



Report

Workshop on Strategic Planning with a Gender Perspective for the OAS CARICOM Member States

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International Labour Organization



CARICOM Secretariat



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Table of Contents

Acronyms.....	vii
1. Introduction	1
1.1 Background and Context	1
1.2 Workshop Goal and Objectives	2
1.3 Workshop Methodology	2
1.4 Participant Profile	3
2. Workshop Proceedings.....	4
2.1 Inaugural Session	4
2.2 Introductory Activities	5
2.3 Decent Work, Gender Equality and Gender Mainstreaming in the Caribbean	6
2.4 Sharing of National and Regional Experiences	7
2.5 Overview of the Participatory Strategic Planning Approach	7
2.6 Planning Strategically	9
2.7 Planning Strategically in the Decent Work Context (St. Helene’s Case Study)	10
2.8 Problem Analysis from a Gender Perspective	10
2.9 Group Planning Activities and Plenary	11
2.10 Applying a Gender Lens to Strategic Planning and Evaluation	12
2.11 Formulating and Using Indicators Effectively	13
2.12 Applications and Implementation in the Caribbean Context	14
2.13 Closing Remarks	15
3. Evaluation.....	16
4. Conclusion and Summary of Recommendations.....	18
Appendix 1 – Workshop Agenda.....	21
Appendix 2 – List of Participants	25
Appendix 3 - Country Strategies and Programs.....	31
Appendix 4 - Assessment of successes and challenges to gender mainstreaming in Ministries of Labor in Caribbean Countries.....	35
Appendix 5 - Stakeholder Analysis	37
Appendix 6 – St. Helene’s Case Study	39

Acronyms

CARICOM	Caribbean Community
CIDA	Canadian International Development Agency
CIM	Inter-American Commission of Women
CSME	CARICOM Single Market and Economy
DSDE	OAS Department of Social Development and Employment
GSU	Gender Specialized Unit
IACML	Inter-American Conference of Ministers of Labor
ILO	International Labour Organization
KRA	Key Results Area
OAS	Organization of American States
PESTO	political, economic, social, technological and organizational (analysis)
PIA	Inter-American Program for the Promotion of Women's Human Rights and Gender Equity and Equality
PS	Permanent Secretary
PSPEG	Training Guide in Participatory Strategic Planning with a Gender Perspective
RIAL	Inter-American Network for Labor Administration

1. Introduction

This report presents the key issues and recommendations from the *Strategic Planning Workshop with a Gender Perspective* which was held in Guyana from April 12th – 14th 2010. The report outlines the background and objectives, summarizes the proceedings, captures the main challenges and experiences of the National Machineries for the Advancement of Women (Women's/Gender Bureaus) and Ministries of Labor personnel in addressing gender inequalities in labor, and provides some recommendations for the way forward.

This workshop for OAS CARICOM member states is an activity of the Inter-American Commission of Women (CIM) that adopted an inter-agency approach between the OAS Department of Social Development and Employment (DSDE), the Inter-American Network for Labor Administration (RIAL), the Ministry of Labor, Human Services and Social Security of Guyana, the International Labour Organization (ILO) and the Caribbean Community (CARICOM) Secretariat. It was also supported by the Canadian International Development Agency (CIDA).

This event is part of a CIM project on gender and decent work designed in collaboration with the OAS DSDE in support of the implementation of the “*Strategic Guidelines for Advancing Gender Equality and Non-Discrimination with a Decent Work Framework*” that were adopted by the Ministers of Labor at the XV Inter-American Conference of Ministers of Labor (IACML) in Trinidad and Tobago in 2007. The workshop is closely related to the SEPIA process established by the CIM in order to submit recommendations to ministerial meetings regarding implementation of the Inter-American Program for the Promotion of Women's Human Rights and Gender Equity and Equality (IAP), in which the CIM has been collaborating with the OAS DSDE since 2001. It also addressed specific needs identified in the Study “*Institutionalization of a Gender Approach in the Ministries of Labor in the Americas*,” presented at the XVI IACML, Argentina in 2009.

1.1 Background and Context

At the XV Inter-American Conference of the Ministers of Labor (IACML), the Ministers made a commitment to advance gender equality within the concept of decent work. As part of the mentioned Strategic Guidelines, they mandated the Technical Secretariat (OAS Department of Social Development and Employment) to undertake a study on “*The Institutionalization of the Gender Approach in the Ministries of Labor in the Americas*”. 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 Gender Specialized Units (GSUs) and related mechanisms, including the way in which these were established and were operating. It also highlighted the need to undertake an institutional strengthening process including training in strategic planning with a gender perspective and the creation of indicators to monitor progress.

The commitment to gender issues at the hemispheric level was also expressed in the *Inter-American Program on the Promotion of Women's Human Rights and Gender Equity and Equality (IAP)*, which was endorsed and adopted by the Third Summit of the Americas, in Quebec, Canada in 2001. Designed

by the CIM, the IAP remains the primary tool for gender mainstreaming within the OAS and has been instrumental in addressing gender inequality and inequities. Applying Strategic Planning with a gender perspective to the labor sector is considered an effective management mechanism to help foster gender equity in the four components of the decent work framework. These include: the promotion of fundamental principles and rights at work, work opportunities, improvement of social protection and the strengthening of social dialogue.

In response to these various concerns, *A Training Guide in Participatory Strategic Planning with a Gender Perspective (PSPEG)* was developed and workshops on *Strategic Planning with a Gender Perspective* were organized in OAS member states in the Caribbean and Latin America

The Coordinator of the workshop was Maria Celina Conte, Specialist of the Inter-American Commission of Women (CIM)/OAS. The workshop was facilitated by Norma Shorey-Bryan, Managing Director of Catalyst Consultants, a management consulting company based in Barbados. The Assistant Facilitator and Rapporteur was Juliette Maughan of DYKON Developments Inc, also based in Barbados.

1.2 Workshop Goal and Objectives

The workshop was designed to contribute to the strengthening of the institutional capacity of the OAS/CARICOM member states to advance effective gender mainstreaming in the policies and programs of the Ministries of Labor oriented towards achieving Decent Work.

The specific objectives of the workshop were:

- To build awareness and skills for gender mainstreaming with personnel in the Ministries of Labor and their counterparts in the National Mechanisms for the Advancement of Women;
- To identify approaches to strategically integrate gender perspectives in the Ministries of Labor within the context of the Decent Work framework;
- To prepare indicators which can be used by the Ministries to monitor progress on gender mainstreaming;
- To improve inter-sectoral coordination at the national and sub-regional levels.

1.3 Workshop Methodology

In preparation for the workshop, participants were asked to review documents,^{1/} which offered background knowledge on the current status of gender mainstreaming within the Decent Work framework and the institutionalization of the GSUs within Latin American and Caribbean countries. A pre-workshop questionnaire was administered to collect information on participants' roles and recent initiatives of gender mainstreaming in their country. This information was also used in the development of activities for the three-day workshop.

1. RIAL Study "Institutionalization of a Gender Approach in the Ministries of Labor of the Americas", the Document about the Caribbean that served as an input for the referred Study, the Strategic Guidelines of the XV IACML for Advancing Gender Equality and Non-Discrimination within a Decent Work Framework, and the RIAL Workshop on Gender Mainstreaming in the Ministries of Labor of the Americas

The workshop adopted a participatory and interactive methodology that comprised small and large group sessions and activities which contributed to building an understanding of the strategic planning process and concepts of gender mainstreaming within the Decent Work framework. Participants were able to explore challenges in and approaches for institutionalizing gender in the Ministries of Labor. The approach also encouraged sharing of best practices and strengthened relationships between representatives of the National Machineries for the Advancement of Women (Women's/Gender Bureaus) and Ministries of Labor.

1.4 Participant Profile

Workshop participants included high level officers responsible for the GSUs or similar entities in the Ministries of Labor, and their counterparts in the National Machineries for the Advancement of Women (Women's/Gender Bureaus) of thirteen (13) OAS/CARICOM member states.² The largest contingent of participants was from the host country, Guyana, which had representation from labor unions, the Inter-Ministerial Committee and the Consultative Association for Guyanese Industry. Representatives from the OAS, CIM, ILO, and CARICOM were also in attendance. The Minister and Permanent Secretary of Guyana attended various sessions throughout the duration of the workshop.

Participants came from diverse backgrounds and included persons from the Ministries of Labor who were equipped with varying degrees of exposure to gender training and issues; as well as representatives from the National Machineries for the Advancement of Women (Women's/Gender Bureaus) who had basic knowledge of labor issues. They had varying roles and responsibilities in their Ministries, specifically with respect to gender mainstreaming.

2. Antigua & Barbuda, Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Saint Lucia, Saint Vincent and the Grenadines, Suriname and Trinidad and Tobago

2. Workshop Proceedings

2.1 Inaugural Session



The Inaugural Session was chaired by Mr. Trevor Thomas, Permanent Secretary in the Ministry of Labor, Human Services and Social Security of Guyana. He stressed the need for clear articulation of gender mainstreaming in the national agenda for the achievement of a right-based approach to sustainable development objectives in member states.

The Honorable Indranie Chandarpal M.P., Member of Parliament and Commissioner of Women and Gender Equality Commission of Guyana, presented on the importance of gender mainstreaming in pursuing the implementation of regional and international commitments. She identified lack of political will as a major barrier in achieving action for gender mainstreaming in policies and programs, and hoped that the workshop would encourage the sharing of best practices for greater influence over the process.

Ms. Maria Claudia Camacho, Labor Specialist in the OAS Department of Social Development and Employment, highlighted the fact that while women's participation in the labor market had increased, it had not translated into equality between working men and working women. She applauded the strides made by the ICAML, particularly the renewed efforts made in the ministerial agenda to mainstream gender within the decent work framework.

Ms. Maria Celina Conte, Specialist of the Inter-American Commission of Women (CIM)/OAS, stressed CIM's commitment to strengthening cooperation with all member states. She noted the importance of the Inter-American Program on the Promotion of Women's Human Rights and Gender Equity and Equality (IAP), which called upon governments to ensure gender equity in the world of labor. She encouraged workshop participants to consider ways in which they could build on lessons learned in fully realizing gender mainstreaming in labor processes.

The Honorable Manzoor Nadir M.P., Minister of Labor, Ministry of Labor, Human Services and Social Security of Guyana delivered the feature address. He emphasized the need for further progress to be

made in the collection and analysis of empirical disaggregated data. He called for greater recognition of women in the labor force as creators of wealth, and the promotion of women's independence through the facilitation of access to resources, markets and trade. He also called for considerations to be made regarding safety and protection issues for women working in male-dominated sectors, as well as encouraging men to get involved in the domestic sphere and care giving jobs, and finally the adoption of flexi-time by employers to facilitate these roles.

2.2 Introductory Activities

A short icebreaker activity allowed for networking and introductions between participants.



Participants then worked in table groups to share their expectations of the workshop. Participants recognized that their expectations matched the objectives outlined by the workshop.

Participants' expectations of the workshop were expressed and organized under the following headings:

- **Sharing/Collaboration:** opportunities for networking within and between countries, information dissemination between gender departments and Ministries of Labor, identification of areas for collaboration, exchange of best practices;
- **Methods and Process:** achievement of workshop objectives, participatory and interactive approach;
- **Strategic framework:** identification of opportunities and obstacles for gender mainstreaming, strengthening gender mainstreaming skills, building social capital, identification of gender indicators in labor, increased knowledge of gender needs;
- **Capacity and skills building:** Effective tools for strategic planning, monitoring and evaluation tools, availability of analyzed statistics from comprehensive research, realistic outputs for implementation;

2.3 Decent Work, Gender Equality and Gender Mainstreaming in the Caribbean

Ms. Paula Robinson, Senior Specialist on Workers' Activities and Gender Focal Point at the ILO's Sub-regional Office for the Caribbean, set the context for the workshop with her presentation on the Decent Work Agenda and Gender Equality. She summarized Decent Work as:

“... [W]ork which provides an adequate income and leaves time for other dimensions of life, which offers security for you and your family, respects your rights, gives you a voice and provides a route to social integration. It's a way of bringing together the economic and social goals in people's lives.”

After describing the elements comprising Decent Work, her presentation focused on the key ILO gender equality Conventions and the framework of standards which provide a platform for advancing and progressively building gender equality. In this regard, Ms. Robinson recognized the cross-cutting themes inherent in the Decent Work framework including the advancement of gender equality; poverty alleviation; greater influence of labor standards on development and expanding the influence of social partners through social dialogue and tripartism. She outlined strategies such as the promotion, ratification, and implementation of regional and international Conventions through the creation of legislation, policies, programs and measures at the national level that were gender-sensitive and addressed the inequalities that are inherent in current systems. Areas for consideration included sexual harassment and gender-based violence; men's active participation in family life; retraining of women and men for jobs that break through occupational stereotypes; and unequal wages. She also highlighted issues related to the informal economy and called for a sustainable tax-based or other model of universal social security, which are essential to improving productivity and fostering transitions to the formal economy.

Ms. Halima-Sa'adia Kassim, Deputy Program Manager in Community Development and Gender of the CARICOM Secretariat, provided an overview of CARICOM's regional integration movement and efforts with regards to gender mainstreaming in labor. She referred to the CARICOM Single Market and Economy (CSME), noting the major challenges in movement of people including brain-drain, contingency rights and its varying effects across member states as well as between men and women / boys and girls.

Ms. Kassim discussed the CARICOM Plan of Action on Gender Mainstreaming, which includes issues related to labor and has identified the major priority areas being family maintenance; and sexual harassment and offences. She recognized the need for clear procedures for gender mainstreaming, strengthening of institutions and greater political support.

The plenary discussion that followed highlighted the lack of disaggregated data in CARICOM member states and the need for a link between national vocational qualifications and CARICOM vocational qualifications in order to increase opportunities for CARICOM nationals.

2.4 Sharing of National and Regional Experiences

Participants worked in country groupings to discuss and consequently share national programs and activities that incorporated gender mainstreaming within the Decent Work framework. Participants were also asked to highlight factors that contributed to and/or hindered program success. Details are presented in Appendix 3.

By sharing their experiences, participants became more cognizant of the range of activities that were being undertaken throughout the region.

Feedback from Participants on Regional Experiences in Gender Mainstreaming:

- Member States have similar success factors and common challenges
- There is a need for greater sensitization on gender issues
- Political will is an important factor in implementation
- There is a legislative framework already in place in most countries
- There were innovative programs and best practices that could be shared

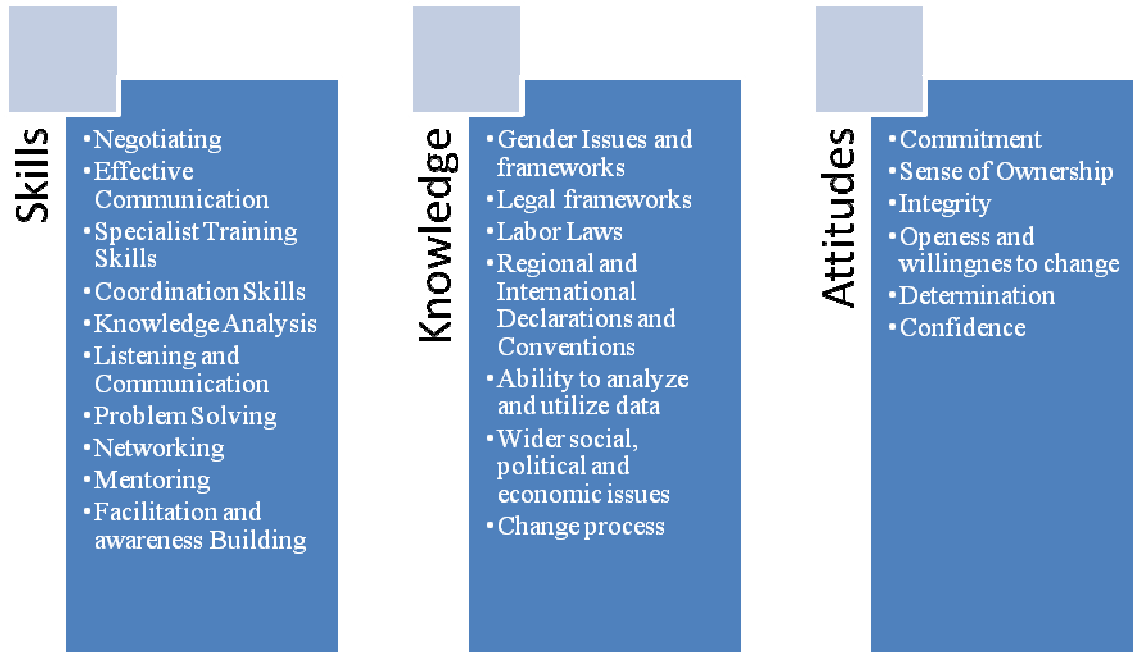
2.5 Overview of the Participatory Strategic Planning Approach

The Facilitator, Norma Shorey-Bryan, provided an overview of the *strategic planning process*. She emphasized that each person present had a role to play in this process. Participants were encouraged to see themselves as agents of change and to use their power of influence to facilitate implementation of gender mainstreaming activities.

She also challenged participants to assess their role and responsibility within the process and to think about the *skills, knowledge and attitudes* necessary for successful implementation of gender mainstreaming.



Participants contributed the following information:



From their analysis of these qualities and competencies, participants recognized that introspection was essential for more effective analysis and implementation of projects.

The first step in Strategic Planning is to be clear on the Vision and Mission. In this regard, participants were reminded of the mission and the vision of the GSUs (or related mechanisms), which was developed at the RIAL Workshop on Gender Mainstreaming:

Vision
To achieve Gender equality in the context of Decent Work

Mission
“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”

This vision and mission were consistently referred to throughout the workshop and formed the foundation of the strategic planning process.

2.6 Planning Strategically

Participants undertook a planning simulation where groups were divided into *planners, implementers or observers*. The planners were provided a diagram and a key for the assembly of a hollow square. Their task was to plan and instruct the implementing team within a given time frame. True to life, the planning teams did not allow adequate time to brief the implementing teams, who were therefore bewildered as to what they had to do. At the end of the exercise, the groups discussed their experiences and observations, and what they had learned from the exercise.



The exercise allowed for reflection of the dynamics of the planning process, and the assumptions made by planners that often contribute to failure in the implementation of activities and projects.

Lessons Learned from the Planning Exercise

- A good plan is a requirement for successful implementation.
- Planners need to take into consideration time needed for implementation.
- Effective communication is essential.
- Tasks and instructions should be clear and concise.
- It is necessary to share information and for the information to be understood by all involved.
- Always go back to the source to reconfirm information and ask further questions if in doubt.
- Monitoring and evaluation should be incorporated into the planning process.
- Strategies should seek to integrate stakeholders into the process.
- There is a need to establish clear mission objectives.
- The plan needs to be strategic as well as practical in focus.
- Time management is critical.
- There is a need to identify risks and limitations.
- Implementation of the plan needs coordination and effective leadership.
- A record of the process is necessary.
- There is a need to take into consideration different styles of learning.

2.7 Planning Strategically in the Decent Work Context (St. Helene's Case Study)

The case study was used to explore issues of planning strategically to integrate a gender perspective. The case was the experience of a senior officer in the Ministry of Labor in the fictitious Caribbean Island of St. Helene's, who had attended a gender workshop and was planning to introduce gender mainstreaming in her Ministry. The case study provided the framework in which participants applied the various steps of the strategic planning process. The Mission and Vision previously discussed for the GSUs was applied to the St. Helene's case. All of the following activities related to the strategic planning exercises were analyzed through the use of the St. Helen's case. The St. Helen's case study is attached as Appendix 6.

2.8 Problem Analysis from a Gender Perspective

Overnight, the facilitators grouped the challenges and successes from the country program exercise by *themes*, which served as a political, economic, social, technological, organization (PESTO) analysis for St. Helens. Details are attached in Appendix 4.

Stakeholder groups identified:

Stakeholder groups identified:

- ✓ Minister, PS and senior staff of the Labor Ministry
- ✓ Ministers, PS and senior staff from other Ministries (health, finance, justice etc.)
- ✓ Employers
- ✓ Gender Affairs Bureaus and other women's groups
- ✓ Public at large including Civil Society Organizations & Trade unions
- ✓ International and Regional Organizations

Participants then identified key stakeholders, which fell into six key groups, and they conducted a stakeholders' analysis in order to assess stakeholder interests, perceived problems, resources and mandates. Some of the issues addressed in the Stakeholder analysis are presented in Appendix 5.

Additional discussions following the stakeholders' analysis highlighted the financial and opportunity costs associated with the provision of technical assistance and the need to collaborate with stakeholders for necessary research and development. Participants were encouraged to identify and communicate to each stakeholder group the benefits they could derive from participation in the strategic planning process.



Following the context analysis, each table group of participants was assigned one of the themes. The group had the task of reframing this theme as a **Key Result Area (KRA)** and developing a Strategic Objective for it. Chart 1 presents this process.

CHART 1

Key Results Area	Strategic Objective
Gaining political support	The development and implementation of a policy for the gender unit for the development of programs within the Ministry of Labor within two years.
Stakeholder involvement	To increase practice and encourage awareness among key stakeholders on gender equality in decent work within the next 2 years
Institutional Strengthening	Strengthen the capacity of the gender mainstreaming mechanism by acquiring the necessary human and financial resources in the next 3 years
Disaggregated Data	Ensure the compilation and availability of disaggregated data in policy and decision making in the Ministry of Labor within the next 2 years
Decent Work Opportunities	Gender equality promoted within the creation of decent work in 2010
Inter-ministerial Collaboration	Enhance all activities at an inter-ministerial level for gender mainstreaming within the decent work framework

The Facilitator reminded participants to adopt a holistic approach to strategic planning, recognizing that labor and gender impacts, are impacted by, national, regional and international forces. She urged them to think systematically and pragmatically about the strategic planning process.



2.9 Group Planning Activities and Plenary

Having established the Strategic Objectives, the next stage of the Planning Process determined activities which will lead to the achievement of stated objectives.

Participants used the **Strategic Planning Matrix** to identify the main activities and the related human and financial resources; timeframe; and the responsible person that are required for the successful completion of the activities. Participants also took into

consideration issues and challenges identified in the developing the KRA's and in the Stakeholder Analysis.

While this exercise seemed to be an arduous one, it encouraged participants to systematically consider the various steps and initiatives that were necessary for achieving stated objectives.

Common activities to achieve objectives included:

- Conducting sensitization workshops and training sessions on gender.
- Organizing stakeholder consultations.
- The review of documents and draft policies.
- The establishment of working committees.

Typical resources required were seen to be:

- Financial and human resources (technical assistance, trainers, budget allocation etc.)
- Background Literature and pamphlets.
- Relevant reports and statistical data.

Persons Responsible for carrying the process forward included the Minister, PS and senior staff of the Ministry of Labor, the Gender Bureau, international agencies and the GSU.

The completion of the proposed activities was scheduled for between 1 – 2 ½ years.

Discussions following the exercise highlighted:

The need for training models to be created that reflected the Caribbean reality for the promotion of Decent Work and gender mainstreaming.

In seeking to implement activities, care should be taken not to assign all tasks to only one or two individuals. The better approach would be to integrate program activities into similar activities within the country or region.

2.10 Applying a Gender Lens to Strategic Planning and Evaluation

One of the objectives of the workshop was to identify approaches for gender mainstreaming. For this, participants were asked to review the case study on Jamaica which was included in an Institutionalization Study. This suggested practical approaches and options for gender mainstreaming in Decent Work in Jamaica. Participants' feedback from these discussions indicated that it had given them useful and practical ideas about what could be done to integrate gender in the various departments of the Ministries of Labor in St. Helen and in their own countries.

Ideas shared during discussions noted:

- Practical strategies to gain political support:
 - Encourage the Minister to attend regional and international forums
 - Gaining the support of other lobbying groups
 - Incorporating major issues into speeches for PS/Minister
- In order to better mainstream gender in the Ministry of Labor:
 - Gender Issues should be placed in the mission and vision of the ministry
 - It is important to analyze institutional structure and links to different departments

2.11 Formulating and Using Indicators Effectively

The facilitator made a presentation on the importance of indicators for monitoring and evaluation. Participants became more aware of the difference between the different types of indicators: input/process, results and impact. It was clear that participants found this aspect of the strategic planning exercise particularly challenging – particularly in identifying measurable progress in gender equality. However, feedback from participants suggested that the exercise demonstrated the necessity of indicators for assessing the value of activities undertaken and the need for outcomes to be measureable so as to ensure more effective monitoring and evaluation.

Some of the indicators for gender mainstreaming in the Decent Work framework were stated as follows:

Inputs/ Process	Results	Impacts
# training sessions conducted	% of committee trained and sensitized	Policies, practices and programs reflect gender considerations
Persons in ministries actively participating # of issues related to Decent Work in other ministries identified	% of issues addressed	Committee has integrated DW into agenda
# of consultations with key stakeholders within 3 months	# people showing interest	% of persons agreeing to support and promote DW through GE
Completion of delegated tasks within specified time frame	Size of Group/ Total # of Department Heads/Senior Personnel Consistent attendance of Committee members for more than 85% of meetings held monthly	The finalization of TOR approved by Committee Evidence of gender analysis project programs and initiatives

2.12 Applications and Implementation in the Caribbean Context

In the final session of the workshop, participants worked in their country groups on their plan of action to be implemented when they return to office. This exercise took into account the lessons of the workshop, which was expected to serve as a point of reference for participants. Action Plans included the following types of activities:

Sample of Country Action Plans for Mainstreaming Gender

- Assign “focal point person” for gender in the Ministry of Labor.
- Establish a gender mainstreaming strategy to be included in all of the policies and programs within the Ministry of Labor, in keeping with international commitments, including the Beijing Platform for Action.
- Assess Decent Work and Gender in the context of the National Strategic Plan.
- Review documents available on the National Gender Policy.
- Explore using Decent Work as a special area of focus within the National Policy on Gender Equity and Equality.
- Arrange a high-level meeting between the Ministry of Labor and the Bureau of Gender Affairs to strategize on how to proceed with gender mainstreaming within the context of Decent Work and the pending development of the Decent Work Country Program.
- Develop proposal for conducting gender mainstreaming in the Ministry of Labor in collaboration with Gender Affairs.
- Establish a project for mainstreaming Gender in the Ministry of Labor as a pilot for gender mainstreaming in other ministries.
- Improve collaboration between the Division of Gender Affairs and the Ministry of Labor through the Research Officer and the Labor Commissioner to serve as a focal point in promoting gender equality in the decent work context.
- Organize a Gender Sensitization and Awareness Training for the Ministry of Labor’s Senior Staff, in particular the Research Department, to facilitate more in-depth gender analysis.
- Ensure the compilation and availability of disaggregated data in policy and decision making within the Ministry of Labor and of key stakeholders in this area.

2.13 Closing Remarks

The closing session was chaired by Mr. Trevor Thomas, Permanent Secretary, Ministry of Labor, Human Services and Social Security of Guyana, who expressed gratitude for the contributions of the OAS, CIM, ILO, CARICOM, CIDA, and his colleagues from his Ministry.

Ms. Norma Shorey-Bryan, Consultant and Principal Facilitator of the workshop congratulated workshop participants on the dedication and hard work displayed during the workshop proceedings, and challenged them to apply what they had learned back home in their respective departments.

Ms. Ann-Marie Williams, Executive Director, National Women's Commission, Belize, spoke on behalf of the participants. She referred to some of the lessons learned and skills gained during the workshop and expressed gratitude to all the organizers and facilitators.

Ms. Paula Robinson, ILO Representative, re-affirmed ILO's commitment to gender equality within the Decent Work framework and reminded those in attendance of the support offered by the organization.

The Honorable Dennis D. Moses, Representative of the OAS in Guyana, noted that the workshop was a good example of political support that has been translated into concrete technical actions. He mentioned the presentation made by Ms. Yasmin Odlum at the 19th CARICOM Council on Human and Social Development / ILO Meeting of Caribbean Labor Ministers and the opportunities for increased political interest and support for gender mainstreaming in decent work.

H.E. Mr. Francois Montour, High Commissioner for Canada in Guyana re-emphasized the commitment of the Government of Canada to gender equality and recognized the collaborative effort between the various stakeholders in making the workshop a success.

The workshop concluded with a short address from the Honorable Manzoor Nadir M.P., Minister of Labor, Ministry of Labor, Human Services and Social Security of Guyana who summarized the main concepts learned during the workshop and urged participants to utilize the knowledge in future approaches to gender mainstreaming in the Decent Work framework.



3. Evaluation

Twenty eight (28) participants completed the evaluation questionnaire. Chart 2 below summarizes the qualitative responses. Overall, the feedback was extremely positive with over 90% of participants strongly agreeing or agreeing with most of the comments. The highest ratings related to their satisfaction with the effectiveness of the Facilitator’s management of the workshop and the relevance of topics to the concerns, challenges, and interests related to gender mainstreaming in the Ministries of Labor. The lowest rating was in regard to their confidence to organize activities to facilitate strategic planning with a gender approach in their organization or country. Only 1 person (3.7%) expressed disagreement about his / her satisfaction with the workshop, and confidence in his/her ability to organize activities.

CHART 2 Summary of Participants’ Ratings of the Workshop

	<i>Evaluation Question</i>	<i>Strongly Agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
1.	Overall, I was satisfied with my experience at the Workshop	40.7%	51.9%	3.7%	3.7%	0.0%
2.	Overall, the topics identified were relevant to the concerns, challenges, and interests related to gender mainstreaming in my country’s Ministry of Labor	59.3%	37.0%	3.7%	0.0%	0.0%
3.	I gained valuable knowledge on what is required to mainstream gender in the decent Work framework.	50.0%	42.9%	7.1%	0.0%	0.0%
4.	I developed skills in planning strategically to mainstream gender in the decent work framework	25.0%	71.4%	3.6%	0.0%	0.0%
5.	I feel confident in ability to organize activities to facilitate strategic planning with a gender approach in my organization / country.	17.9%	50.0%	28.6%	3.6%	0.0%
6.	Overall, I was able to develop a greater strategic alliance between gender and labor	28.6%	60.7%	10.7%	0.0%	0.0%
7.	I was satisfied with the effectiveness of the Facilitators’ management of the workshop	60.7%	39.3%	0.0%	0.0%	0.0%
8.	The materials used at the workshop were useful.	55.6%	40.7%	3.7%	0.0%	0.0%
	Average rating:	42.1%	49.4%	7.7%	0.9%	0.0%

Lessons Learned

In their qualitative comments, participants were also very positive about what they had learned from the workshop. Their comments fell into six (6) main categories, outlined below:

Representative quotes

The workshop “boosted my interest in gender!”

“I never had the opportunity or reason to relate gender to labor. This learning experience has been extremely important to me since I will now be approaching issues differently. Secondly I now have a clearer understanding of strategic planning and even though indicators gave me problems, I am now challenged to pursue other sensitization courses on the area to improve my work.”

Strategic Planning Approach – many participants felt that the exercise on strategic planning was very enlightening and saw how strategic planning could be applied in almost all areas of their work; civic involvement; national development plan; which encouraged persons to thoroughly examine, measure and evaluate their objectives before executing activities or events. Some recognized the need to utilize resources and move from planning to implementation.

Strategies for introducing gender mainstreaming – participants gained a deeper understanding of the concepts of gender and decent work, and ideas on how it could be presented to key stakeholders.

Political support – participants indicated that they had gained greater appreciation of how important political support is to the process, and gained tools for how to engage, influence and sensitize their Permanent Secretaries and Ministers to support the integration of gender issues and for establishing a mechanism to effectively execute a gender management system.

The importance of **Stakeholder participation** – whether at a governmental level through an inter-ministerial committee, ensuring a tripartite approach, encouraging the involvement of civil society and collaborating more fully with the Gender Affairs Mechanisms.

The importance of **data disaggregated** by sex, age etc. – which is the prerequisite for sound analysis, and better appreciation of the need for **indicators** to measure the achievement of objectives.

Better appreciation of **strategies to influence** and communicate effectively, and the need to be realistic in the formulation of activities.

With regard to the **Workshop focus**, some participants would have preferred the Workshop to deal with fewer topics with deeper analysis. They also wished to have greater use of regional statistics in the *Decent Work Framework* as a gauge for the success of national efforts; more time in formulating and using indicators effectively; and more training in applying gender to strategic planning.

Other comments from participants indicated that they had found the workshop useful and relevant in reinforcing the need for gender mainstreaming. They had enjoyed the participatory approach, and felt that the sessions were challenging and thought-provoking, especially in the sharing of experiences, successes and challenges of gender mainstreaming. However, many also felt that the workshop **agenda** was too crowded, the hours too long and there was insufficient time to assimilate the volume of information provided. In particular, some respondents suggested that the workshop should have been five days instead of three.

Other suggestions included the need for more work to be done with regards to sensitization of trade unions to the issues of decent work and gender mainstreaming and other related issues.

Participants' **Recommendations for Follow up Activities included:**

- Establish a network to continue exchanging best practices in developing a gender approach.
- Hold follow up workshops to ensure continuity of the process and the achievement of the workshop's objectives on a medium to long-term basis, especially workshops at the national level where gender policies already exist to facilitate implementation and build capacities.
- Conduct further training including a "training of trainers" program on gender mainstreaming and other training in negotiation and communication skills and project planning.
- Encourage more men to be involved in the process so as to create greater awareness and interest in gender mainstreaming.
- Plan activities to support the development of information systems which would provide sex disaggregated data and to expand on how to include gender analysis in policy development.
- Provide greater support for strengthening of inter-ministerial committees at national levels.
- Disseminate information on decisions made at the ministerial level on the specific issues related to gender mainstreaming within the Decent Work context among CARICOM countries.

4. Conclusion and Summary of Recommendations

The Strategic Planning Workshop with a Gender Perspective ensured that participants gained a better understanding of concepts related to the gender mainstreaming in the strategic planning process within a Decent Work framework. The sessions encouraged the analysis of labor and gender issues and perceived challenges in institutionalizing gender in the Ministries of Labor. The review of the workshop objectives and participants' expectations indicated that most of these had been achieved.

It was clear that there were many issues to be addressed in the process of mainstreaming gender. One of the major challenges identified included the lack of political will/ policy support for projects related to gender mainstreaming in the Ministries, particularly the support of the Permanent Secretaries and the Ministers. Additional challenges spoke to inadequate access to information, noting the need for better strategies to share and utilize information to be included in the strategic plan.

The deficit of disaggregated data by sex, age, social status, etc. made it difficult for program personnel to apply a gender analysis to labor issues and to mainstreaming gender in a strategic plan of action. Limited human and financial resources were also seen as a hindrance to implementation as well as the fact that Labor Officers had little training on tools of gender analysis. Despite the ILO / CIM desire to establish GSUs in the Ministries of Labor, participants generally felt that most countries were too small to justify the existence of a full unit; the identification of gender focal points coupled better utilization of the National Gender Mechanisms was a preferred strategy in this regard.

Recommendations from the workshop were the following:

1. The Decent Work concept should be marketed (with logo) that could be utilized by the Ministry of Labor in its campaigns.
2. There should be an establishment of systems that could facilitate the electronic storage and cataloguing of relevant information to assist with access to data at the national level.

3. There should be identification and adoption of cost-sharing practices for projects and programs between government and international agencies.
4. There is a need for development of models for future training in Gender, Decent Work and Strategic Planning with a Caribbean perspective.
5. There should be future gender training opportunities for all staff in the Ministry of Labor so that gender analysis can be conducted at all levels.
6. The possibility of establishing a network of the participants to facilitate the sharing of information and best practice models should be considered.
7. There should be opportunities to expand on knowledge of strategic planning and additional training on communication strategies.
8. There is a need to tie initiatives into a large inter-ministerial framework for gender mainstreaming across ministries.



Appendix 1 – Workshop Agenda

STRATEGIC PLANNING WITH A GENDER PERSPECTIVE WORKSHOP AGENDA

Day 1- April 12th

8:00 – 9:00

Registration

9:00 – 10:00

Inaugural Session

- Welcome by the Chair Mr. Trevor Thomas, Permanent Secretary, Ministry of Labour, Human Services and Social Security (MLHSS) of Guyana
- Hon. Indranie Chandarpal M.P., Member of Parliament and Commissioner of Women and Gender Equality Commission, Guyana
- Ms. Maria Claudia Camacho, Specialist, Department of Social Development and Employment, Organization of American States (OAS)
- Ms. Maria Celina Conte, Specialist, Inter-American Commission of Women (CIM)/OAS
- Hon. Manzoor Nadir M.P., Minister of Labour, Ministry of Labour, Human Services and Social Security of Guyana

Feature Address

10:00 – 10:15

Coffee break **

The training activities will start at 10:15. Training will be facilitated by Norma Shorey-Bryan, Principal Facilitator, and Juliette Maugham, Assistant Facilitator and Rapporteur.

Introductory Activities

Session I

Decent Work and Gender Equity

- Ms. Paula Robinson, Senior Specialist, Workers' Activities and Gender Focal Point. ILO, Sub-regional Office for the Caribbean

- Session II Sharing of Regional and National Experiences
- Dr. Halima-Sa'adia Kassim, Deputy Programme Manager, Community Development (Gender), CARICOM Secretariat

13:00 – 14:30 Lunch

Session III Overview of the Participatory Strategic Planning Approach

Session IV Problem Analysis from a Gender Perspective

- Group discussions and Plenary

17:30 - 18:00 Wrap-Up of Day 1

Day 2 – April 13th

Session V Planning Strategically in the Decent Work Context

- Planning Exercise
- Stakeholder identification and analysis
- Issues and challenges

Session VI Group Planning Activities and Plenary

13:00 – 14:30 Lunch

Session VII Group Planning Activities and Plenary (cont'd)

17:30 - 18:00 Wrap-Up of Day 2

Day 3 – April 14th

Session VIII Applying a Gender Lens to Strategic Planning and Evaluation

Session IX Formulating and Using Indicators Effectively

13:00 – 14:30 Lunch

Session X Applications and Implementation in the Caribbean Context

Session XI Summary of Conclusions and Next Steps

16:45 – 17:00 Break

17:00 – 17:20 Closing Remarks

- Chair Mr. Trevor Thomas, Permanent Secretary, Ministry of Labour, Human Services and Social Security of Guyana
- Ms. Norma Shorey-Bryan, Principal Facilitator
- Ms. Ann-Marie Williams, Executive Director, National Women's Commission, Belize
- Ms. Paula Robinson, ILO Representative
- Hon. Dennis D. Moses, OAS Representative in Guyana
- H.E. François Montour, High Commissioner for Canada in Guyana
- Hon. Manzoor Nadir M.P., Minister of Labour, Ministry of Labour, Human Services and Social Security of Guyana

Reception at the Oasis, Le Meridien Pegasus, offered by the Hon. Minister of Human Services and Social Security, Priya Manickchand M.P. and the Hon. Minister of Labour, Manzoor Nadir M.P. of the Ministry of Labour, Human Services and Social Security of Guyana. (Invitations attached).

Time: 19:00 – 21:00

*** The activities will start at 9:00 a.m.*

There will be morning and afternoon coffee breaks each day.

Appendix 2 – List of Participants

WORKSHOP FOR THE CARIBBEAN ON STRATEGIC

PLANNING WITH A GENDER PERSPECTIVE

April 12-14, 2010 – Georgetown, Guyana

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Appendix 3 - Country Strategies and Programs

Country Initiatives	Successes / Positive Factors	Challenges / Barriers
<p>Antigua and Barbuda</p> <ul style="list-style-type: none"> • Minimum wage Commitment • The inclusion of Gender Affairs in the Revision of the Labor code 	<ul style="list-style-type: none"> • Collection of disaggregated data by sex 	<ul style="list-style-type: none"> • Lack of adequate data collection strategies. • Lack of involvement of other ministries
<p>The Bahamas</p> <ul style="list-style-type: none"> • a tripartite group has been informally established • Prosecution of 1st sexual harassment matter before the Magistrates' Court 	<ul style="list-style-type: none"> • Increased dialogues among stakeholders • Inter-ministerial collaboration (ministries of labor, health, human development, education) 	<ul style="list-style-type: none"> • Limited number of job opportunities, financial backing and corresponding reinforcing attitudes
<p>Barbados</p> <ul style="list-style-type: none"> • There is a draft Protocol on Human Trafficking, Draft Sexual Harassment Bill 	<ul style="list-style-type: none"> • Tripartite approach adopted through discussion • Model legislation shaped from CARICOM's legislation on Gender 	<ul style="list-style-type: none"> • There is a belief that current legislation is adequate • Access to loans or grants cause downsizing of program • Little understanding of the issues (leading to inefficient analysis of data) • Need for change in organizational structure • No lead agency assigned to drive the process forward • Need for wider discrimination legislation
<p>Belize</p> <ul style="list-style-type: none"> • Single Mother's Program • Revision of the Belize National Gender Policy to include wealth creation and income generation 	<ul style="list-style-type: none"> • Strengthening of the national women's commission • Firm Commitment made by political leaders 	<ul style="list-style-type: none"> • Access to finances • Women not socialized to seek employment

Country Initiatives	Successes / Positive Factors	Challenges / Barriers
<p>Grenada</p> <ul style="list-style-type: none"> • Formulation/ Review of Gender Policy • Crafting minimum wage order • Retooling unemployment benefits program, temporary employment scheme introduced 	<ul style="list-style-type: none"> • Support from Cabinet to formalize a monitoring body • Women and Gender Equality Commission established recently 	<ul style="list-style-type: none"> • Gender policy has not been implemented due to deficiencies • Language in Minimum wage order not gender sensitive
<p>Guyana</p> <ul style="list-style-type: none"> • Recent Establishment of the Women and Gender Equality Commission • Promoting Gender Awareness and Equal Responsibilities for Males and Females • Collective Bargaining with a Gender Perspective • Promoting workshops on Gender and Decent Work 	<ul style="list-style-type: none"> • Work Interest male/female • Training provided for both men and women as part of a strategy for gender equity • Active collaboration of the national tripartite committee (labor, workers and employers) • Both Men and Women are now entitled to NIS Death Benefits • Recently tabled sexual offences bill that protects both men and women • Exists legislation framework for gender equity • Constitution provides for gender equity 	<ul style="list-style-type: none"> • Inadequate resources • Lack of information on gender issues • Presence of cultural stereotypes that defines job sectors for males and females • Lack of commitment by some key stakeholders • Policymakers unfamiliar with gender issues
<p>Haiti</p> <ul style="list-style-type: none"> • Legal recognition of Women's organizations by Ministries • Adoption of monitoring duties for factory workers by ministry 	<ul style="list-style-type: none"> • Increased access to jobs and financial assistance for small businesses 	<ul style="list-style-type: none"> •

Country Initiatives	Successes / Positive Factors	Challenges / Barriers
<p>Jamaica</p> <ul style="list-style-type: none"> • Medium Term Economic Policy Framework 2007/8 – 2010/11 include gender equality commitments and Decent Work Agenda • Property (Rights of Spouse)Act • National Flexi-time Policy (proposed) • National Policy Statement on Women (1987) revised to create National Policy on Gender Equality and Women’s Empowerment 	<ul style="list-style-type: none"> • PATH Program- Step to Work Initiative targeting youth unemployment /Special Youth Empowerment Training Project (SYEAT) • Prevalence of female headed household; valuation of women’s unpaid work • Employment (Equal pay for men and women Act • BWA contribute to deliberations • Recognise value of unpaid work in division of property upon dissolution of marriage • Establishment of the Male Desk • Sexual Harassment Policy (Draft) • Existence of Gender Focal Point in key Ministries and Agencies • Gender Advisory Council (GAC) established to act as inter-ministerial committee structure to implement National Gender Policy 	<ul style="list-style-type: none"> • Gender differential outcomes at secondary level; youth unemployment (3x) adult rate with noted gender differential to young women; 2:1 rate of female unemployment; Reform of Poor Relief Law (1887) to administer social protection to vulnerable groups; • Equal sharing of responsibilities between women and men • Gender-wage gap not measured. • Transformation of gender ideology and gender roles (opposition from men and women) • Sex-disaggregated statistics by industry, age x location • Attitudes/stereotypes/ values: perception of gender issues as women only ‘social issues’.
<p>Saint Lucia</p> <ul style="list-style-type: none"> • Not many programs implemented to date for gender in Labor. • Intended programs: • empowerment workshops for ministries and key stakeholders on relevance of gender mainstreaming <p>Appointment of a focal point in gender mainstreaming in the Min of Labor pilot for 2 years, based on this they hope to evaluate the project and make recommendations</p>	<ul style="list-style-type: none"> • Recent appointment of minimum and equal wages commission and revision of Minimum Wage Act 2001 • Enactment of the Equality of Opportunity and Treatment in Employment and Occupation Act 	<ul style="list-style-type: none"> • Need for establishment of a gender focal point in the Ministry of Labor • National Gender Program not fully established

Country Initiatives	Successes / Positive Factors	Challenges / Barriers
<p>St. Vincent and the Grenadines</p> <ul style="list-style-type: none"> • Drafting of a National Gender policy • Development of “Back to School Policy for Girls”, Small Business Training done in collaboration with Private Sector for women in the Cottage Industry • Micro loan program available for women, implementation of youth entrepreneurship scheme • Review of Maternity Leave Act. 	<ul style="list-style-type: none"> • Greater access to home and land • More young people are retooled with skills for workplace 	<ul style="list-style-type: none"> • Increase in Teen Pregnancy in other age group • Lack of political will
<p>Suriname</p> <ul style="list-style-type: none"> • Initiative to introduce policy on Sexual Harassment in the Workplace • Training of Women in Technical and non-traditional vocations 	<ul style="list-style-type: none"> • Increased opportunities for women for decent employment • Working group for policymaking has been established in collaboration with the national women’s movement 	<ul style="list-style-type: none"> • Acceptance of women in non-traditional vocations by society • Stakeholders are unaware of the need for policy and action • Women do not fully participate because of social constraints
<p>Trinidad and Tobago</p> <ul style="list-style-type: none"> • Training of Persons as Focal Points for Gender Mainstreaming in Labor • Conducted initial gender sensitization workshop for the Research and Planning Unit • Labor Inspection Unit and the OSH Authority have embarked on a continuous education program • Work is currently being undertaken by the MWD and review of Minimum Wage • Agencies provide child care facilities in the work place • Tax rebate introduced for households paying NIS on behalf of Domestic Workers • Defining Masculine Excellence Program and Non-traditional Skills Training for men and boys in the workplace, communities and schools 	<ul style="list-style-type: none"> • Policy and legislative environment favorable to gender • Success in gaining commitment and willingness of executives and employers to be more gender sensitive 	<ul style="list-style-type: none"> • Inadequate resources (HR, Financial, appropriate training tools and monitoring and evaluation.

Appendix 4 - Assessment of successes and challenges to gender mainstreaming in Ministries of Labor in Caribbean Countries

Theme	Successes/Positive	Challenges/Barriers
Resources	Available funding in some countries	Inadequate Resources in many countries
Attitudes	Public Information Campaign on Human Rights Inter-American Year of Women	Perception of gender/ women's issues, opposition from men
Work Opportunities	Increased opportunities and training, financial assistance for small business	Unemployment, cultural stereotypes, acceptance in non-traditional sector, limited financial backing for enterprise for women
Data	Collection of sex/age/location disaggregated data (in some countries)	Inadequate data collection strategies, lack of information on gender issues, little disaggregated data
Institutional Collaboration and Mechanisms	Strengthening of national women's machineries, increased collaboration with stakeholders, inter-ministerial collaboration	Lack of commitment by some stakeholders, need for change in organizational structure, lack of involvement of other ministries, lack of direction and leadership
Access	Greater Access to credit and land, training and skill building opportunities	Women do not participate in some programs because of care-giving and social responsibilities
Legislation	CARICOM Action Plan on Gender, Sexual Offences Bill, Minimum Wage Act, Gender policy Enactment of the Equality of Opportunity and Treatment in Employment and Occupation Act (Saint Lucia)	Policymakers are often unfamiliar with gender issues, need for wider discrimination legislation, language not often gender sensitive
Political Will	Political support gained in some countries Inter-American Year of Women	Lack of political will in many countries

Appendix 5 - Stakeholder Analysis

NB: The points below represent only a sample of Stakeholder Characteristics, fully recognizing that these will vary by country and program

Group	Interests	Perceived Problems	Resources & Mandates
Senior Members of other Ministries	<ul style="list-style-type: none"> • Relevant to government priorities 	<ul style="list-style-type: none"> • Effective disbursement of resources • Lack of understanding and data 	<ul style="list-style-type: none"> • Technical support
Gender Affairs	<ul style="list-style-type: none"> • Gender equality for social and economic development • To ensure sex/age/industry disaggregated data is available 	<ul style="list-style-type: none"> • Inadequate knowledge of labor issues • Transformation of stereotypes and gender roles 	<ul style="list-style-type: none"> • Gender Training • National Gender Policy Public Information Campaign to transform social and cultural patterns • Public Relations • Financial Resources – alternative sources of funding for gender budgets • Sources of political support
Minister, PS and other senior Staff of Labor	<ul style="list-style-type: none"> • Job creation • Re-election to office by Minister • Interest in meeting international conventions (ILO, CEDAW) 	<ul style="list-style-type: none"> • Limited resources • Varying interests for political support • Limited and current data 	<ul style="list-style-type: none"> • Political manifestos and mandates • Power to engage stakeholders through • Resource mobilization
Trade Unions	<ul style="list-style-type: none"> • Labor laws • Adequate wages • Occupational health and safety 	<ul style="list-style-type: none"> • Lack of support from employers • Job insecurity • Discrimination • Sexual harassment 	<ul style="list-style-type: none"> • Membership • Collective Bargaining power • Tripartite forum
Civil Society Organizations	<ul style="list-style-type: none"> • Training and Retooling • Public Role in national development strategy 	<ul style="list-style-type: none"> • Lack of resources/skills • Lack of monitoring 	<ul style="list-style-type: none"> • Effective Surveillance • Skills • Community Mobilizations • Negotiations

Group	Interests	Perceived Problems	Resources & Mandates
Employers	<ul style="list-style-type: none">• Greater productivity• Increase in efficiency and efficacy levels• Improving working conditions	<ul style="list-style-type: none">• Resistance from internal workforce• Lack of government policies• Unionization of the workforce	<ul style="list-style-type: none">• Financing• Disaggregated data on employees• Policies on application for appointment

Appendix 6 – St. Helene’s Case Study

CASE STUDY SCENARIO - 2010

Gender Mainstreaming in St. Helene’s

St. Helene’s is a small country in the Caribbean Sea. With a population of 120,000, St. Helene’s has good economic and social infrastructure and a vibrant workforce. Agricultural production, based on sugar and bananas, has declined sharply in the past few decades, and like many other countries in the Caribbean region, the services sector, including tourism is now recognized as a key driver of economic growth. To combat the effects of the global economic recession, the government is now looking more positively at the tourism sector, including the revision of labor laws which impact on the tourism workers who are primarily women.

The current government is now in the middle of its term of office and the Minister of Labor feels the pressure of seeking to deliver on many of its election promises for the creation of jobs. In addition, he has recently acted as a Caribbean Representative in a high level ILO working group on the Decent Work framework and an OAS/CIM Workshop on Gender Mainstreaming and has returned fired up and eager to ensure that policies of his Ministry are more gender sensitive.

Joanne James was recently appointed as a Senior Labor officer in the Ministry. Her previous work experience has led her to work on the challenges facing the services sector. She has also recently attended a conference on Gender and Decent Work and is committed to introduce a new approach which would incorporate gender considerations at all levels in the Ministry. Her interest in the subject was recognized by the Minister who has given her prime responsibility for moving forward the process of gender mainstreaming. She is aware that the Ministry had signed a number of ILO conventions addressing issues of Decent Work and is seeking to eliminate sex discrimination. However, as she began to examine the issues, she was appalled at the limited data available and that while a number of policy papers were prepared, very little legislation had been enacted. Given the requirement for the task ahead, Joanne was further frustrated when she realized that the budget allocation to her department had been reduced for the current financial year.

Joanne has assessed some of the key factors in creating a change, and recognized that she needs to engage the PS. She is aware that while the PS has generally expressed support for what he feels is “her project”, an offhand remark in a recent meeting, suggested that he considered the “gender talk” as just another way to give prominence to women. Furthermore he felt that women are already taking over the Ministry and men are becoming marginalized in the government service and the wider society. Efforts to engage the PS in dialogue have met with flippant responses and a challenge: “Look at how well women are doing in this Ministry! Surely you don’t see a problem here!”

As part of her outreach to potential support agencies, Joanne has had informal discussions with the Director and Staff of the Gender Affairs Section. She left the meeting with the feeling that although the Section was supportive of the gender mainstreaming initiatives of her Ministry, they had limited resources that were unable to respond to the many demands made on them.

The need for urgent action was further emphasized by the actions of a recently formed Coalition of Domestic and Allied Workers (CDAW) which had been agitating for many years without success to get the Ministry of Labor to seriously address their concerns including the establishment of minimum wage legislation and greater protection for the rights of workers in the informal economy. In addition, although there were many positive gains by women, women were still operating predominately in the lower paying services sector.

Taking all these factors into consideration, Joanne has recognized the need for a more strategic approach to gender mainstreaming. Through discussions with some of the long time Ministry staff, she discovered a Gender Action Plan developed over 10 years ago, which had been totally forgotten. She recognized that if current initiatives were not to suffer the same fate, something would need to be done differently.

You have been invited to be part of a Strategic Planning Process for gender mainstreaming in St. Helene's.