

**PROVISION FOR POST PROJECT EVALUATIONS FOR THE UNITED NATIONS
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All errors and omissions remain the responsibility of the authors.

Disclaimer

The views expressed in this report are those of the evaluators. They do not represent those of UNDEF or of any of the institutions referred to in the report.

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I. Executive Summary

The “ (i) *The project*

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(*Women on Board*) which it used as part of its community discussions on gender and leadership.

WROC signed a Memorandum of Understanding (MOU) with the NGO Network of Trinidad and Tobago in September 2009 to undertake the research on women's leadership on boards in Trinidad and Tobago, Initial research was done by the NGO Network but various factors

gender in public policies, programmes and plans; as well as create more opportunities for redress regarding offences committed against women and girls.

Article 2 of CEDAW requires States to take all appropriate means and policies to eliminate discrimination against women. Although the principle of equality of men and women was recently enshrined in the National Constitution, some organizations, including WROC are asking for affirmative action measures

IV. Evaluation Findings

(i) Relevance

The project objectives and activities seemed appropriately targeted at addressing the under-representation of women on public and private sector boards and commissions. Other projects and NGOs had tackled the issues of women in politics, but few appeared to have focused on the dearth of women in leadership positions in the priva

Component 2 training was extremely practical, and included a practicum where the participants were given small amounts of money to implement a community project in their area of interest. This served to reinforce their training and provided hands-on experience in a mentored environment. Each project was to have a research component to identify the main problems in their community, do an intervention and target female community leaders. These hands-on experiences reinforced the training and increased their confidence and self-esteem. The practicums also provided a set of secondary benefits to the members of their communities as discussed in the impact section.

WROC also appeared to have been very adept at obtaining media coverage of its project activities and findings of its research and policy recommendations. It provided more than 15 articles to the evaluators that covered their project and training. This was a cost-effective way to increase awareness of the project and its training, and to recruit more women for training.

(iii) Efficiency

As noted, the project was implemented as planned, but took longer than expected.

The CIDA funding (Canadian \$22,000) was used to help expand general public awareness of the gender issues with radio spots, web-based newsletter and brochures. The UN Women helped to fund the Convention held in March which was used to announce the database and discuss the project's policy recommendations on affirmative action. This helped reinforce the training activities and networking which had taken place the year before.

The project did fall behind its timeline and required a no-cost time extension in order to cover the March 2011 convention under the project. The database activity was still being completed during the evaluation. The 100 hard copies had been printed but were not yet distributed and the electronic base was not yet operational. But it appeared that this would all be wrapped up within the month and WROC appeared determined to maintain the database and advocate for its use into the future. One of the former project staff had not found subsequent work and was volunteering her time to complete the activity.

WROC appeared to have a solid understanding what it needed, to do to successfully implement its project, and adapted activities as the project unfolded to ensure their relevance and effectiveness. As an example, it recognized the need for the community-level women to address some of their unresolved issues before they could absorb and use the project training.

not yet visible, although it is reasonable to assume that some percentage of the project participants will at some point serve on one or more boards. If they will then be able to subsequently change and/or improve corporate governance and public services is unknown but as this would be the ultimate purpose for the project, this is something that WROC should attempt to track.

WROC does not have a mechanism

The Component 2 women also appeared to have fundamentally changed attitudes, but as these are nascent and they live in such difficult circumstances they are likely to require continued mentoring to maintain that level of confidence and interest.

Continuing the networking aspects of the project also contributes to continued benefits for the participants-especially the newer and returning professionals as this network provides support and helps open doors. The long-term sustainability of the network will require the continuing interest and participation of those within the network, which is likely to dwindle over time to smaller circles of contacts. Several participants noted the need to keep the momentum generated by the project so that they would not be overcome by everyday events and needs.

WROC did list a large number of partners for this project which normally would help ensure sustainability after donor funding ended. The team found that most of these partners were associated with the research and planning for this project rather than for its actual implementation. WROC itself however appears to be well networked within the organizations and donors working on women’s leadership issues and appears to have a long-term commitment to the project’s objectives. It can be expected that it will place the database on its website and maintain it for the foreseeable future.

(vi) UNDEF Value Added

Any donor could have funded this activity, but UNDEF’s value added was loaning its name to a nationwide effort for gender equity in the public and private sector boardrooms. This legitimized and reinforced the project’s right based approach to gender equity and good governance. In fact, some of the articles at the start of the project thought the 2008 research that highlighted the disparities of gender equity “promoted the United Nations Democracy Fund to sponsor a training later this year.”⁶ The project and its products were all well branded as UNDEF-funded.



Linette Vasselli (right) and Samora Bain (left) at the Women's Convention in March 2011

⁶ Jamaica Observer, *Study: Male corporate executives aware of need for diversity*. 11 May 2009

VI. Recommendations

(i) Continued management of the network created by the project. WROC should assign someone (either staff or a volunteer) to continue the management of the e-mail network created by the participants in the project. Having one person responsible for driving the network can help ensure it is dynamic and useful enough to maintain the interest of its members- at least until it is fully rooted and becomes self-sustaining.

(ii) Development of a feedback mechanism, which will enable WROC to systematically track the number of project participants who are subsequently named to boards and their main accomplishments once on boards. This would help WROC to document the impact of its assistance and validate their supply-side approach and training curriculum. WROC should also include instruments to measure knowledge before and after training.

(iii) Continued marketing and advocacy of the database, so that boards and others across Jamaica know that this resource is there and that it includes information on professional women who could contribute to board performance and who are available to serve.

(iv) Continued advocacy for the policy paper for affirmative action. WROC still intends to present the paper to the Prime Minister, but it should also use its networks to develop a sustained and coordinated advocacy and awareness campaign so that the issue and work to date stays in the forefront of policy makers. The project also primarily concentrated on women, but for its benefits to be sustainable, men should be brought into the equation.

(v) Development of a community-level empowerment programme. It appears that the training at the community level - in these extremely difficult circumstances of violence, sexual abuse and poverty - has the potential to make a significant difference in the lives of the participants and their communities. WROC could use its experience and partnerships to develop an effective programme and to find funding. It could build on the base started with the communities from its Component 2 participants.

Annex 2: Documents Reviewed

Bureau of Women's Affairs, *Jamaica Report to the Tenth Session of the Regional Conference on Women in Latin America and the Caribbean*, August 2007

Dunn, Leith and Judith Wedderburn, *Gender and Governance*, Working Paper Series 5, University of West Indies, 2008

Annex 3

Annex 4: Acronyms

