaming in the Ministries of Labor in the Caribbean (2009) prepared by Leith L Dunn Ph.D., Institute for Gender and Development Studies Mona Unit, The University of the West Indies, Jamaica, provides the full case study.

The first section of the Case Study examines the framework for gender mainstreaming. This excerpt identifies entry points and practical approaches to apply recommendations on how gender could be mainstreamed in the Ministry of Labour.

.....

The framework for gender mainstreaming in Ministries of Labor includes:

- Strengthening *political will* to achieve gender equality and gender equity;
- Integrating a *gender perspective into the planning processes* of the Ministry and the planning cycle. This may include mainstreaming gender in mechanisms for analysis, development, appraisal, implementation, monitoring and evaluation of policies programs and projects;
- Collecting *sex disaggregated data*;
- Conducting *gender analysis* of the data to develop profiles of groups of men and women in the workforce; identifying gender gaps; assessing practical and strategic gender needs; and evaluating the differential impact that policies and programs have on each group;
- Implementing *capacity building* training programs in gender analysis and planning for policy makers, planners, senior managers and other key personnel;
- Promoting inter-sectoral linkages to maximize resources available.
- Facilitating the participation of male and female workers in decision-making;
- Committing *human and financial resources* in the Ministry of Labor to promote gender equality (including mechanisms to lead and implement the process).

Strengthening Political Will

- a. Adopt and implement strategies to mainstream gender with support from a planning process that draws on persons at the highest level of authority in government and relevant actors in civil society. Their input should be comprehensive, should have time bound targets and benchmarks for monitoring. *The process should include proposals to allocate or reallocate resources for implementation.*
- b. Having the Minister serving as champion for gender mainstreaming (e.g. Antigua) is one indicator of strengthened *political will*. Mainstreaming gender in the Ministry's vision and mission statements is another.

The Ministry's Vision is to: 'contribute to national development through the provision of efficient and effective labor and social security services within the context of a globalised economy.' (MLSS website).

Gender Mainstreaming (GM) Recommendation

Review the Vision Statement and explore changes to make it more gender-sensitive.

The Ministry's Mission Statement is to 'Promote a stable industrial climate through tripartite dialogue, ensure the highest standards of occupational safety and health at the workplace, facilitate increased access to employment and effectively manage social protection programs including those for groups with special needs such as below the poverty line, the elderly and persons with disabilities.'

GM Recommendation:

The Ministry may wish to consider inserting (for men and women) after increased access to employment, as well as inserting (female headed households) after ... the poverty line.

Integrating Gender in the Planning Process

Mainstream gender in the Ministry's annual and long term strategic planning processes with indicators, targets and outcomes expected. Prepare a Plan and monitoring mechanisms. Integrate *gender analysis, gender mainstreaming and gender planning* into the Ministry's Strategic Plan as recommended by reviews of gender mainstreaming by the Bureaux of Gender Affairs, to ensure ownership. Include gender in the analysis, development, appraisal, implementation, monitoring and evaluation of policies, programs and projects.

Ministry of Labour and Social Security¹

The section below includes information from the website of the Labour Division of the Ministry of Labour and Social Security with departments which include: Industrial Relations, Manpower Services and Occupational Safety and Health. Selected Units are used as examples of approaches that the MLSS may wish to use to establish its GM Unit.

Objectives of the Labour division are outlined below. For each objective, suggested actions to mainstream gender and promote the ILO's Decent Work Agenda are included in italics:

Promote good working relations between employers and workers whether or not they are organized in trade unions;

GM: Gain access to and provide support for domestic workers most of whom are female by providing institutional strengthening of the Jamaica Household Workers Association. Support preparations for Jamaica's participation in the ILO Conference in 2010 by addressing the needs of domestic workers whose situation will be addressed at the next ILO Conference);

Establish and maintain a system of minimum wage rates for the protection of workers who may not be unionised;

GM: Collect and analyse sex disaggregated data on minimum wage earners who include poor working class women and rural women at higher risk of poverty). Rural poverty is twice the rate (19%) of urban poverty (6%)(2007, JSLC.)

Promote good labour standards and measures to improve the working environment and terms and conditions of employment;

GM: Give priority to sexual harassment, gender equality in wages and HIV in the workplace and migrant male and female workers recruited to work in key sectors- e.g. agriculture (males); hotels (females).

Ensure the provision of a safe working environment.

GM: Support the public education and legal campaign of the Bureau of Women's Affairs on Sexual harassment in the workplace; conduct research on discrimination against sexual minorities in the workplace; conduct research on poor working conditions in specific sectors, e.g. security guards- majority male and more females entering the sector; identify and address occupational health and safety conditions for specific categories of workers dominated by males and females.

1. Information provided is from the Ministry's website:
http://www.mlss.gov.jm/pub/index.php?artid=32&par_id=32#THE%20LABOUR%20DIVISION

Assist unemployed persons in securing employment which is satisfactory to them and at the same time beneficial to the society.

GM: Special programs to address the higher number of females unemployed and lower labour force participation rates which impact earnings, economic status);

Operates an effective system to facilitate the flow of information between job seekers and employers and the education and training system;

GM: collect and analyse sex disaggregated data on job seekers and share data with the education and training sectors; review communication strategies to increase access to females in the informal sector, rural women;

Promote the development of the Jamaican labour market within the context of the global economy.

GM: address gender inequalities in the labour market) (see below).

Enhance economic development through the promotion of productivity growth;

GM: Include gender issues in research conducted on factors that impact productivity;

Inform and sensitise the Jamaican labour force about issues related to the CSME.

GM: Review studies on the gender implications of the CSME.²

The Industrial Relations Section

This Unit is responsible for the promotion and maintenance of industrial harmony in the nation. It is divided into five sections:

- 1) Conciliation
- 2) Industrial Disputes Tribunal (IDT)
- 3) Pay and Conditions of Employment
- 4) Minimum Wage Advisory Commission
- 5) International Labour Agency/Information

The MLSS website notes that the Pay and Conditions of Employment branch ‘ensures the maintenance of minimum standards set out in the various labour laws relating to notice pay, redundancy pay, holidays with pay, maternity leave, national minimum wage and the minimum wages in certain trades, which are announced from time to time’.

2. See Leo-Rhynie (2004; Taylor (2004).

GM Recommendation: Collect and analyse sex disaggregated data to support monitoring of commitments to the ILO's Decent Work Agenda and to gender equality; enhance policies and programs, and improve labour standards.

Minimum Wage Advisory Commission

GM Recommendation: Collect and analyse sex disaggregated data on minimum wage earners (e.g. wages and working conditions) to guide national policies and programs on poverty reduction.

International Labour Agency/Information

This Unit performs duties in respect of Jamaica's obligations as a signatory to the International Labour Organizations, (ILO). It also liaises with International Agencies such as the Organization of American States (OAS), the United Nations Development Programme, (UNDP) and CARICOM, among others, concerning labour matters, on behalf of the Government of Jamaica.

GM Recommendations: Collect and analyse sex disaggregated data to increase the government's ability to improve the statistical data used in national and international databases (ILO, OAS, UN, ECLAC and CARICOM).

The International Programme for the Elimination of Child Labour (IPEC)

The IPEC programme seeks to:

- Provide a comprehensive information system that incorporates quantitative and qualitative information on child labour that is being used for policy and programme development.
 - Strengthen the institutional capacity of the relevant institutions of the GOJ and civil society to enforce child labour laws and to develop and implement policies and programs towards the prevention of child labour.
 - Withdraw and rehabilitate children from hazardous work and prevent them from engaging in child labour.
 - Enhance public awareness on the complex problems associated with child labour.
- (Source: MLSS website)**

GM Recommendation

Develop gender sensitive interventions to address the specific needs of boys and of girls in child labour. Research has shown that girls are more likely to be victims of sexual exploitation and boys, victims of forced labour.

The Jamaica Productivity Centre

The Jamaica Productivity Centre (JPC) is a tripartite organization comprising representation from the Ministry of Labour and Social Security, the Jamaica Employers Federation (JEF), and the Jamaica Confederation of Trade Unions (JCTU). The Centre's mandate is to stimulate a high level of national awareness of the concept of productivity and inculcate a productivity-sensitive culture in Jamaica through advocacy, knowledge generation and dissemination, and provision of technical assistance services. (MLSS website)

GM Recommendation:

Organize training in gender awareness and the use of gender analysis tools for tripartite partners (JEF and the JCTU); mainstream gender in research and productivity enhancement programs; ensure that technical assistance services to enhance productivity, focus on specific needs of male and female workers; promote family-friendly workplaces that enable working fathers and mothers to jointly share family responsibilities such as child care more equitably.

The Manpower Services Section (MSS)

This department is responsible for the Overseas Employment Programs, local employment and the granting of work permits. (MLSS website)

GM Recommendation

Increase employment opportunities for females as historically, the majority of opportunities have been provided for male.

Explore:

- a. temporary employment opportunities for females in construction in Canada;
- b. collaboration with the Women's Construction Collective, the Construction Resource and Development Centre (both NGOs) and the National Council for Technical and Vocational Training Agency (NCTVET) to increase the number of women construction workers trained, certified and recruited for overseas employment.
- c. expand the programme to test, train and certify male construction workers, many of whom have low levels of literacy and limited certification, though skilled.

This department is also strategically important for the EU-CARIFORUM Economic Partnership Agreement signed by Jamaica and the European Union in October 2008. This reciprocal agreement includes 29 categories of workers that will be eligible to work for up to 12 months in Jamaica and in Europe.

The Labour Exchange Department

Provides at no cost to the public, effective employment facilities including an electronic job matching system and labour market information, to satisfy the needs of job seekers and employers. The department provides a cost-effective means for the employers to source suitable candidates and a conference room facility is also provided where employers may conduct interviews. (Source: MLSS website)

GM Recommendation

Adopt a gendered approach to public education campaigns aimed at increasing awareness of this facility. Strengthen partnerships with civil society and community groups to increase public awareness of opportunities (e.g. churches and citizen organizations); markets and supermarkets; beauty salons and barber shops; bars and betting shops, organizers of sports events etc.

Private Employment Agencies Monitoring Unit

This unit monitors Employment Agencies to ensure that these Agencies are registered and licensed by the Ministry of Labour and Social Security to place persons in employment both locally and overseas. It also ensures that the Agencies operate within the Employment Agencies Regulation Act.

GM Recommendation:

Collect and analyze sex disaggregated data from the private agencies for use in planning for the Labour Market.

The Work Permit Section

Grants work permits and exemptions, based on the requirements of the Foreign Nationals and Commonwealth Citizens (Employment) Act as well as the CARICOM Community (Free Movement of Skilled Persons) Act 1997. (MLSS website)

GM Recommendation:

Conduct gender analysis of sex disaggregated work permit data to monitor human trafficking, consistent with Jamaica's commitments under the Palermo Protocol on Human Trafficking.³ Feed this data into the national database of the Anti Trafficking Unit of the Jamaica Constabulary Force to support investigation, reporting and interventions to support victims.

3. Ricketts H and Dunn, L (2007). 'Human Trafficking for Sexual Exploitation and Forced Labour in Jamaica.' IDB-funded study for the Anti Trafficking Task Force, Ministry of National Security, Jamaica.

Capacity Building

GM Recommendation: Develop a comprehensive capacity building programme that includes an introduction to basic definitions and concepts on gender, use of gender analysis for policy and planning etc.

Participation

GM Recommendation: Heads of departments should lead the GM process, be part of a gender focal point unit that includes the Ministry's top management team, working to implement the GM Plan, and programme with agreed deliverables, outputs and timelines. Strong champions should be given the responsibility and resources to lead the process. The goal should be full participation of stakeholders in the GM process.

Technical, Human and Financial Resources

- Provide technical support to ensure that the GM Unit has the requisite skills and financial support to lead the process.
- Include equal numbers of men and women, equipped with skills in gender mainstreaming.
- Encourage the Human Resources Division to mainstream gender in the human resource staff assessment programme with clear indicators for monitoring performance and the criteria for promotion.

GM Recommendation

The Ministry's Legal Department and the Bureau of Women's Affairs should review the above-mentioned laws and make recommendations to ensure increased support to promote gender equality in employment, and consistency with commitments to CEDAW, the ILO and the OAS. The MLSS may consider the following priorities for this legislative review:

- Sexual harassment in the workplace;
- Gender and HIV Workplace Policies;
- Gender equality in employment and wages;
- Legislation to enable unpaid workers in the care economy to access social protection;
- Protection for Migrant workers.

The criteria and recommendations for gender mainstreaming in the MLSS in this case study are not 'cast in concrete'. Rather they are guidelines for the Ministry to consider as it moves to implement its gender mainstreaming programme in the next period. The process will require financial support at a time when resources are limited, but the benefits should also be considered.