

Engagement Strategy for the Caribbean Member States: 2022-2026

Promoting Parity and Diversity at CIM through our Smallest States



OAS | CIM

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“CIM ought not to wait to do big projects in the Caribbean but can begin to make a big impact with smaller ventures.”

–Her Excellency, Yolande Y. Smith, Ambassador, Permanent Representative of Grenada to the OAS and CARICOM Caucus Point Person on Gender

1. Introduction

At both the *Organization of American States* (OAS) and the *Inter-American Commission of Women* (CIM), the Caribbean member states constitute 40% of membership, despite being the smallest states of these hemispheric bodies. Beyond its history of active involvement with the CIM from 1974-2000, the Caribbean’s interest, engagement and participation has gradually waned. The 14-member Caribbean region is potentially a considerable political force, but without the same level of equitable influence over the agenda and work of the CIM. Over the last decade (from 2011) in various spaces, Caribbean delegations have expressed a desire to close this gap, which challenges the region’s stake in this hemispheric body.

Steadily over time, the Caribbean Member States’ dissimilarity to the other CIM member states seemed to evoke or rather unearth some unconscious cultural, geopolitical, ethnic, economic and linguistic biases. As a collective, the Caribbean felt that CIM’s strategic areas and work plans seemed to have a comparatively affinity and alignment with the priorities and needs of its Latin American Member States. Within the last 20 years at the CIM, agendas, models, projects and programs seem to have been based and developed, by and large, on Latin American experiences, perspectives and initiative. After being eventually translated into English (and French) for the benefit of the Caribbean Member States, invariably, these Latin-based initiatives are handed down to be adapted and awkwardly retrofitted for the Caribbean region. Throughout this process, sparse or sporadic consultation has happened with Caribbean stakeholders. This type of approach has proven to have an adverse effect on the relationship between the Caribbean and the CIM, since it was felt that the real and specific needs of the Caribbean region were often being overlooked, undervalued, or relegated to a lesser status. Such engagement between the CIM and the Caribbean needed to change - and a more equitable and sensitized approach found to deal with a uniquely diverse region which represents 40% of the CIM.

For the CIM’s part, the transformation would require serious, ongoing, open, and frank multi-level dialogues on the Caribbean, for the Caribbean, by the Caribbean, with the Caribbean, as part of the way forward. By utilizing the outcomes of these dialogues, CIM would be able to develop an actionable way forward with strategies to move from the perpetuity of a loose engagement to a firm commitment to truly incorporate the Caribbean within the CIM.

In 2020, the CIM took note of this Caribbean narrative and began to take action to resuscitate its failing relationship with the CARICOM Member States. CIM's renewed openness and willingness to address this situation is an attempt to pre-empt further deterioration of this key connection; and prevent new fault lines from appearing in its foundation. Determined to improve its strategic relevance to the Caribbean region, CIM has given priority to identifying concrete Caribbean-oriented strategies to re-engage these Member States under the current, unprecedented realities.

The COVID-19 pandemic, with all its challenges, has provided opportunities – including ones for creating re-entry points into the Caribbean region. The ongoing work of the OAS during the pandemic has made clear that much can be accomplished through virtual meetings and an increased focus on communication, with significant savings in terms of the financial, human and time resources invested. The pandemic and its gendered impacts have also provided new opportunities to place, or re-locate, gender issues at the heart of policy debates surrounding leadership, economic development, crisis preparedness and other issues.

2. Mapping the Impact of the Caricom Member States at the CIM

The Anglophone and Dutch CARICOM states began to join the CIM with a staggered entry from 1974-1991, a significant 46 years after it was founded as the premiere inter-governmental forum for women's political and civil rights in the Americas. At the time, CIM's main actors were Latin America and the United States. The advent of the Caribbean Member States presented not only exponentially increased its membership but extended its reach into a new geopolitical frontier to expand its political influence within the OAS. Along with outlier Francophone Haiti, this heterogeneous bloc of small state nations leveraged their unity to actively diversify the CIM and bringing to the table new perspectives and different legal, political, social, economic and cultural systems.

Strategically, the Caribbean authorities, in navigating the political dimension of the CIM, rationalized that a compelling advantage came from occupying CIM's decision-making positions. In leadership positions, it seemed CIM's resources were more readily directed - or even diverted - to assist with building and strengthening capacity in the national mechanisms of the Caribbean Member States to better execute local, national and even multilateral projects.

For a period of almost 30 years (1974-2003), Caribbean/CIM engagement was mainly driven by an interlocking of political representation, technical assistance and financial support to national and regional activities. During the 1970s-1980s, the CIM pioneered technical cooperation, making grant funds available for infrastructural, socio-economic, and legal support

to its Member States. The Caribbean benefited tremendously from this assistance at the local, national and regional levels as part of CIM's new trajectory into integral development. However, with the deepening financial crisis at the OAS coming in the mid-1980s in response to a global economic crisis, despite its best efforts, CIM's budget could no longer provide individual support to the Caribbean Member States that were so dependent on its funding. By the 1990s, this 20-year tangible engagement with the Caribbean region was languishing considerably - even after the CIM had tried a new counterpart financing mechanism - using external and national funds - to generate seed funds for projects for the next decade.

By this time, CIM was also facing increasing competition from regional and international actors with more financial resources and an onsite institutional presence in the region. Consequently, it lost some of its prestige and primacy to the Caribbean Member States as a consolidated site of political, financial and technical cooperation. With its strategic importance being severely eroded, CIM could no longer compete on an equal footing with the level of engagement and responsive assistance to the needs of the Caribbean Member States from the other international gender and development agencies with sub-regional offices located within the region.

Onwards from 2008, at the end of the most recent Caribbean Presidency; CIM's involvement with the Caribbean Member States had irrevocably evolved as budgetary exigencies recalibrated its approach to the Caribbean. In cutting back its role as a donor agency to becoming more of a hemispheric policy-making body, the Caribbean's relationship with the CIM became complicated by this factor. One of the region's top gender-related priorities was female empowerment through income-generating projects and micro-enterprise. With CIM being forced to gradually phase out its funding for tangible projects in favor of more policy-and-program-oriented gender training and technical assistance, the Caribbean lost its foothold on the tiny turf of integral development over which it had had some decision-making power.

Following this time, the big decisions of the CIM have been seen to be negotiated behind-the-scenes among powerhouse member states - with little-to-no input from the Caribbean region. For the next 10 years, apparently, the Caribbean became further removed from the inner circle of executive power as geo-political parity sharply declined. Even at the level of technical representation, there was a minimalist approach to including Caribbean human resources. Some examples include: the uneven composition of CIM panels, the small pool of recycled experts and presenters, and the implicit bias towards Latin American nationals in recruiting and hiring processes.

This invisibility has been compounded by the perennial lack of funds available to translate documents into English in a timely manner, the dearth of Caribbean-based material in publications and no Caribbean-specific interests in programming. Such marked disparities between regions of the hemisphere reinforced the perception of Caribbean States as 'playing

second fiddle' to the other members of the CIM. Ultimately, CIM's policies and programming seemed to stop short of evincing great inclusivity and geo-political intersectionality.

Therefore, this Caribbean Engagement Strategy: 2022-2026 aims to begin a process to discuss the power differentials that operate within the CIM and to dismantle the systemic, structural and symbolic inequities which form a set of systemic blocks that help curtail the full and equal participation of the bloc of small state economies from the Caribbean.

3. Towards An Engagement Strategy For The Caribbean

The Caribbean Engagement Strategy was formulated in December 2020, as a tool to renew the CIM/Caribbean connection. Following this, in the first quarters of 2021, the CIM organized several spaces for dialogue with a series of Caribbean stakeholders: including the CIM Delegates, relevant Ministries at the national level, the Permanent Missions to the OAS, the Offices in the Member States of the OAS and a variety of regional partners and stakeholders. These enriching exchanges produced an extensive list of recommendations.

Many of these recommendations were incorporated into the Caribbean Engagement Strategy, which during this year underwent a rigorous process of consultations with Caribbean stakeholders to ensure that the Strategy would best reflect the priorities of the Caribbean Member States. These consultations also fed into the elaboration of the CIM Strategic Plan 2022-2026 to be adopted at the 39th Assembly of Delegates of the CIM (Panama City, Panama: May 25-26, 2022).

a. Reviewing and Renewing CIM's Focus on the Caribbean

In 2019, under new executive direction at the CIM, priority was given to reinvigorating and restructuring the relationship with the Caribbean Member States by utilizing a more systemized approach for sustainable results. This Caribbean Engagement Strategy is the bedrock on which to rebuild and strengthen CIM's important connection to 40% of its membership. One of the proposed short-term actions for 2022-2023 is to register a quantitative and qualitative increase in the visibility, impact and influence of the Caribbean at both the political and technical levels of the CIM.

Some of these objectives are outlined below:

- Enhanced State Participation: Currently, a shifting threshold of 4 to 7 Member States (at best, 50%) actively participate in the work of the CIM and MESECVI: Grenada, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname and Trinidad

and Tobago. The goal within the 2022-2026 period is not only to steady this representation at 7 States – but to increase this number by at least another 3 states to 71.4%.

- Responsive and Accountable Partnership: To strengthen active involvement and broaden the participation of the primary Caribbean stakeholders: CIM Delegates and MESECVI authorities, Permanent Missions, CIM Focal Points, CARICOM Caucus, national machineries, civil society, OAS Departments and Member State Offices, etc.) at the technical and political levels of the CIM. This will be measured by the timely and substantive responsiveness of these stakeholders to the requests of the CIM Secretariat.¹
- Accelerated Political Influence: To accelerate and increase the impact of the Caribbean region at all levels of the CIM and the MESECVI – including both its political and decision-making bodies and at the technical level. Caribbean officials will maintain an ongoing lobby to exert leadership at meetings, assemblies, within committees and working groups – and within the Executive Secretariat of the CIM, including the Technical Secretariat of the MESECVI. By 2026, the region would lead and set the agenda for 1-2 new areas of the CIM as an indicator of progress. Persistent gaps in human capital and inordinate delays in both political and technical appointments to the CIM (delegates, alternate delegates, advisors, technical experts, specialists etc.) will be lessened to such an extent that political and technical spaces and positions are equitably filled - and replacements made within 1-3 months at a maximum.

b. CIM Survey 2021-2022

In September 2021, to support the data collection exercise for the Caribbean Engagement Strategy, CIM developed a survey for the Caribbean Member States to understand the region's key policy and programmatic foci. Between October 2021 and March 2022, 11 responses were received from the national machineries of the Caribbean² which covers about 78.5% of the region in its findings.

At the onset, the CIM survey looked at eight (8) areas highlighted by CARICOM within the regional framework of the Caribbean's sustainable development goals. The respondent states were asked to identify which areas would they consider to be optimal for prioritizing a gendered approach. Overwhelmingly, almost 85% selected the topic of Crime, Violence, and Insecurity as being the top priority.

1 The requests include inputs for the development of reports, questionnaires, requests for information, initiating proposals, executing projects, making interventions, providing feedback, implementing recommendations, attending and participating in events, analyzing and evaluating documents, liaising regularly with the CIM Secretariat, influencing policies and implementing them, promoting the work of the CIM in various forums, proposing experts, and making useful alliances, among other activities.

2 The 11 responding member states were: Antigua and Barbuda, Bahamas, Barbados, Dominica, Grenada, Guyana, Jamaica, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines, Suriname. No responses were received from: Haiti, Belize and Trinidad and Tobago.

Three other areas were similarly ranked:³

- Resilience Building for Climate Change and Disasters
- Strengthening Food Security
- Investing in the Blue and the Digital Economies

In addition, 7 Member States expressed significant support for having men and boys as partners in gender development and equality.

Some of the modalities of Caribbean engagement with the CIM were also revealed by the Survey. For instance, in the last 5 years the Caribbean Member States expressed that they had been most active in responding to questionnaires, giving feedback on reports and any communication from the CIM Secretariat. About half of them followed-up on the recommendations of the CIM and MESECVI and promoting the work of the CIM at the national and regional levels - which points to uneven activity in advancing their respective work plans. Clearly, there were lapses in committed association between the Caribbean and the CIM, even to the point of minimal action by the Caribbean in authorship and/or sponsorship of CIM resolutions.⁴ However, the wane in Caribbean involvement was most evident in the persistent gaps in participation in the executive work of the CIM, representation on the CIM and MESECVI bodies, and spearheading work in accordance with fulfilling CIM's mandates. From the survey, it was seen that less than 50% of the respondent states had operated at an executive level in the last 5 years.⁵

Two strategic areas were identified as the key policy and programmatic priorities of the Caribbean for the CIM. Almost 91% of the respondent Member States singled out **Women's Economic Rights and Empowerment** as being their top issue - with 8 Member States emphasizing the need for placing a special focus on **Women-headed Households**. A subset of respondents also highlighted **Young Women's Entrepreneurship** as being central to economic empowerment.

Almost 73% of responses pointed to **Institutional Strengthening of the National Machinery for Gender Mainstreaming** as an important issue, with 10 respondent Member States calling for regular capacity-building and training in gender analysis and application as the optimal approach to be taken.⁶

3 These three (3) topics were equally weighted by almost 70% of respondents.

4 Saint Lucia was the most consistently engaged in the process of drafting and negotiating resolutions of the CIM.

5 The states which have been represented in an executive capacity or been active at this level in the last 5 years were: Grenada, Saint Lucia, Barbados, Jamaica, Barbados, Bahamas and Suriname.

6 These states were: Bahamas, Barbados, Grenada, Guyana, Jamaica, Suriname, St. Kitts and Nevis, Saint Lucia, St. Vincent and the Grenadines.

To a lesser degree, only 56% of the respondents deemed important the topic of **Women's Political Participation, Parity, and Leadership** – one of CIM's most successful and prioritized areas of work.

New and Emerging Areas for Work in the Caribbean: 2022-2026

The Survey also listed some new and emerging Caribbean areas for 2022-2026:

- Unpaid care work, the care economy, family friendly work policies and the socio-economic impact of COVID-19.
- Gender mainstreaming and women's leadership in climate change, disaster risk reduction and preparedness
- Promoting and developing gender-responsive approaches to women's entrepreneurship, including within the creative and cultural industries and the agricultural and fisheries sectors
- Building capacity through ICT training for women and girls for greater access to the digital economy, particularly those within underserved and vulnerable communities

c. Opportunities and Entry Points for the CIM in the Caribbean: 2022-2026

Within the context of the COVID-19 pandemic and its aftermath, CIM finds itself in an even more precarious position for attracting funding for large scale projects for the Caribbean region. Its current niche includes the offer of an established and reputable hemispheric platform for high-level debates on current and emerging issues for both technical and political authorities of the Caribbean, as well as a series of conceptual and practical tools covering such areas as women's political rights, women's economic rights and mainstreaming a gender perspective across legislation, policies, and programs. Although these have all been highlighted as relevant issues by the Caribbean region, the existing conceptual and practical tools have been developed by and for the Latin American sub-region; and consequently, their relevance to the Caribbean is limited or non-existent, even after they have been translated to English and adapted to suit the purpose.

Based on the results of the survey, the Caribbean member states have called on the CIM to be more tangible in its impact in the region by promoting its brand within the Caribbean to improve its visibility and outreach at the local and national levels. As part of doing this, CIM was asked to streamline its focus to two key areas:

- **Caribbean Women's Political Leadership and Participation**
- **Women's Economic Rights and Empowerment**

Another important strategy for the CIM would be to deepen its collaboration with the national gender machinery to strengthen their capacity and sustainability. This would best be done by securing the necessary financing to do so and offering technical support to these national mechanisms. The Member States also felt that CIM should make strategic use of regional partners in academia, civil society, the private sector and other development agencies.

Mindful of this unprecedented context of COVID-19, the Caribbean Member States felt that CIM should seek out these regional stakeholders to supplement and complement their gender-based solutions to the pandemic and other crisis situations – to ensure coordinated action in programming for women and girls of the Caribbean.

About 78% of respondents⁷ also underscored that CIM should have a mechanism to offer microgrants and seed funds in support of local and national projects. This fits in with the heavy emphasis that the Caribbean puts on women's economic empowerment.

d. CIM's Competitive Advantages and Niches: A View from the Member States

By 2022, CIM now has a 94-year history of successfully advancing women's rights in the Americas as the first inter-governmental agency dedicated to this purpose. With such a pre-eminent historical perspective, it is a reputable repository for lessons learned over time at both the technical and political levels in a variety of thematic areas along the pillars of democracy, multidimensional security, integral development and institutional strengthening.

According to the findings of the Survey, CIM has created political and technical mechanisms that link the gender-related initiatives of Latin America with that of the Caribbean. It is commended for having established an institutional space for exchange and communication with a diverse range of OAS Member States from North America, South America and the Caribbean. CIM is also an important multilateral hub for accessing and exchanging best practices in women's rights and gender equality in Latin America with the Caribbean States.

CIM is also a recognized institutional framework for political and technical support to the Follow-Up Mechanism to measure compliance with the Convention of Belem do Para to prevent, punish and eradicate violence against women.

CIM is also seen to provide an additional source of limited financial, but largely technical, support to national machinery for building institutional capacity. This idea is supported by the desire of Caribbean Member States for institutional strengthening of the

⁷ There were 9 responses to this question about main priorities to strengthen engagement.

national machinery, especially for training the gender focal points in the public sector. So much so, the CIM survey revealed that the most popular CIM courses⁸ were all aimed at knowledge-building and skill upgrading. The Caribbean respondents specifically credited CIM for having produced a ground-breaking body of research (including statistics and data, model laws and protocols) on women's political participation and leadership.

Recommendations from the Member States

- Develop a specific “value proposition” for the CIM that focuses on the Caribbean's priorities and demands as identified through a series of in-depth dialogues with multiple stakeholders.
- Strengthen ongoing dialogue at the CIM with multiple Caribbean technical, academic and political stakeholders, including CIM Delegates, the Permanent Missions, and the Offices of the OAS in the Member States.
- Develop targeted programming and projects for the Caribbean region within the specific CIM lines of work by consulting with Caribbean stakeholders in their formulation and in resources mobilization efforts.
- Provide more training and capacity-development opportunities for the Caribbean, including having equitable access to CIM's online courses available in English through the Education Portal of the Americas; and by constructing additional courses specifically targeted towards the region.
- Address the issue of political will for advancing gender equality and parity in the Caribbean and promote the need for enabling mechanisms and more effective national strategies to achieve this.
- Develop technical tools, in collaboration with the Gender Institutes of the University of the West Indies technical tools, for training courses to support gender mainstreaming and the strengthening of the National Machinery for the Advancement of Women.
- Strengthen the participation of technical and political representatives from the Caribbean in CIM meetings and events beyond the “tokenism” that is the current perception.
- Create specific spaces within the CIM Website and other communication platforms (e-newsletter, social media, etc.) to promote the Caribbean within the CIM and its work in the region.
- Identify and develop specific outreach tools to better disseminate information on the work of the CIM to Caribbean stakeholders.
- Allow for greater latitude in CIM's deadlines to account for the limited capacity of the Missions and the National Machinery in sourcing and providing information for questionnaires, reports and indicators.

8 The popularity for these courses among the 13 respondent member states ranged from: The Gender Perspective in Policies, Programs and Projects (72.7%/11 responses); Strategic Planning from a Gender Perspective (88.8% /9 responses) and Gender-based Analysis (90%/10 responses)

- Identify mechanisms to increase Caribbean human resources at the CIM Secretariat, e.g. through the OAS Internship Program, utilizing the OAS Offices in Member States; and virtual internships for staff of national machinery.
- Develop a training methodology and/adaptable model to transfer knowledge among Member States and to share best practices in gender equality of the National Machinery in the Caribbean.
- Organize regular competitions for youth, especially young women, to familiarize them with the CIM and its long tradition of work in the Caribbean and hemisphere.

4. Vision 2022: Rebranding CIM for the Caribbean

The CIM is aware at this juncture that there are benefits to be accrued from practicing parity in diversity as it takes on board the priorities and needs of CARICOM in the lines of work of the new *CIM Strategic Plan 2022-2026* and for additional policies, programs and projects that are being formulated. This way, the CIM will continue to have relevance, impact, attractiveness and buy-in for the Caribbean. Fast forward to 2026 and this new approach has resulted in an evident strengthening of the connection between the CIM and the Caribbean Member States as the region's interests and priorities are mainstreamed into the work of the CIM strategic plans, priorities, programming, and projects.

Despite longstanding alliances and partnerships with the other Caribbean-based regional and international entities of the United Nations and the United Kingdom, the Caribbean Member States have become committed to ensuring an equitable and sustainable space for the CIM in the region. They value the CIM's power, influence; and the gender-based pathways into democracy, development, and security that it has forged at the OAS and within the inter-American system. As 40% of OAS political representation, the Caribbean Member States' diversity further expands the political and technical parameters of the CIM. By 2026, CIM's investment in the Caribbean should have re-positioned it within the Caribbean sphere as a co-equal, if not premiere, political platform in the region.

This qualitative and quantitative change will require actions in the short, medium, and long term. Some of these actionable lines will be carried out with the existing human and financial resources at the CIM, but others will require an additional injection of human resources and technical and financial capital to generate, strengthen and sustain alliances and networks.

Proposed Actions	Regular or specific funding
Permanent/Ongoing (2022-2026)	
<p>Hold in-person or virtual briefs with the CARICOM Caucus at least every (6) six months with senior officers, the Specialist for the Caribbean and/or other designated officers of the CIM.</p> <p>Hold periodic, virtual orientation sessions for new diplomatic personnel at the Missions, and newly appointed CIM and MESECVI authorities to familiarize them with the work of CIM in general and the Caribbean portfolio.</p>	Regular funds
Engage the National Machinery of the Caribbean and technical national authorities with responsibility for gender-related matters in regular briefings on the work of the CIM and MESECVI as it relates to the Caribbean.	Regular Funds
Map potential donors (traditional and non-traditional) for CIM's work in the Caribbean and organize periodic donor roundtables and bilateral meetings to lobby for viable sources of funding	Regular funds
Explore, in coordination with the OAS Internship Program, the various possibilities for the CIM to host Caribbean interns from key sites such as the Institutes for Gender and Development Studies (IGDS/UWI)	Regular funds
Organize dialogues between the MESECVI Technical Secretariat, the Competent National Authorities, and the Experts and other stakeholders from Caribbean Member States on the Mechanism ¹	Regular and Specific funds
Organize annually, a Roundtable of Ambassadors of the Caribbean based in Washington, DC to discuss their roles and leadership in promoting those aspects of their country's foreign policy that are supportive of women's rights and gender equality.	Specific Funds

Short-term (2022-2023)	
Map the Caribbean Community of Influence (see preliminary draft in Annex 1) and, from that mapping, establish a core group of “influencers” that can continue to push for greater engagement between CIM and the Caribbean	Regular funds
Initiate, in consultation with the CIM Specialist for the Caribbean, concrete communication strategies to engage the Community of Influence, including: <ul style="list-style-type: none"> • Create a dedicated space for the Caribbean within the CIM and ME-SECVI Websites. • Ensure that CIM social media and other communications include and reflect engagement with the Caribbean, and content relevant to the Caribbean, and periodically monitor these efforts. • Distribute CIM Communiques in English and on the Caribbean to Delegates, National Machineries, and civil society. • Translate into English, in a timely manner, relevant CIM material (especially publications and training courses) for the benefit of the Caribbean 	Regular funds
Organize a Caribbean Roundtable for Ministers with responsibility for gender and/or women ministers to share perspectives and experiences on their achievements and challenges in promoting women’s rights among peer policymakers and integrating a gender perspective into their national development and economic plans.	Regular funds
Update the research on the Caribbean History and utilize the research already collected to produce a publication to commemorate the 95 th Anniversary of the CIM (2023)	Regular funds
Engage with Caribbean stakeholders, especially civil society, on collaborative actions to mitigate the impact of the COVID-19 pandemic and develop small-scale, short-term national or multilateral projects to support women’s economic empowerment in the blue, green and ICT economies.	Regular funds
Make CIM virtual training resources available in English through the Educational Portal of the Americas ensuring that they have been sufficiently adapted to suit Caribbean experiences and realities and monitor progress of this initiative.	Regular and Specific funds
Generate a process to monitor progress in increasing the engagement of the above-mentioned actors with the MESECVI and its Committee of Experts and begin to build a regional network to support the work of the Experts from the Caribbean.	Regular and Specific funds

Medium-term (2024-2025)	
Create a Repository of Recent Good Practices in the Caribbean (2018-2022) in the areas of: Women's Political Leadership, Women's Economic Rights and Empowerment, Institutional Strengthening and Gender Mainstreaming; and Women's Access to Justice and addressing Violence against Women and Girls - to be disseminated by the CIM	Specific Funds
Ensure CIM's representation and participation in the technical and political meetings of the CARICOM, OECS, ECLAC, UN Women and other key partners to rebuild key relationships in the Caribbean	Regular funds
Continue engagement with the Caribbean Community of Influence, particularly around communication and increasing the visibility of the Caribbean at the CIM (social media and audio-visual material)	Regular and specific funds
Organize online capacity-building on issues of relevance to the Caribbean (in consultation with the Caribbean stakeholders) within the framework of the CIM: for women's NGOs, gender focal points, national authorities, etc.	Regular funds Specific funds
Partner with the tertiary Caribbean academic institutions as strategic partners for gender training and to develop Caribbean-based material for inclusion in capacity-building and training.	Specific funds
Collaborate with CIWIL and the IGDS of the University of the West Indies to: <ul style="list-style-type: none"> • Set up internships for specific joint projects and other initiatives • Provide joint training in strategies for negotiation for women political leaders in pushing for a rights-agenda and gender-based solutions • Identify existing relevant training from IGDS/UWI that could be supported by the CIM • Validate and, as needed, adapt the material of the CIM virtual courses and source participants for these courses 	Regular and Specific funds
Organize roundtables with personnel from other line ministries (e.g. Economic Development, Finance, Commerce, Industry, Labor, Justice, etc.) to help promote gender mainstreaming and analysis in their work.	Regular funds
Highlight and officially recognize Caribbean CIM pioneers and political figures through achievement awards, interviews/podcasts, CIM meetings, a commemorative publication and database of short biographies, a physical and/or digital photo gallery.	Regular and specific funds
Organize a 2 nd Series of Seminars to follow-up on Caribbean women's economic recovery and resilience to explore new developments and follow-up on gender-based initiatives in the private sector and within civil society.	Regular and Specific Funds

<p>“CIM for Her: CIM by HIM”: Produce video-clips in support of the CIM from male CIM Delegates and/or male Ministers past and present, Caribbean male Ambassadors and male colleagues at the OAS for sharing via social media to endorse the work of the CIM.</p>	<p>Specific funds</p>
<p>“Small States Big-Up the CIM”: Collect short testimonials from former CIM Caribbean delegates and authorities lending support to the work of the CIM.</p>	<p>Specific funds</p>
<p>“CIMply the Best!” Source brief messages of support for the CIM by all Caribbean nationals who are staffers of the OAS (including the ASG), noting any key personnel who have collaborated with the CIM and what was achieved.</p>	<p>Specific funds</p>
<p>Create a virtual space for women of the Caribbean to highlight and share their cultural (artistic/artisan) products with the women of the hemisphere as an avenue to promote the economic empowerment of women through digital entrepreneurship.</p>	<p>Specific funds</p>
<p>Long-term (2025-2026)</p>	
<p>Organize a “Caribbean Miniature Ministerial Series:” Hold a series of online high-level political dialogues between the Caribbean and Central America Ministers with responsibility for Advancing Women’s Rights and Gender Equality for exchange of ideas and information, good and best practices, lessons learned, etc.</p>	<p>Regular and specific funds</p>
<p>Highlight notable and/or significant achievements of the Caribbean member states in advancing women’s rights and gender equality/equity.</p>	<p>Regular and specific funds</p>
<p>Launch of three (3) competitions for girls in the Caribbean to promote CIM and leadership among young women:</p> <ul style="list-style-type: none"> • “Where I was? Where I Plan to be?” Spoken Word Video Competition on the dreams and aspirations of Caribbean girls at risk (13-19). • “Breaking Glass Slippers and Glass Ceilings: Women Leaders in the Caribbean who defied Stereotypes and Barriers” An Audio-Visual Competition for Secondary School Girls. • CIM Caribbean’s 100 Influential Young Caribbean Women 2020-2023: Showcase of 100 Influential Caribbean Women under 25. 	<p>Specific funds</p>
<p>Promote a space for exploring intersectionality in the Caribbean: Lesbian, Bisexual, Transgender Women of the Caribbean, Women with Disabilities, Older Women, Younger Women, etc.</p>	<p>Regular funds</p>
<p>Highlight the underserved and vulnerable migrant women from Latin America in the Caribbean (sex workers, trafficked women etc.)</p>	<p>Specific funds</p>

In the implementation of this series of action, the following human, financial and technical resources will be essential:

- Additional human resources through paid consultancies, internships, fellowships, partnerships with civil society and FBOs at national and sub-regional levels
- Cross-sharing technical expertise and joining financial resources of the OAS to leverage joint programming
- Partnerships with Caribbean entities such as CARICOM, CDB, OECS etc. (sub-regional private and public entities) to leverage joint programming
- Partnerships the Caribbean offices of regional and international entities such as UN Women, ECLAC, UNDP, IADB, etc. to leverage joint programming
- An increasing move to online vs. in-person learning and capacity-building
- Increased engagement and appropriation by our front-line partners: Permanent Missions and OAS Country Offices – specifically strategic collaboration with the CARICOM Caucus to support CIM in finding resources for Caribbean-based programs.
- Increased collaboration and joint programming with academic and research institutions, in particular the Institute for Gender and Development Studies of the University of the West Indies
- New and enhanced alliances with traditional (women’s NGOs and other feminist spaces) and non-traditional (faith-based organizations; Women Governors General, First Ladies and Spouses of the Heads of Government) partners

5. Annex 1

Preliminary Mapping of the Caribbean Community of Influence

An essential first step in increasing engagement between the CIM and the Caribbean is mapping the “Community of Influence” that needs to be involved (at different times and in different ways) in the work of the CIM. The advantages of this mapping include:

- Giving high-level visibility promotion of the CIM in the Caribbean for greater visibility
- Creating synergies with the work of Caribbean partnering agencies, leading to joint efforts
- Capitalizing on the influential political forum that CIM can provide for women leaders and policymakers in the Caribbean
- Lobbying for geopolitical parity (60/40) of Caribbean participants on every CIM/ME-SECVI panel
- Promoting the diversity of the Caribbean as being its unique resource at the CIM
- Amplifying CIM Representation at gender meetings held in the Caribbean sub-region.
- Engendering geopolitical equity in practice at the hemispheric level (Equity in Diversity).

The final mapping will include a list of the identified stakeholders with concrete suggestions on their potential involvement in the work of the CIM. The preliminary (non-exhaustive) list includes:

Opinion Leaders:

I. OAS Permanent Representatives in Missions

- Chair of the CARICOM Caucus of Ambassadors
- Ambassador of Grenada, Special Focal Point on Gender Issues
- Women Ambassadors of the Caribbean
- Spouses of the Ambassadors (especially who are part of Women of the Americas)

II. OAS High-Level Personnel:

- Assistant Secretary General (Belize)
- Executive Secretary SEDI (Dominica)
- Coordinator of Country Offices/Advisor (St. Kitts and Nevis),
- Chief of Staff in ASG’s Office (La Celia Prince, former Caribbean Ambassador)
- Advisor to the ASG (St. Vincent and the Grenadines)
- Legal Secretariat (Saint Lucia – former Ambassador)
- Women OAS Representatives in the Caribbean Offices (Jamaica, Saint Lucia etc.)

III. Caribbean Women Leaders of the Inter-American System

- Potential IACHR Commission (Roberta Clarke – Barbados)
- IACHR Commissioner (Justice Margaret May Macaulay – Jamaica)
- Former IACHR Commissioner (Prof. Tracy Robinson – Jamaica)
- Former IACHR Commissioner (Prof. Dr. Rose Marie Belle Antoine-Anthony)
- PAHO Director (Dr. Clarissa Etienne – Dominica)

IV. Former CIM/Caribbean Leaders

- Former CIM Presidents from the Caribbean (Jamaica, Barbados, Saint Lucia, Guyana, Antigua and Barbuda)
- Former CIM Vice Presidents (Haiti, Barbados, St. Kitts and Nevis, Trinidad and Tobago, Guyana, Bahamas, Belize)

V. OAS Country Offices

- Representatives of Country Offices in the Caribbean (especially women representatives: Jamaica, Saint Lucia, the Bahamas etc.)

VI. Service Providers

- Competent National Authorities in Caribbean (Women and Gender)
- CEVI Experts/Alternate Experts of the Caribbean and Past/Present CEVI Leaders (St. Vincent and the Grenadines, Belize, St. Kitts and Nevis, Suriname)
- Heads of Gender Machineries
- CIM Focal Points at the Permanent Missions

VII. Policy Makers and Shapers

- CIM Delegates/Alternate Delegates from the Caribbean
- Women Ministers of the Caribbean/and Ministers with responsibility for Women/Gender Affairs
- Women Ministers, Ministers of State and Parliamentary Secretaries of the Caribbean in any portfolio
- Prime Minister of Barbados (sole Woman Head of Government in the Americas)
- Presidents of Trinidad and Tobago and Barbados and women Governors General (and Deputies) of the Caribbean: Grenada, St. Vincent and the Grenadines etc.
- Former Women Prime Ministers of the Caribbean (Trinidad and Tobago and Jamaica)
- Permanent Secretaries with responsibility for Women/Gender Ministries
- Women Legislators (Members of Parliament and Senate - Government and Opposition)
- Women Judges (Chief Justice of the Eastern Caribbean Supreme Court)
- First Ladies/Spouses of Prime Ministers
- Commonwealth Secretary General, Baroness Scotland of Dominica

VIII. Key Partners

- CARICOM Secretariat – Department of Human and Social Development (Gender Affairs)
- OECS Commission – Department of Social Development (Director)
- Women NGOs (especially CARIWA, CAFRA, CIWiL)
- Institutes of Gender-UWI – 3 Heads from Barbados, Trinidad and Tobago and Jamaica
- International agencies – UNWomen-MCO (Tonni Brodber), ECLAC-Caribbean (Dianne Quarless), UNFPA-Caribbean (Sheila Roseau and Alison Drayton), Caribbean Commonwealth Secretariat
- Entities with Gender Focus: Caribbean Development Bank, Eastern Central Caribbean Bank (ECCB); OECS Commission.

6. Annex 2

Preliminary mapping of issues of interest to the Caribbean sub-region

As important as the mapping of actors mentioned in the previous Annex is a mapping of issues of interest to the Caribbean sub-region and assessment of the ability of the CIM to effectively address these issues. The final mapping will include both of these components, and this preliminary list will serve as a guide to engagement with the list of stakeholders mapped in the above-mentioned exercise.

At this juncture in time, it appears that the most prominent issues of the Caribbean sub-region include:

- Violence against women and girls/Gender-based violence
- Women at the decision-making levels, political participation, and leadership
- Women's economic empowerment (MSMEs)
- Skills-Building/Re-skilling for the digital economy
- Women's unemployment and underemployment
- Institutional Strengthening and Capacity-building for National Machineries
- Men and boys as partners in gender equality and equity
- Underage pregnancy and sexual abuse of girls
- Women's role in climate change and natural disasters
- Women-headed households



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