

2013

FIVE YEAR STRATEGIC PLAN 2013-2018



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Contents

Foreword by the Chairperson	3
1. Executive Summary	4
2. List of Acronyms	5
3. Introduction.....	7
4. Definition of Concepts	9
5. Situational Context of Women and Gender in Guyana.....	11
6. The Women and Gender Equality Commission and Human Rights in Guyana	13
7. The Organizational Structure and Management	15
8. International and Regional Agreements and Actions.....	17
9. Organizational analysis of WGEC	20
9.1 Strengths, Weaknesses, Opportunities and Threats	20
10. Prerequisites for Advancing Women and Gender Equality in Guyana.....	21
11. Thematic Strategic Priorities.....	22
11.1. Organizational and Institutional Strengthening of the W&GEC	23
11.2. Women, Leadership and Governance	33
11.3. Economic Improvement of Women.....	41
11.4. Gender Based Violence.....	48
12. Principal Partners	53
13. The Implementation Plan	54
14. Monitoring and Evaluation	54
15. Funding Sources.....	55

Foreword by the Chairperson

It is indeed a privilege to present this strategic plan for the next five years- 2013-2018. The Strategic Plan addresses the Constitutional mandate of the Women and Gender Equality Commission. The Commission has been mandated to promote national recognition and acceptance that women's rights are human rights, respect for gender equality and the protection, development and attainment of gender equality. In keeping with our mandate, the vision of the W&GEC is to have in Guyana, *an environment where the rights of women are recognized as human rights and gender equality is upheld.*

The Strategic Plan crafts the strategic direction that the Commission should pursue to promote women and gender equality in Guyana. It draws upon the international agreements which have been ratified and pulls from the range of experiences and lessons learned over the years as Guyana worked to implement those processes that would promote gender equality. More recently, the Commission as a young body, starting in 2010, has conducted its own self-assessment and this plan is shaped in part by our strengths and weaknesses as well as the expectations of our stakeholders.

Over the next five years, the plan will specifically address the four thematic priorities:

1. Organizational and Institutional Strengthening of the Women and Gender Equality Commission
2. Women, Leadership and Governance
3. Women and Economic Empowerment
4. Gender Based Violence

This Strategic Plan is an indication that the Women and Gender Equality Commission is committed to upholding the full rights of women, advocating for women's improved status in all spheres as well as monitoring the compliance with the Convention to Eliminate All Forms of Discrimination Against Women (CEDAW) which is enshrined in the Guyana Constitution, and which therefore forms the fundamental platform for the strategic focus and indeed the mandate of the Commission. We want to see a Guyana where gender justice becomes a norm.

I wish to express my sincere gratitude to the UN Country team for its support in helping us to craft this strategy, but more importantly I wish to applaud the Commissioners and staff who have dedicated time to the production of this document. To all the other stakeholders within the government and non-government sector that contributed we thank you!!

Indranie Chandarpal
Chairperson

1. Executive Summary

The Strategic Plan for the Women and Gender Equality Commission(W&GEC) for the period 2013-2018 has four distinct thematic priorities: Organizational and Institutional Strengthening of the Women and Gender Equality Commission; Women, Leadership and Governance; Women and Economic Empowerment and Gender Based Violence. The Plan outlines the broad objectives and the process of meeting these objectives over the next five years. The thematic priorities within the plan are a summation of the range of contributions from Commissioners and staff as well as well as government and non-governmental stakeholders.

The five year strategic plan is the first plan which has been developed by the Commission and charters a course for the Commission to monitor and protect the human rights of women and vigilantly guard against discrimination. The plan strengthens the role of the commission as they become stronger in advocacy, education and monitoring.

Whilst the Commission is the national authority for the promotion of women and gender equality in Guyana, it is not the only agency working to do so. The government of Guyana is committed to ensuring that there is gender equality and there are also several other non-governmental bodies addressing this issue as well. There is still a lot of work to be done and as it works to attend to the thematic priorities identified by stakeholders, it will require strategic partnerships with all of these stakeholders to be effective. In addition, with limited human and financial resources and the terrain of Guyana there are stakeholders who may have the comparative advantage as the work in rural and remote areas. The Commission will be encouraging these kinds of collaborations.

2. List of Acronyms

BoS	Bureau of Statistics
CEDAW	Convention for the Elimination of All Forms of Discrimination Against Women
CEO	Chief Executive Officer
CSO	Civil Society Organization
CRC	Convention on the Rights of the Child
ERC	Ethnic Relations Commission
FBO	Faith Based Organization
GAWL	Guyana Association of Women Lawyers
GBV	Gender Based Violence
GEP	Government Enhancement Programme
GFP	Gender Focal Point
GPF	Guyana Police Force
GPS	Guyana Prison Service
GM	Gender Mainstreaming
GTU	Guyana Teachers' Union
GWLI	Guyana Women Leadership Institute
HRC	Human Rights Commission
ICPD	International Conference on Population and Development
IDCE	Institute of Distance and Continuing Education
ILO	International Labour Organization
IPC	Indigenous People's Commission
IR	Inception Report
MAB	Men's Affairs Bureau
MoE	Ministry of Education
MCYS	Ministry of Culture Youth and Sport
MoF	Ministry of Finance
MoH	Ministry of Health
MoHA	Ministry of Home Affairs
MLGRD	Ministry of Local Development and Regional Development
MLHSS	Ministry of Labour Human Services and Social Security
MDG	Millennium Development Goals
M&E	Monitoring and Evaluation
NHRC	National Human Rights Commission
NRDC	National Research and Documentation Centre
MWC	Media Watch Committee
NPA	National Plan of Action
NGO	Non-Governmental Organization
PSC	Private Sector Commission
NGW	Non-Governmental Women's Organizations
PTA	Parent Teacher Association
RC	Rights Commission
RCC	Rights of the Child Commission
RWAC	Regional Women's Affairs Committee
SP	Strategic Plan
SWOT	Strengths Weaknesses Opportunities Threats
TIP	Trafficking in Persons
ToR	Terms of Reference
UG	University of Guyana

UNDP	United Nations Development Program
UNFPA	United Nations Family Planning Association
UNICEF	United Nations Children Fund
UNCT	United Nations Country Team
USAID	United States Agency for International Development
WAB	Women's Affairs Bureau
WGEC	Women Gender Equality Commission
WPC	Work Plan Committee

3. Introduction

The promotion of gender equality is understood as providing an enabling environment to ensure that women have the same social and economic opportunities as men.¹ Gender equality is a much used concept with multiple interpretations. However one common theme that is emphasized in all of the discourse is that it should be embedded in public policies and legislative framework and must also become part of the language and actions of the private sector as the Women and Gender Equality Commission (W&GEC) seeks to be compliant with national and international agreements.

Main Objective
The Women and Gender Equality Commission hereafter referred to as (W&GEC), shall promote national recognition and acceptance that women's rights are human rights, respect for gender equality and the protection, development and attainment of gender equality.

This strategic plan provides the conceptual roadmap which outlines the strategic approaches and actions that the Commission will be taking as it leads the process that promotes women and gender equality in Guyana. Ultimately W&GEC is mandated to monitor and to protect the human rights of women and to vigilantly guard against discrimination. The commission is committed to undertaking this responsibility building on the gains achieved over the last two years. Further, W&GEC is also responsible for the receipt and investigation of complaints and to call for redress and as the mechanisms are put in place as a part of the Human Rights Commission (HRC)², the Commission will be moving to effect this as a very important area of its mandate. (See Annex 1)

Sensitization of the public and specifically women's, men's, youth and religious organizations to gender issues and to the mandate of the Commission has been its focus in its first two (2) years of existence. This plan shows how the Commission intends to continue its advocacy and other mandated functions as it works to address all of the other thematic priorities that are of equal importance. Guyana's 25th CEDAW report pointed out that while significant progress had been made, patriarchal norms, social and cultural attitudes and the challenging economic situation constituted obstacles to the achievement of full gender equality.³ The 52nd CEDAW report was not dissimilar as it continued to allude to the old cultural and traditional practices whilst stating that new challenges have emerged.⁴ Both reports reflected the data gathered in the preparation of this plan as stakeholders all pointed to the culture, tradition and religion being a part of the history that reinforces gender inequalities.

The Commission understands the uphill task that it faces in addressing the myriad of issues that reinforces the status quo of patriarchy and male dominance in political, economic and social and cultural life, but is committed to gender transformation thereby improving the quality of life for women in Guyana and ensuring their human rights and gender equality. The advantage the Commission has is that it is operating in a political climate that sanctions its commitment to women and gender equality. The commitment of the Guyana Government to gender equity

¹ UN ECLAC, 2009

² Towards effective Rights Commission in Guyana: Capacity Assessment Report, UNDP 2012

³ CEDAW 25th Session, 2001

⁴ CEDAW 52nd Session, 2012

became even more obvious when in 2003 the Guyana Constitution enshrined as a fundamental Right - equal rights status with men in all spheres of political, economic and social life – as embodied in the CEDAW Convention. Other supporting evidence of Guyana’s advocacy and improvements must be recognised in a 13 percentage increase in female representation in parliament over the last two decades, (18.5 percentage in 1992 to 32 percentage in 2012)⁵. This has been due to 2001 legislation requiring political parties to include as a third of their lists of candidates as an eligibility criterion in order to contest national and regional elections. Evidence also supports a stronger presence of women in senior positions that were formerly held by men and the continued increase of women in other forms of public life.

Whilst all of the aforementioned are noteworthy and advance the rights of women, the impact of these shifts for the broader cross section of women at both the national and local level and in all sectors still uncertain. The question of a “real” voice that works to ensure that the equality of women is always recognized in all spheres as a front burner issue has been resonating throughout the development of this action plan. What is the status of women in the economy? Why is gender based violence (GBV) on the increase despite increased legislation? It is these uncertainties amidst promises for action which the Commission must be strategically poised to address. This plan allows for the Commission to advocate for strategic focus on:

- Gender issues and concerns in the context of national, international and agreements
- Organizational and institutional strengthening equipping the Commission to mainstream gender and monitor and protect the human rights of women
- The legislative and policy environment coupled with practical means for increasing equality in opportunities for women and ensuring gender justice to more effectively address disadvantaged women’s strategic and practical needs and priorities.

⁵ CEDAW 52nd Session, 2012

4. Definition of Concepts

Gender refers to the political, social and cultural significance attached to biological differences between men and women, boys and girls. A focus on gender not only reveals information about women and men's different experiences, it also sheds light on ingrained assumptions and stereotypes about men and women, the values and qualities associated with each, and the ways in which power relationships can change. The Secretary-General defines the term in his 2002 report Women, Peace and Security as: "the socially constructed roles as ascribed to women and men, as opposed to biological and physical characteristics. Gender roles vary according to socio-economic, political and cultural contexts, and are affected by other factors, including age, race, class and ethnicity. Gender roles are learned and are changeable."

Gender Equality is the recognition that women and men as well as girls and boys have different needs and priorities and the fact that women and men should experience equal conditions for realizing their full human rights and have the opportunity to contribute to and benefit from national economic, social and cultural development.⁶ **Gender Equality** means ensuring that similar opportunities are available to both women and men. Equality does not mean that women and men or that girls and boys are the same but that their enjoyment of rights, opportunities and life chances are not governed or limited by whether they were born female or male. Working towards gender equality does not necessarily imply treating women and men in the same way. This is where Gender Equity comes in.

Gender equity means fairness of treatment for women and men, according to their respective needs. Gender equity recognizes that different measures might be needed for women and men where they reflect different needs and priorities; or where their existing situation means that some groups of women or men need special or additional supportive measures.

Gender identity according to the Yogyakarta Principles, "refers to each person's deeply felt internal and individual experience of gender, which may or may not correspond with the sex assigned at birth, including the personal sense of the body (which may involve, if freely chosen, modification of bodily appearance or function by medical, surgical or other means) and other expressions of gender, including dress, speech and mannerisms."⁷

Gender Mainstreaming is the globally accepted strategy for promoting gender equality. Mainstreaming is not an end in itself but a strategy, an approach, a means to achieve the goal of gender equality. Mainstreaming involves ensuring that gender perspectives and attention to the goal of gender equality are central to all activities - policy development, research, advocacy, dialogue, legislation, resource allocation, and planning, implementation and monitoring of programmes and projects.⁸

Gender Budgeting is the application of practices of including gender perspectives in the processes of budgeting. It is a process through which public budgets are examined for the

⁶ Gender Mainstreaming: <http://www.un.org/womenwatch/osagi/gendermainstreaming.htm>

⁷ http://www2.ohchr.org/english/bodies/hrcouncil/docs/19session/a.hrc.19.41_english.pdf

⁸ Gender Mainstreaming : Strategy for Promoting Gender Equality, Factsheet 1, rev August 2001

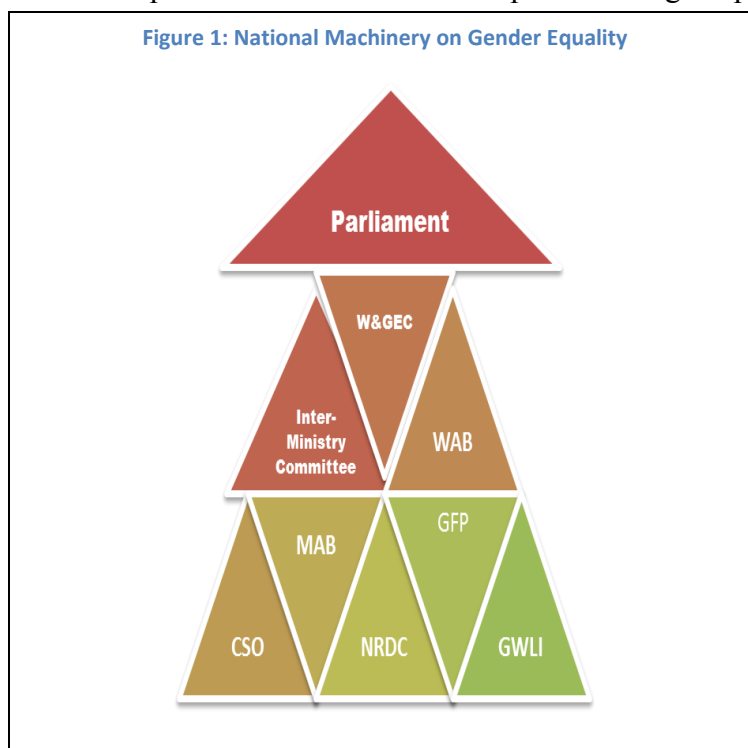
purpose of their assessment whether and how much they include and/or contribute to equality between men and women, and thereby to propose changes towards reaching gender equality. Budgeting often requires making decisions between competitive priorities. It does not mean that separate budgets must be prepared for men and women but it means planning and implementation of a budget which takes into consideration the needs, priorities and problems of women and men, as well as their roles within the family, work place and community.

Gender planning consists of developing and implementing specific measures and organizational arrangements (for example, capacity to carry out gender analysis, collect sex-disaggregated data) for the promotion of gender equality, and ensuring that adequate resources are available. Gender planning is an active approach to planning which takes gender as a key variable or criteria and seeks to integrate an explicit gender dimension into policies or action.

Gender Analysis refers to the systematic gathering and examination of information on gender differences and social relations in order to identify understand and redress inequities based on gender.

5. Situational Context of Women and Gender in Guyana

Guyana, adopting the notion of human development using human rights approaches has come a long way in its turbulent growth cycle since its independence in 1966. As early as the mid 1940's, and long before the UN conferences women activism began to unfold in Guyana. Prominent female figures in government and public life, strong advocacy through the NGOs/CSOs movements etc., were critical components of women's development taking shape, while igniting a broader development debate. Later, empowerment as a mechanism for achieving gender equality was catalyzed; examples are the signing and ratification of the CEDAW and establishment of the Women Affairs Bureau (WAB) in 1981. From 1996 the National Commission on Women, a ten-member group representative across political parties, NGOs and CBOs appointed by the Cabinet, served as the advisory council for the Bureau of Women's Affairs. It also has been the leading organization in developing the Guyana and Caribbean Plans of Action for Beijing, and the National Plan of Action for Women, 2000 to 2004. When in



1997, the First Constitutional Review Committee began its hearings, the existing National Commission on Women appointed in 1996 made representation for the establishment of a Commission under the constitution. This advocacy was strongly supported by the Non-Governmental Women's Organizations (NGWs). More recently, efforts at rights based approach to women's development has been concretized through initiatives such as the Constitutional, Women and Gender Equality Commission.⁹ In addition to the work of the WAB in coordinating national efforts to remove discrimination against women in Guyana, there have been other functioning mechanisms and institutions to promote gender equality within the national and international arena. Figure 1 highlights the national gender machinery in Guyana. Under the auspices of the Women's Affairs Bureau (WAB), gender focal points (GFPs) were put in place at the institutional level to ensure gender mainstreaming as an ongoing process. This should have been monitored by the Inter-Ministry Committee which should have been providing the WAB with the evidence of gender mainstreaming in government ministries, departments and agencies. This system is not functional and needs to be addressed. In addition, the Guyana National Plan of Action for Women (2000-2004) constituted a comprehensive approach to address factors such as health, education, agriculture, unemployment, violence against women and leadership issues.

⁹ Women Empowerment and Gender Equality in Guyana: What About it?, UNDP 2010

The plan of action which comprehensively addressed the range of issues pertinent to advancing women's equality should have served as a roadmap for WAB but needs to be reviewed and updated.

Other important stakeholders that comprised the national machinery for promoting women and gender equality are the Guyana Women's Leadership Institute which had been established in 1997, with programmatic support from UNDP, aimed to empower women in terms of both personal and public leadership. Currently the facility is under resourced and unable to effect its mandate. Also, the National Resource and Documentation Centre (NDRC) is responsible for the collection and dissemination of materials and information on women and gender issues. Whilst still functional, the Centre lacks the capabilities to undertake comprehensive research that would inform in a timely manner on women and gender issues. Clearly structures were in place but has either not been implemented or sustained and those that exist seem not to be influential. Nevertheless, it must be noted that the structures which were put in place were done within a supportive legislative and policy environment. Table 2: outlines the policy and legislative initiatives that Guyana has undergone since 1980. (See Annex)

With a national machinery and legislative framework that has been put in place to ensure women and gender equality, the question is what happened? Gender issues, it is felt, are subsumed within the broader context of social, economic, and political dysfunctions and problems. The relations between men and women in terms of roles, access to resources, and power are circumscribed by a range of social conditions, governance issues, crime and violence, and divisiveness. Both men and women as well as girls and boys are affected by these conditions but, in general, women carry a disproportionate burden relative to men, in economic and social terms. Women are more likely to be living in poverty, and increasingly carry sole responsibility for household maintenance and childrearing; women are in lower paying jobs and less likely to be in decision-making positions. With the contraction of the formal sector, increasingly women have moved to the informal sector at a subsistence level.¹⁰ There has not been enough social support to address the needs of women as they move into the work force: -the need for childcare facilities and flexible work schedules continue to be the burden of women.

Since 1996, the National Development Strategy(NDS) in addressing the institutional capacity of both the Government (specifically the WAB) and the non-government sector to promote women and gender equality clearly stated that it is "weak, both in terms of human and financial resources."¹¹ The report further stated that as the main institution with responsibility for promoting women equality, the WAB is further weakened by its location in a social services ministry. It was recommended that the WAB be equipped with the capacity and the capability to carry out its functions with the greatest possible efficiency and effectiveness. And that mainstreaming of issues that concern women's position and condition must be accompanied by effective mechanisms for the review and monitoring of sectorial policies, promote and maintain an awareness of key gender issues and develop analytical capabilities for those issues.¹²

¹⁰ **USAID/Guyana Gender Assessment, DevTech Systems, Inc. iii 2003**

¹¹ National Development Strategy Report, 1996

¹² National Development Strategy Report, 1996

Five years later, at the 25th session, CEDAW similarly expressed concerns about the inadequacy of human and financial resources invested in the national machinery to effect its mandate. Government was encouraged to continue its process of restructuring the national machinery and allocate the necessary human and financial resources to ensure effective implementation of government policies and programmes related to gender equality and also encouraged gender mainstreaming in all ministries. More than a decade later, in 2012 both the WAB and the newly established W&GEC continue echo the same financial plight with neither of them having adequate resources to do their work well.

6. The Women and Gender Equality Commission and Human Rights in Guyana

The Guyana's revised Constitution provides for a human rights institutional architecture made up of four rights commissions and an apex commission. The four sectorial commissions are: the Rights of the Child (RCC) Women and Gender Equality (W&GEC), Indigenous Peoples (IPC) and Ethnic Relations (ERC). The apex National Human Rights Commission (HRC) will, according to the constitution, be made up of the respective chairs of the four sectorial commissions and a separately appointed chair for the HRC. These constitutional human rights commissions are tasked to protect and promote human rights; address the various forms of discrimination; and provide complaint mechanisms to their respective constituencies. So far the four Commissions have been established and are operational. The W&GEC is one of these four Commissions for the Promotion and Enhancement of Fundamental Rights and the Rule of Law established under section 212G of the Constitution of Guyana. Members were appointed under Resolution No. 86 which was passed in the National Assembly in 2009.¹³

Constitutionally, the W&GEC shall promote national recognition and acceptance that women's rights are human rights; respect for gender equality and the protection, development and attainment of gender equality. Specifically, the mandate W&GEC is as follows:

1. Promote the issues related to the enhancement of the status of women, girls and gender issues.

Vision

An environment where the rights of women are recognized as human rights and gender equality is upheld.

Mission

Promote gender mainstreaming in all policies and programs

Educate women and men on the benefits of gender equality and ending gender based violence

Recommend, with the use of evidenced based data, timely policy and legislative initiatives to uphold women's rights and gender equality

Monitor and evaluate the effectiveness of gender mainstreaming within the society.

¹³ Constitution of Guyana, 2001

2. Promote the integration of women's needs and interests and mainstreaming of gender issues;
3. Promote the empowerment of women;
4. Promote women's rights as human rights;
5. Raise the awareness of the contribution of women and problems faced by women including the recognition and value of unwaged work;
6. Promote women's needs, interests, and concerns in the wider spectrum of economic and social development and address both the practical and strategic needs of women as being different from those of men;
7. Educate and monitor employees and the public on desirable employment practices in relation to women; men;
8. Monitor compliance and make recommendations for the compliance with international instruments to which the Government accedes from time to time, including those already acceded to and which relate to the purpose of the Commission;
9. Evaluate any system of personal any family law, customs and practices or any law likely to affect gender equality or the status of women and make recommendations to the National Assembly with regard thereto;
10. Recommend and promote the implementation of legislation and the formulation of policies and measures so as to enhance and protect the status of women;
11. Promote, initiate or cause to be carried out research and the creation of databases on women and gender related issues including those health, especially reproductive health, violence against women and the family, and their socio-economic and political status, as the Commission may deem relevant or as may be referred to it by the National Assembly;
12. Promote consultation and cooperation with women's organisations in relation to decision making that affects the lives of women;
13. Recommend training and technical assistance to support initiatives by and for women and girls; and
14. Promote the participation of women in national decision-making

Within its fourteen point functions, the Commission is expected to advocate, educate and monitor national efforts to promote women and gender equality. The Beijing Platform for Action, to which Guyana is a signatory, established gender mainstreaming as the major global strategy for ensuring the incorporation of gender perspectives in all areas of societal development and the promotion of gender equality. This call was issued to all "governments and active players to promote an active and visible policy of mainstreaming a gender perspective in all policies and programmes"¹⁴. When the Guyana government signed on to this agreement, they automatically endorsed a commitment to promote the human rights of women, by ensuring that gender is integrated and that all issues of gender are universally addressed. W&GEC in ensuring that Guyana continues to fulfill its obligations will also have aligned to this strategy a systematic monitoring and evaluation plan. This plan will have tools:

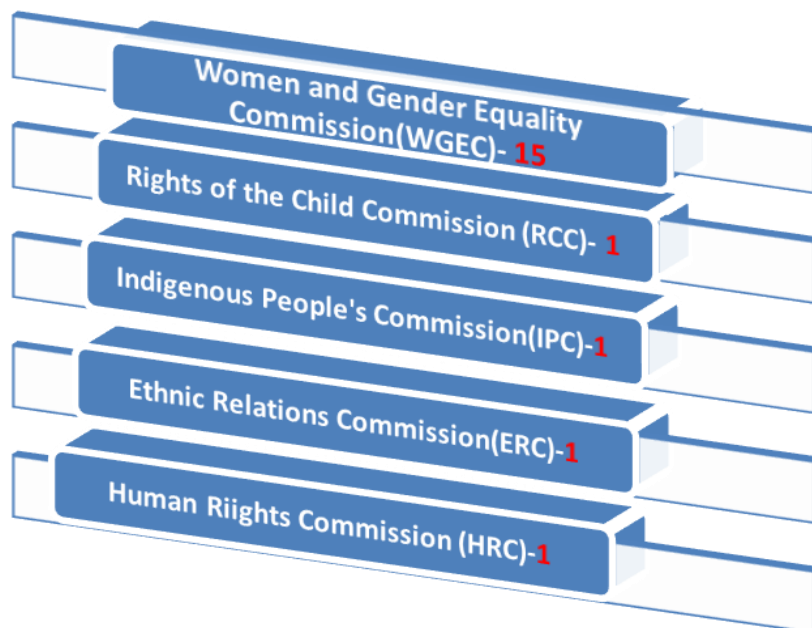
¹⁴ Supporting gender mainstreaming: The work of the Office of the Special Adviser on Gender Issues and Advancement of Women <http://www.un.org/womenwatch/osagi/pdf/report.pdf>

- To ascertain intermediate effects of outputs on women and girls.
- for the timely tracking of the implementation of gender mainstreaming interventions consistent with the strategy
- To measure long-term, widespread improvement in society.
- To investigate and handle complaints
- Guide the Commission to conduct its own internal self-assessment

7. The Organizational Structure and Management

This section outlines both the constitutional arrangements of the Commission as well as the organizational management and reporting structure of the Commission. Firstly, the Constitution of Guyana clearly outlines the formation, composition, skills and expertise needed for the effective management of the Commission. Article 86 states that there should not be less than five or more than fifteen persons serving. The Constitution mandates that the administrator of the Women's Affairs Bureau must sit on the Commission and each of the other four Commissions, IPC, ERC, RCC and the HRC, should have one non-voting representative.

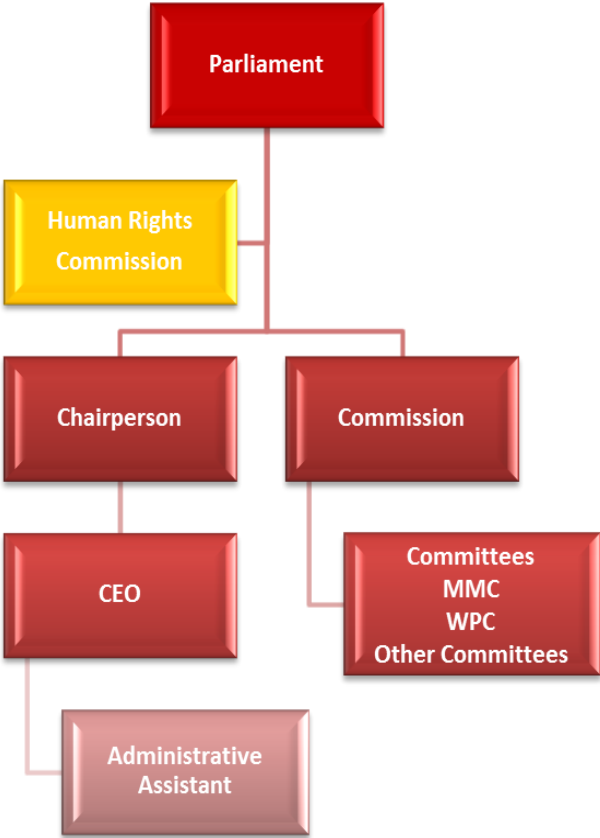
Figure 2: Constitutional Composition of W&GEC



Secondly, under the leadership of the Chairperson, the Commissioners serve as the drivers of the work of the Commission and the CEO as the operational manager, who implements based on their directives. Functionally, as head of the Commission the Chairperson holds a part time position and the CEO reports to her directly in her day to day management. The work of the

Commission is supported through Committees which have undertaken different aspects of programming. To date two such committees have been operational, a Work Planning Committee (WPC) and the Media Monitoring Committee (MMC). In line with their Constitutional arrangements, the Commission reports directly to parliament. The chart below outlines the operational and reporting structure of the Commission.

Figure 3: Organizational and Reporting Structure of the W&GEC



8. International and Regional Agreements and Actions

Globally there has been consistent advocacy and action for the empowerment of women, gender equality and equity. This has resulted in international commitments that saw governments taking strategic action to affirm these agreements. The Beijing Platform for Action calls on all governments and active players to promote an active and visible policy of mainstreaming a gender perspective in all policies and programmes¹⁵. The Platform reflects international commitment to the goals of equality, development and peace for all women everywhere. It builds on commitments made during the United Nations Decade for Women, 1976-1985 and on related commitments made in the cycle of United Nations global conferences held in the 1990s. This position is again reaffirmed by the Beijing +10 declaration of 2005.

The 2000 Millennium Declaration contains a statement of values, principles and eight specific Millennium Development Goals (MDGs) with related targets that constitute an international agenda for the twenty-first century. The MDGs include Goal 3: To promote gender equality and empower women. Gender equality and women's empowerment are widely recognized as being essential to achieving the other seven Millennium Development Goals. MDG 3 calls on governments and development institutions to mainstream gender ensuring equity. The international commitments have increasingly emphasized the need to economically empower women through mainstreaming of gender into all aspects of the development process from problem identification to planning to service delivery and evaluation. Whereas economic development opens many avenues for increasing gender equality in the long run, growth alone will not deliver the desired results. The international community advocates for an institutional environment that provides equal rights and opportunities for women and men with policy measures and legal frameworks that will address persistent inequalities.

The 1995 Commonwealth Plan of Action on Gender and Development sets forth a number of goals, strategic objectives and actions to be taken for the advancement of gender equality, and has specific suggestions for the agricultural sector (Commonwealth Secretariat, 1995). In addressing sustainable development, the necessity is highlighted for mainstreaming women's

Beijing Platform for Action (BPfA)

The twelve areas of concern of the BPfA are:

1. Women and Poverty
2. Education and Training of Women
3. Women and Health
4. Violence against Women
5. Women and Armed Conflict
6. Women and the Economy
7. Women in Power and Decision-making
8. Institutional mechanisms for the advancement of Women
9. Human Rights of Women
10. Women and the Media
11. Women and the Environment
12. The Girl Child

¹⁵ United Nations (1995): Declaration and Platform for Action of the Fourth World Conference on Women. New York: UN Division for Public Information UN.

concerns into effective agricultural and rural development policies, plans and programmes, in order to ensure household and national food security and an adequate livelihood for rural women. The Plan of Action further indicates amongst other things measures to ensure that women acquire full entitlement to land rights on an equal basis with men, resources to be specially allocated to ensure growth and broaden opportunities for income generation for women involved in subsistence agriculture and special efforts to provide women cultivators with equal access to credit, inputs, technology and extension services and ensure equal pay for women agricultural wage workers.¹⁶

In a similar vein, the International Conference on Population and Development (ICPD) Programme of Action on Gender Equality, Equity and Empowerment of Women outline a wide range of actions that governments, the private sector, international organizations and non-governmental organizations should take to promote gender equality and equity and women's empowerment. The areas for action include, among others, women's participation in political life, education, fulfillment of women's rights, enabling women to earn income, eliminating violence against women, including female genital mutilation, eliminating discrimination against women in the work place and in international organizations, facilitating women's ability to combine work with child rearing, enforcing national laws and international conventions concerned with women's rights, ensuring women's property rights and legal rights to inheritance, providing infrastructure and other investments that will lessen women's domestic burdens, and strengthening women's civil society groups. Guyana participated actively in this process and was a part of the consensus agreement of the 179 countries.

Of importance is the Bélem do Pará Convention which states that violence against women “*is a manifestation of the historically unequal power relations between women and men*”, and recognizes that the right of every woman to be free from violence includes the right to be free from all forms of discrimination. This reflects the uniform concern felt throughout the Americas for the seriousness of the problem of violence against women, its connection with the discrimination women have historically suffered, and the need to adopt comprehensive strategies to prevent, punish, and eliminate it. Another remarkable quality of the Convention is that it offers extensive strategies and enforcement mechanisms that go beyond the realm of those offered by the UN Declaration, inasmuch as the strength of the Convention can be enhanced by creatively combining it with norms contained in other instruments of the Inter-American Human Rights system.

ECLAC in addressing the Caribbean region as it relates to gender and the MDGs noted that Gender inequality remains a major obstacle to meeting the MDG targets in most developing countries. ECLAC further suggests that problems such as the lack of resources and lack of accountability for the implementation of the gender mainstreaming mandate to ensure equity in public sector delivery at national level are obstacles to achieving Goal 3. It will be impossible to achieve the goals without closing the prevailing gaps between women and men in terms of capacities, access to resources and opportunities, and vulnerability to violence and conflict. The report further recognized that in order to combat poverty, hunger and disease and to ensure sustainable human development, the achievement of gender equality and the empowerment of women in all respects is necessary.

Unfortunately, the progress towards, the achievement of gender equality has been painfully slow in almost all regions including the Caribbean sub region.¹⁷ It must be noted that for every MDG, there is direction on gender equality that exists in the core human rights treaties. For governments, engendering the MDGs therefore requires that ongoing connections are made between the Goals and other global agreements, such as the Beijing Declaration and Platform for Action and the Vienna Declaration, Convention on the Elimination of all Forms of Discrimination against Women (CEDAW) and the Cairo Programme of Action of the International Conference on Population and Development (ICPD). The majority of States are already under formal, legal obligations to realize gender equality, particularly those States that have ratified CEDAW. In this respect, CARICOM is the first region where every country has ratified the CEDAW Convention.¹⁸ The CARICOM recommendations which are very pertinent to this region are outlined in Box 1.

UN ECLAC (2009): Gender Equality, Poverty and Achievement of the MDGs in the Caribbean Subregion

¹⁸ UN ECLAC Gender Equality, Poverty and Achievement of the MDGs in the Caribbean Subregion, 2009

ICPD: http://www.un.org/esa/population/publications/PopAspectsMDG/07_OPPENHEIMMASON.pdf

Box 1: Women's Empowerment and Gender Equality in the Caribbean

CARICOM Recommendations

- Increased and consistent political support for gender issues and equality by advocating, for example, that all Caribbean states develop Gender Plans for Action as well as Gender Impact Assessments in all new work plans in relevant departments, ministries, organizations and corporations.
- Political will at the highest level – state legislatures paving the way for women’s participation and parties actively promoting women candidates in general and local government elections.
- Increasing the seats at the tables where economic decisions are made, so women themselves have the opportunities to reverse and rectify existing inequalities.
- Strengthening the institutionalization of Gender Bureaus by increasing their resources and including them in all levels of policy making processes as well as forging closer alliances with various statistical and data gathering agencies so that research can be analyzed along gender lines and better used to inform programmes and policies targeting women.
- Providing gender training for relevant staff in NGOs (Non-governmental Organizations), government and regional organizations on gender analysis and the way gender operates in society
- Due diligence in preventing, investigating and punishing violence against women and children.
- Incorporating gender analysis into HIV/AIDS policy and programming at national and regional levels. This would provide a better understanding of what influences male and female behavior and how gender equality and women’s empowerment are fundamental in preventing the spread of HIV/AIDS and reducing its social and economic impact on communities
- Deepening the gendered analysis of boys and education to further research the links between women’s disproportionately high responsibility of emotional, social and financial care of children, notions of masculinity, boys’ underachievement in the education system, and young men’s vulnerability to criminal behavior

9. Organizational analysis of WGEC

9.1 Strengths, Weaknesses, Opportunities and Threats

This section outlines and analyses the current strengths, weaknesses, opportunities and threats in light of the Commission constitutional roles and functions and which are intricately linked to the strategic thematic priorities outlined in the next section. (See Annex 5) The political commitment in establishing the Commission as the national authority for ensuring that women rights are upheld and that gender mainstreaming is institutionalized must be acknowledged as a major strength. With the foundation being set, there are now several opportunities available for the Commission to scale up and be recognised as the national

authority for ensuring that women rights are upheld and gender mainstreaming is institutionalized. Already local communities have been mobilized and the international community, over the last year, has expressed tangible support. This was seen through the outreach Access to Justice Program in seven regions and the capacity building as well as material support received from the international community.

The organizational analysis provided a gap analysis between the current performances of the Commission linked to their functions and what is required for the Commission to achieve their priorities in the strategic plan. (See Annex 3) The key question which the analysis addressed was whether the Commission had the knowledge, skills and resources to be more effective. Data gathered provided extremely useful information. (See Annex 4) It shows that Commissioners have a commitment to do their job and do represent a wide cross section of constituents but being part-time Commissioners with other full time jobs impacted their ability to deliver. Additionally, whilst there have been different levels of activism for gender equality in Guyana with a number of organizations and civil society groups working to protect and ensure women rights are addressed, the WGEC is strategically positioned to undertake an advocacy and to some extent a coordinating role for ensuring that some initiatives are brought to the fore and addressed but the real role will be one of oversight so that the Commission knows what is happening in all spheres and is able to monitor the impacts of on-going interventions. The challenge is that the Commission had used an activity driven approach which served as a major component of their advocacy, targeting areas that needed attention, but now needs a more strategic approach to enhance their effectiveness. Annex 3 provides a performance gap analysis by looking at current levels of performance and what needs to be done to ensure improvements for gender justice.

10. Prerequisites for Advancing Women and Gender Equality in Guyana

The performance gaps are linked to the prevailing situation whereby the Commission has been expected to do its job within a relatively weak organizational framework that lacks adequate human and financial capabilities. Within the national machinery that is in place for the promotion of women and gender equality, there are obvious breakdown in the structure. The WAB needs to be mobilized to reactivate the GFPs and the Inter ministry management structures to monitor the institutionalization of gender mainstreaming. There also needs to be a clear understanding of what is being done by the different stakeholders so that there is coherence in the national approach. This understanding will reduce the gap between the current performance of what the Commission can do and how they work, and the required future performance thereby increasing activism for what needs to be done. Four thematic strategic priorities have been identified and their accomplishment will advance the commissions' efforts to attain its mandate. With limited resources, the past performance of the Commission has been creditable but with the required complement of technical expertise within the ranks of the Commission and financial strength, it will be systemically capable of guiding Guyana in

keeping their agreements to the national and international community. Thus the prerequisites that are essential for realizing women and gender equality are:

- ✓ Strengthened institutional structures and mechanisms of the national machinery with gender mainstreaming and gender budgeting being systemized
- ✓ A commitment to ensure that improved legislative and policy initiatives are coupled with an enabling environment that ensures their enactment
- ✓ A national agreement to advance a statistical system for the routine use of sex disaggregated data in creating policies, programmes and projects to provide the evidence on the disparities in gender equality
- ✓ An increased public education strategy for continued public awareness and scrutiny of educational material that re-educates all Guyanese to a consciousness of what gender equality means
- ✓ A monitoring and evaluation framework that allows the Commission to examine what is happening and provide timely recommendations to and follow up with the parliament

11. Thematic Strategic Priorities

Meetings with Commissioners and other stakeholders resulted in the development of nine thematic priorities but through a process of ranking and elimination the Commission further reduced these priorities to four, with culture, tradition and religion being cross cutting. These priorities are:

1. Organizational and Institutional Strengthening of the Women and Gender Equality Commission
2. Women, Leadership and Governance
3. Women and Economic Empowerment
4. Gender Based Violence

This five year strategy therefore provides an opportunity for the Commission, as a body, to self-introspect and refocus its approach to ensure that it can effectively address the ongoing challenges faced by its multifaceted constituencies in all sectors. This plan is the first attempt to have an organizational model for strategic action in place, coherently pulling together all the national and international efforts to advance women and gender equality. Outlined here are the thematic strategic priorities with their associated goals, outputs and outcomes that guide the Commission in this new phase.

Table 2: Strategic Thematic Priorities/Goals/Outputs/Outcomes

Priority 1: Organizational and Institutional Strengthening of the Women and Gender Equality Commission	
Goal 1:	Strengthened constitutional authority that advocates and monitors the policy and legislative environment for the promotion of women and gender equality
Output 1:	A strengthened commission empowered to fulfill its constitutional mandate of promoting women and gender equality in Guyana
Outcome 1:	Strengthened policy and legislation that promotes women rights and gender equality
Priority 2: Women, Leadership and Governance	
Goal 2:	Collaborate with government agencies and civil society partners to increase women's position in leadership and governance
Output 2:	Increased number of women equipped for and occupying positions of leadership in both the public and private sphere
Outcome 2:	Women at all levels in Guyana have the knowledge and capacities required to participate in leadership and governance structures
Priority 3: Women and Economic Empowerment	
Goal 3:	Promote an environment where urban, rural and hinterland women benefit from opportunities that ensures their sustained financial growth
Output 3:	Protocols in place and functioning to ensure the economic empowerment of urban, rural and hinterland women with special emphasis on grassroots women
Outcome 3:	Improved knowledge amongst urban and rural women on the benefits of gender equitable financial processes
Priority 4: Gender Based Violence	
Goal 4:	Through strategic partnerships reduce Gender Based Violence and contribute to a violence free Guyana
Output 4:	A comprehensive framework utilizing the lifecycle approach to reduce gender based violence in place within a responsive policy and legislative environment
Outcome 4:	Stakeholders in Guyana contribute to the development, implementation and monitoring of the national framework for reducing Gender Based Violence

11.1. Organizational and Institutional Strengthening of the W&GEC

Thematic Priority 1 addresses the areas of focus that the Commission will be addressing to ensure that the organization is strengthened and positioned to be recognized as the national authority that ensures women and gender equality.

11.1.1 Coordination and Oversight: Whilst the Commission is the lead agency for advancing and protecting women's rights and ensuring gender justice, it is not the only organization working to do so. Several governmental and nongovernmental partners as shown in Figure 1 are also a part of this

process. The WAB is a main stakeholder and though under resourced has put in place the GFP and the Inter-ministerial Committee for mainstreaming gender. Other NGOs have also been responding to different issues pertaining to women and gender equality. With all the work being done, the Commission will continue its engagement with all stakeholders and where necessary strategically support these efforts. The end result would see in place a framework for monitoring the individual and collective impact and gaps, in order to ensure synergy and provide strategic guidance on what is needed to further promote women and gender equality.

11.1.2 Capacity Building: Enhancing the management capacity of Commissioners and staff will be one of the key objectives of the Commission. A package of training to ensure that Commissioners know their mandates, gain further expertise in their thematic priority as well as in complaints handling will be addressed. Much of this can be garnered through the functioning of the HRC, the umbrella arm of the Rights Commissions (RC) ensuring all Commissioners get the required knowledge, skills and attitudes, to make them conversant with their roles and responsibilities.

11.1.3 Gender Budgeting: Gender Budgeting is essential to promoting gender equality in Guyana. It is a mechanism to ensure equity in the distribution of monies from the national purse. This process requires that the Commission and stakeholders within the national machinery be educated to understand gender budgeting, lobby for its application and monitor its implementation. For gender budgeting, sex-disaggregated data and gender related data needs to be available to monitor the impact of public spending on men, women, boys and girls.

11.1.4 Advocacy and Communication: The following advocacy and communication approaches will be used:

- Partnerships with the media: Roundtables/workshops/public service announcements
- Community outreach
- Management of W&GEC website as a continuous source of information and dialogue

- Development of IEC materials

An advocacy and Communication strategy will also increase visibility on the role of the Commission to empower women and men as well as boys and girls to take advantage of the changing environment in Guyana so that gender equality remain as a front burner issue.

11.1.5 Expert Committee Approach: With the thematic priorities identified, the Commission needs to systematically manage the implementation of these priorities within its strategy. Constitutionally, the selection of commissioners has been linked to sectors, such as labour, business etc., thus strongly suggesting that they are the lead “experts” in this field. The establishment of the Expert Committee based approach is a management strategy that harnesses the expertise within the Commission. The Commission will also solicit additional expertise as needed to augment its work. This approach will require :

- a. A lead Commissioner, with the requisite knowledge and skills, to coordinate each of the four priorities.
- b. The leadership and expertise of all Commissioners to be fully utilized allowing for specialization within the Commission.
- c. Committees report monthly to statutory
- d. Capacity building of Commissioners to ensure implementation of associated tasks
- e. Critical monitoring is an essential prerequisite for successful implementation

11.1.6 Research: A significant portion of the work of the Commission will be dependent on data collection with emphasis on the collection and use of sex disaggregated data. This means that the Commission will have to make it a strategic priority to strengthen relations with institutions in the business of research such as the NRDC, the Statistical Bureau and the University of Guyana. Whilst these relations would be advantageous, it is absolutely necessary that the Commission has access to reliable data collection.

11.1.7 Strengthening legislative, policy and investigative Capacity: The Commission will be keeping the legislative and policy environment under scrutiny through partnering with relevant stakeholders with legal competencies thereby being able to make informed recommendations to Parliament.

11.1.8 Investigations and Complaints Mechanism: As the Commission works to build and use its powers in investigating and seeking redress for complaints, it will need to have the capacity to do so. This means that the capacity of the Commission will have to be brought in line with this need. (See Annex)

11.1.9 Human and Financial Capacity: As the Commission makes this strategic organizational shift to address its priorities it will need the human and financial resources to do so. The plan immediately requires the following:

- An increased complement of full time staff selected through a recruitment process that ensures the Commission benefits from persons with the requisite knowledge and skills to make the commission more effective.
- Access to a research unit and a team of legislators is an urgent need. Increased budget allocation from the appropriate national fund to conduct meaningful work.
- Ability to independently seek donor support and have the project and financial management capacity to be accountable.
- Coordinating mechanism within the HRC that allows them to share resources and relevant information.¹⁹

¹⁹ UNDP 2012:Towards effective Rights Commissions in Guyana: Capacity Assessment Report

Strategic Priority 1: Organizational and Institutional Capacity Building for Gender Mainstreaming

Goal1: Strengthened constitutional authority that advocates and monitors the policy and legislative environment for the promotion of women and gender equality

Output 1: A strengthened commission empowered to fulfill its constitutional mandate of promoting women and gender equality in Guyana

Outcome 1: Strengthened policy and legislation that promotes women rights and gender equality

Strategic Objectives	Activities	Who/Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
1. Strengthen the management structure of the W&GEC	1. Define clear roles and responsibilities within the Commission aligned to strategic plan	W&GEC	Agreed management structure aligned to W&GEC strategic plan	Staff in place	2013
2. Improve the financial management competencies of the Commission	1. Train Commissioners and staff on national financial management processes including budget preparation consistent with MoF regulations 2. Establish a financial management committee that works in collaboration with HRC	WGEC/MoF	1. 100% Commissioners complete financial management training 2. ToR established for the financial committee	W&GEC satisfactorily meeting national financial audit requirement	2013-2018
3. Strengthen the capacity of Commissioners in understanding their constitutional mandate and international covenants guiding the commission	1. Develop training manual for Commission on Constitutional mandate and international covenants	HRC/Donor Support	1. Manual developed	List of all Commissioners and staff completing training sessions	2013-2014

Strategic Priority 1: Organizational and Institutional Capacity Building for Gender Mainstreaming

Goal1: Strengthened constitutional authority that advocates and monitors the policy and legislative environment for the promotion of women and gender equality

Output 1: A strengthened commission empowered to fulfill its constitutional mandate of promoting women and gender equality in Guyana

Outcome 1: Strengthened policy and legislation that promotes women rights and gender equality

Strategic Objectives	Activities	Who/Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
<p>4. Develop an advocacy and communications strategy to increase public awareness of the roles and functions of the Commission and promotes a positive image of the work of the Commission</p>	<p>1. Development of an advocacy and Communication Strategy which includes:</p> <ul style="list-style-type: none"> a) Public awareness sessions on Commission’s role and functions conducted at national and regional levels b) Development of Information, Education and Communication materials c) Partnership with media d) Managing of website by staff 	<p>W&GEC</p>	<ul style="list-style-type: none"> 1. Approved advocacy and communication strategy 2. Regular articles to media and on W&GEC website on role and work of commission 3. Increased number of public awareness campaigns 4. Website updated weekly 5. Number of different materials produced and disseminated 	<p>Monthly reports with:</p> <ul style="list-style-type: none"> - Number of media articles on Commission - Number of public education activities at national and regional levels - Number of persons accessing website - Reports on materials disseminated 	<p>2013-2018</p>
<p>5. Strengthen the capacity of the Commission to lobby for human and financial resources and to efficiently manage same</p>	<p>1. Train Commissioners and staff in skills to lobby for resources</p>	<p>- Donor Support</p> <p>MoF</p>	<ul style="list-style-type: none"> 1. Number of Commissioners trained 	<p>Financial reports showing increased funding</p>	<p>2013-2018</p>

Strategic Priority 1: Organizational and Institutional Capacity Building for Gender Mainstreaming					
Goal1: Strengthened constitutional authority that advocates and monitors the policy and legislative environment for the promotion of women and gender equality					
Output 1: A strengthened commission empowered to fulfill its constitutional mandate of promoting women and gender equality in Guyana					
Outcome 1: Strengthened policy and legislation that promotes women rights and gender equality					
Strategic Objectives	Activities	Who/Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
6. Further strengthen linkages with the international community to advance the goals of the strategic plan	1. Roundtable to present plan of action to donor community 2. On-going meetings with donor community	W&GEC/Donor Community	1. Number of programs funded by donor community	Program and Annual reports	2013-2018
7. Monitor and evaluate policies, plans and programs to ascertain compliance with international conventions, covenants and charters and report to Parliament annually	1. Review periodically policies and programs of sector ministries to ascertain the promotion of women and gender equality	W&GEC and other relevant agencies	1. Number of reports reviewed annually 2. Parliamentary report and recommendations	Completion of review of at least two institutions per year	2013-2018
8. Lobby for the application and institutionalization of gender budgeting with tools to monitor its implementation	1. Prepare a concept note on gender budgeting for submission to parliament 2. Lobby for the appropriate staff of MoF to be trained in gender budgeting 3. Train Commissioners and staff to understand gender budgeting 4. Conduct a review of budget in at least two line ministries annually	W&GEC/MoF and Donor Community	1. Concept note prepared 2. 100% commissioners trained 3. Percentage of the national budget allocated to promoting gender equality 4. Number of ministries and agencies reported as	- Concept note submitted to parliament - Report on budget review - Parliamentary report with recommendations	2014-2018

Strategic Priority 1: Organizational and Institutional Capacity Building for Gender Mainstreaming

Goal1: Strengthened constitutional authority that advocates and monitors the policy and legislative environment for the promotion of women and gender equality

Output 1: A strengthened commission empowered to fulfill its constitutional mandate of promoting women and gender equality in Guyana

Outcome 1: Strengthened policy and legislation that promotes women rights and gender equality

Strategic Objectives	Activities	Who/Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
			having gender inclusive budgets		
9. Recommend to Bureau of Statistics (BoS) and other government institutions, the use of gender-disaggregated data in the processes of planning, development, implementation and assessment of national, regional or local policies, strategies and action plans in all areas.	<ol style="list-style-type: none"> 1. Letter of recommendation sent to BoS 2. Meeting with Bureau of Statistics 3. Meeting with PS of line Ministries 	WGEC/Technical assistance from donor community	1. Recommendation made to BoS	BoS and other government institutions using sex disaggregated data	2013-2015
10. Recommend to WAB the reactivation of gender focal points in all line ministries, national agencies and public organizations with capacity to oversee gender mainstreaming in all ministries	<ol style="list-style-type: none"> 1. Letter of recommendation sent to MLHSSS/WAB 2. Monitor line ministries for gender mainstreaming 	W&GEC	1. Number of line ministries with functioning GFP	Report from inter ministry committee	2013-2015

Strategic Priority 1: Organizational and Institutional Capacity Building for Gender Mainstreaming

Goal1: Strengthened constitutional authority that advocates and monitors the policy and legislative environment for the promotion of women and gender equality

Output 1: A strengthened commission empowered to fulfill its constitutional mandate of promoting women and gender equality in Guyana

Outcome 1: Strengthened policy and legislation that promotes women rights and gender equality

Strategic Objectives	Activities	Who/Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
11. Receive and initiate complaints of violations of gender rights and identify appropriate redress	<ol style="list-style-type: none"> 1. Develop in collaboration with HRC manual for handling 2. Train Commissioners investigate and handle complaints 	W&GEC/HRC/Donor Community	<ol style="list-style-type: none"> 1. Development of Complaints handling manual 2. Training of Commissioners 3. Number of complaints received and followed to its conclusion 	Status Reports of complaints and actions	
12. Reaffirming stakeholder agreements with local and international partners for the promotion and protection of women and gender equality	<ol style="list-style-type: none"> 1. Coordinate stakeholder agreement and roundtable to launch strategic plan: <ol style="list-style-type: none"> a) Local partners b) International partners 2. Conduct roundtables and other sessions to keep partners engaged and involved in the work of the commission 	W&GEC	<ol style="list-style-type: none"> 1. Number of stakeholder agreements signed with local and international partners 2. Number of strategic meetings conducted with partners 	Report on stakeholder agreements	2013-2018
13. Ensure coordination with other	<ol style="list-style-type: none"> 1. Attend statutory meetings 	W&GEC/HRC	<ol style="list-style-type: none"> 1. Number of 	Updated data base	2013-2015

Strategic Priority 1: Organizational and Institutional Capacity Building for Gender Mainstreaming

Goal1: Strengthened constitutional authority that advocates and monitors the policy and legislative environment for the promotion of women and gender equality

Output 1: A strengthened commission empowered to fulfill its constitutional mandate of promoting women and gender equality in Guyana

Outcome 1: Strengthened policy and legislation that promotes women rights and gender equality

Strategic Objectives	Activities	Who/Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
action plans and strategies within the RC	within RC 2. Become au fait with policies and programs within RC 3. Review action plans and other initiatives within local and international community promoting women and gender equality		collaborative activities undertaken	outlining ongoing work and proposed entry points for coordination and collaboration	
14. Prepare and table annual report parliament	1. Prepare annual report 2. Table report in Parliament, 3. Present report to media- press conference 4. Stakeholder forum on annual report 5. Monitor parliament for uptake of recommendations	W&GEC/Stakeholder	1. Number of recommendations undertaken by parliament 2. Report on stakeholder forum	- Post annual report on W&GEC website - Follow up actions where necessary by the Commission	15. Prepare , table and disseminate Annual Report

11.2. Women, Leadership and Governance

The Commission will be advocating even more for women's advancement in decision making at both the national and local level and in the private and public sector. Currently there are no women as Mayors or Regional Chairpersons in local government, pointing to the need for ongoing preparation of local women for leadership at all levels.

Additionally, data on women in the private sector shows that women are still under represented on boards and as directors. An examination of 28 private sector institutions, revealed a meager representation of five (5) women as directors in contrast to twenty-three (23) men in similar positions. Very similar data was revealed when the compositions of boards were examined, thirty-three (33) women were on the boards in contrast to one hundred and thirty five (135) men.²⁰ These gaps beg for redress especially since women make up a significant percentage of the composition of the companies reviewed.

The Commission acknowledges that “the roles of men and women are expected to fulfill are largely socially defined, they are difficult to change through policy only, particularly if the policy environment is one that favours the maintenance of the status quo.”²¹ The place and space of women and men are often assigned from childhood. Though changing, there are still persistent trends. With women being positioned as the primary care givers, they too will need to be re-educated as they become more integrally involved in the training our boys and girls into understanding that girls like boys have the right to the same opportunities. Advancing gender equality in positions of leadership and governance allows women to get stronger footholds into areas that have been the territory of men for decades. This will take time to change and requires research and collaborations with institutions that can influence change. The education system, particularly schools is a powerful socializing influence in the formation and reinforcement of cultural norms and stereotypes around gender. Collaborations will be established with the MoE to this end. Other collaborations will include:

- a. Working with the RCC as the girl child is prepared at all levels to ensure that as she becomes a woman, her human rights are upheld and also with the IPC to address the situation of girls and women in rural and hinterland communities.
- b. Partnering with the media, in sync with the advocacy and communications strategy, to revisit images which show women and men as well as boys and girls breaking out of stereotypical roles.

²⁰ NRDC, 2012

²¹ National Development Strategy(Guyana)Ch. 25//<http://www.sdn.org/nds/chapter25.html>

In addition, the Commission will continue to advocate that women be empowered to understand how to use the justice system effectively. This program will take on new levels of advocacy in promoting legal literacy. The print and electronic media will be engaged, and partnerships will be built so that there is a wider network of support that can be relied upon to ensure that women and men understand and effectively use the justice system.

Strategic Priority 2: Women, Leadership and Governance					
Goal 2: Collaborate with government agencies and civil society partners to increase women's position in leadership and governance					
Output 2: Increased number of women equipped for and occupying positions of leadership in both the public and private sphere					
Outcome 2: Women at all levels in Guyana have the knowledge and capacities required to participate in leadership and governance structures					
Strategic Objectives	Activities	Who /Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
1. Collaborate with the MLHSSS/WAB and other stakeholders on the review and revision of the 2002 NPA for women	<ol style="list-style-type: none"> 1. Meeting with MLHSSS/WAB to discuss review of NPA 2. Review baseline data from prior regional consultations 3. Complete regional consultations in Regions 1, 7, and 8 in collaboration with WAB/RWAC 4. National Plan of Action for Women developed 	W&GEC-MLHSSS/WAB With donor support	<ol style="list-style-type: none"> 1. Number of women attending conference 2. Registration sheets 3. Meetings held 4. Local women leading regional consultations 	<ul style="list-style-type: none"> - Five year National Plan of Action for Women developed - Reports of workshops with accompanying registers - Number and diversity of organizations participating 	2013-2014
2. Host national Conference for women annually	<ol style="list-style-type: none"> 1. National Conference for women 	W&GEC/Donor Community	<ol style="list-style-type: none"> 1. Conference completed 2. Number of women organizations attending conference 3. Number of local women making presentations at national forum 	<ul style="list-style-type: none"> - Attendance register of National Conference for Women - Report on Conference 	2014-2018
3. Recommend increase in quota of women's representation in parliament and local government	<ol style="list-style-type: none"> 1. Engage political parties to honour the agreed quota 2. Recommend an increase in quota 	W&GEC	<ol style="list-style-type: none"> 1. Number of responses from political parties 2. Recommendation submitted 	Increased in number of women in local government decision making institutions	2013-2015

Strategic Priority 2: Women, Leadership and Governance					
Goal 2: Collaborate with government and civil society partners to increase women's position in leadership and governance and access to justice in all spheres					
Output 2: Increased number of women equipped for and occupying positions of leadership and governance in both the public and having access to justice					
Outcome 2: Women at all levels in Guyana have knowledge and capacities required to participate in leadership and governance structures					
Strategic Objectives	Activities	Who /Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
4. Collaborate with WAB/RWAC and GWLI to engage and train women at local level to assume positions of leadership, being vocal and actively visible in decision making	<ol style="list-style-type: none"> 1. Meet with GWLI and WAB to review and update programs on leadership 2. Collaborate with GWLI in TOT leadership training 3. Meet with WAB/MLGRD to discuss support for RWAC re training program 4. Discuss with MoE strategies to train up girls in leadership and decision making skills 5. Conduct public education session on preparing girls from youth clubs/NGOs/and other institutions 	W&GEC/GWLI/WAB/GWLI	<ol style="list-style-type: none"> 1. GWLI revised leadership module 2. Module accepted 3. Media discussion on preparing in and out of school girls for leadership 	<ul style="list-style-type: none"> - Number of training programs completed - Training module for women and girls in leadership developed and in use - Number of beneficiaries 	2014-2017
5. Partner with the UG/IDCE for a certificate program for Women and Leadership	<ol style="list-style-type: none"> 1. Meeting to initiate idea with UG 2. Follow up with UG 3. Promotion of program in partnership with UG 	W&GEC/UG		<ul style="list-style-type: none"> - Agreement with UG/IDCE - Implementation of program 	2014-2017
6. In partnership with WAB and MAB develop innovative awareness campaigns targeting the different religious communities and leaders on Guyana's	<ol style="list-style-type: none"> 1. Planning meeting with WAB and MAB on strategy to engage religious community 2. Conduct stakeholder discussions and develop collaborative 	W&GEC/WAB/MAB	<ol style="list-style-type: none"> 1. Number of agreements brokered with religious communities 2. Number of public education 	<ul style="list-style-type: none"> - Report of planning meeting with WAB/MAB - List of stakeholders from different religious communities 	

Strategic Priority 2: Women, Leadership and Governance					
Goal 2: Collaborate with government and civil society partners to increase women's position in leadership and governance and access to justice in all spheres					
Output 2: Increased number of women equipped for and occupying positions of leadership and governance in both the public and having access to justice					
Outcome 2: Women at all levels in Guyana have knowledge and capacities required to participate in leadership and governance structures					
Strategic Objectives	Activities	Who /Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
commitment to promote women and gender equality.	<ul style="list-style-type: none"> agreements with religious organizations to promote women and gender equality 3. Public education sessions conducted 4. Encourage WAB/MAB to equip leaders of religious community with skills to disseminate information to constituents on women and gender equality 		sessions	- WAB/MAB reports on information sharing skills for religious leaders	
7. Engage discussions with MoE/UG for gender training to be included in teacher training through the use of the CARICOM module on Gender issues in education using the influence teachers to reshape stereotypes	<ul style="list-style-type: none"> 1. Meeting with MoE on package of needs for promotion of gender equality in schools:- curricula review/textbooks to remove gender stereotypes 2. Partner with GTU for continuing education via staff development for trained teachers 	W&GEC/MoE	<ul style="list-style-type: none"> 1. Meeting with MoE 2. Meeting with UG 3. GTU reporting on continuing/staff education sessions for teachers 	- Progress update from MoE and UG on their plans for integration	2013-2015
8. In collaboration with MoE/WAB/MAB engage national PTA to promote re-training boys and girls from nursery to secondary schools on	<ul style="list-style-type: none"> 1. Coordination of stakeholder meeting 	W&GEC/MoE/WAB/MAB/ national PTA	<ul style="list-style-type: none"> 1. Meeting with PTA 	- PTA engage MoE and parents on re-training	2013-2015

Strategic Priority 2: Women, Leadership and Governance					
Goal 2: Collaborate with government and civil society partners to increase women’s position in leadership and governance and access to justice in all spheres					
Output 2: Increased number of women equipped for and occupying positions of leadership and governance in both the public and having access to justice					
Outcome 2: Women at all levels in Guyana have knowledge and capacities required to participate in leadership and governance structures					
Strategic Objectives	Activities	Who /Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
notions of masculinity and femininity and shared roles and responsibilities					
Sub –Priority : Access to Justice					
Goal: Promote know your rights initiatives to educate and empower women to access the justice system successfully					
1. In collaboration with partners increase women’s awareness of their rights through legal literacy programmes and the skill to demand their rights	1. Conduct meetings with stakeholder groups at national and local level to conduct public education sessions/ community outreach on access to justice 2. Preparation of IEC material on access to justice for print and electronic media	WGEC &Stakeholder groups doing community outreach	1. Number of stakeholder groups equipped to conduct public education on access to justice 2. Number of public awareness sessions conducted in regional community outreach 3. IEC material developed and in use	1. Legal aid functioning in all regions 2. No. of women knowing and having access to their rights	2013-2018
2. Collaborate with Legal Aid to make legal assistance accessible to rural and hinterland women and men to bring matters of discrimination to the courts. (CEDAW)	1. Broker an agreement with legal aid on strategy to make legal aid available in rural and hinterland regions and women and men aware and accessing services	W&GEC/Legal Aid	1. Partner agreement 2. Number of public awareness sessions 3. Number of rural/hinterland women and men	Copy of agreement Report from Legal Aid website	

Strategic Priority 2: Women, Leadership and Governance					
Goal 2: Collaborate with government and civil society partners to increase women’s position in leadership and governance and access to justice in all spheres					
Output 2: Increased number of women equipped for and occupying positions of leadership and governance in both the public and having access to justice					
Outcome 2: Women at all levels in Guyana have knowledge and capacities required to participate in leadership and governance structures					
Strategic Objectives	Activities	Who /Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
	2. Conduct public awareness campaigns on legal aid in regions through print/electronic media and community outreach 3. Monitor Legal Aid website to ascertain how rural and hinterland women and men are using legal aid		using legal aid	- Recommendation to relevant agencies and parliament	
3. Broker an agreement with magistracy/judiciary/ GAWL/Bar Associations for the training of legal professionals on CEDAW and Optional protocols	1. Development stakeholder agreements	W&GEC/magistracy/judiciary/Law partners	1. Number of stakeholder agreements	Report of trainings	2013-2018
4. Recommend to MoHA an assessment of the Criminal justice system to assess if Guyana is in line with the United Nations Standard Minimum Rules for Women in Prison – Bangkok Rules	1. Meet with stakeholders and discuss assessment 2. Seek support and guidance from UNODC 3. Endorse assessment of GPS Monitor GPS to ascertain compliance with UN minimum	W&GEC/MoHA/UNODC	1. Recommendation submitted 2. Assessment completed	- Report of assessment - Rules governing minimum standard for women in place at GPS	2014

Strategic Priority 2: Women, Leadership and Governance					
Goal 2: Collaborate with government and civil society partners to increase women’s position in leadership and governance and access to justice in all spheres					
Output 2: Increased number of women equipped for and occupying positions of leadership and governance in both the public and having access to justice					
Outcome 2: Women at all levels in Guyana have knowledge and capacities required to participate in leadership and governance structures					
Strategic Objectives	Activities	Who /Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
	standards				

11.3. Economic Improvement of Women

Women's economic strength is intricately linked to their strength in other spheres of activities. Enhancing women's participation in development is essential for achieving social justice and reducing poverty. The NDS states that women's participation in the workforce can be explained by their substantial participation in unwaged work in the informal sector. The report posits that increased participation in paid employment will increase the amount of hours they have to work per day.²² Obviously this poses a challenge for child care and calls for workplaces to implement or support child care facilities and flexible schedules which address these needs.

Additionally, the circumstances of rural and hinterland women will be specifically addressed as their divergent needs and circumstances must be contextualized. Getting indigenous school aged girls to stay in school as well as the reintegration of teenage mothers in school is critical since education increases opportunities in the economic arena. This opens doors for inter commission collaborations as the peculiar issues of the Indigenous girl child and woman are addressed.

Within this strategic priority, the Commission will begin with the legislative scrutiny and other specific initiatives that ensure parity in pay, that women are competent for the job market and benefit from equal opportunities in the workforce which are cognisant of the different needs of women and men. The action plan advocates not only the strengthening of the legislative environment, but proposes a package of re-education and trainings that moves away from the girl child being socialized to thinking in stereotypical ways, to understanding that she has the right to work in any sector and to equal opportunities as her male counterpart, to building the competence and confidence of women to access the financial institutions and gain control of their assets.

²² National Development Strategy(Guyana)Ch. 25//<http://www.sdn.org/nds/chapter25.html>,

Strategic Priority 3 : Economic Empowerment of Women

Goal 3: Promote an environment where urban, rural and hinterland women benefit from opportunities that ensures their sustained financial growth

Output 3: Protocols in place and functioning to ensure the economic empowerment of urban, rural and hinterland women with special emphasis on grassroots women

Outcome3: Improved knowledge amongst urban and rural women on the benefits of gender equitable financial processes

Strategic Objectives	Activities	Who/Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
1. Initiate consultations with partners to review current Labour Laws	1. Stakeholder consultations with national and international partners: a) Ministry of Labour b) Trade Unions c) PSC d) Chambers of Commerce e) Civil Society Groups f) ILO	W&GEC/ Trade unions/PSC/Chambers of Commerce/ILO and relevant civil society groups	1. Number of consultations held	Recommendations to parliament for legislative reform Linked to consultations	2013-2018
2. Monitor and evaluate legislative and policy action promoting parity for women and men in the workplace	1. Review legislative and policy action to guarantee the rights of women and men to equal pay for equal work or work of equal value.	W&GEC and civil society stakeholders	1. Number of reports legislative and policy reviews completed	List of recommendations to parliament	2013-2018
3. Collaborate with other stakeholders to evaluate the economic status of women and men in Guyana, their structural	1. Meeting with relevant stakeholders supporting research	WGEC/Partners: : - UG/BoS/MoF/NRDC - ILO/UN	1. Evaluation report	Recommendations taken to parliament	2014-2015

Strategic Priority 3 : Economic Empowerment of Women					
Goal 3: Promote an environment where urban, rural and hinterland women benefit from opportunities that ensures their sustained financial growth					
Output 3: Protocols in place and functioning to ensure the economic empowerment of urban, rural and hinterland women with special emphasis on grassroots women					
Outcome3: Improved knowledge amongst urban and rural women on the benefits of gender equitable financial processes					
Strategic Objectives	Activities	Who/Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
causes and make recommendations programs to address imbalances (Research must be disaggregated by region, ethnicity, social background and other variables)					
4. Share research findings on economic status of women and men in Guyana by region and recommendations	<ol style="list-style-type: none"> 1. Regional consultations to disseminate findings and recommendation 2. Media reports/discussions on research findings and recommendations 	W&GEC with relevant partners	1. Number of regional sessions completed	Report on regional sessions	2013-2016
5. Advocate for MoE to review and revise school curricula to promote gender	<ol style="list-style-type: none"> 1. Conduct consultation with Ministry of Education officials 	W&GEC/MoE	1. Status report on consultation	MoE revised curricula	2013-2016

Strategic Priority 3 : Economic Empowerment of Women

Goal 3: Promote an environment where urban, rural and hinterland women benefit from opportunities that ensures their sustained financial growth

Output 3: Protocols in place and functioning to ensure the economic empowerment of urban, rural and hinterland women with special emphasis on grassroots women

Outcome3: Improved knowledge amongst urban and rural women on the benefits of gender equitable financial processes

Strategic Objectives	Activities	Who/Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
equity and work in curricula and text books					
6. In collaboration with other stakeholders lobby government for a legislative review of laws governing financial institutions to ascertain that the current policy and protocols meet gender equity objectives and make recommendations for compliances	1. Stakeholder meetings and recommendations to government	W&GEC/WAB/GAWL/ CSOs and other stakeholders	1. Number of Consultations held 2. Loan requirements for women in micro-enterprise more innovative in the way collaterals is monetized and in line with assets to which women have access.	- Research report - Protocols that specifically address gender equitable financial practices developed	2013-2016

Strategic Priority 3 : Economic Empowerment of Women					
Goal 3: Promote an environment where urban, rural and hinterland women benefit from opportunities that ensures their sustained financial growth					
Output 3: Protocols in place and functioning to ensure the economic empowerment of urban, rural and hinterland women with special emphasis on grassroots women					
Outcome3: Improved knowledge amongst urban and rural women on the benefits of gender equitable financial processes					
Strategic Objectives	Activities	Who/Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
7. Engage GWLI/WAB in making training available through current or specially designed initiatives for women in micro-enterprises	<ol style="list-style-type: none"> Meetings with GWLI/WAB GWLI develop training modules Commission collaborates with NRDC to ascertain women in micro enterprise 	<p>W&GEC/GWLI/WAB/PSC/IICA/CARDI/ITech</p> <p>With other stakeholders</p>	<ol style="list-style-type: none"> Agreement with GWLI/WAB Training module is completed GWLI conducting training Number of women in micro enterprise initiatives Report from NRDC 	<ul style="list-style-type: none"> Number of financial institutions supporting women micro enterprise initiatives Number of loans granted to women in micro enterprises. Number of businesses registered by women 	2013-2014
8. Initiate the implementation of workplace policies against sexual harassment in the private and public sectors and monitor same	<ol style="list-style-type: none"> Develop a workplace policy statement on sexual harassment Train Commissioners to understand and handle reports on sexual harassment Meeting of key stakeholders: <ul style="list-style-type: none"> to implement 	<ul style="list-style-type: none"> W&GEC: Consultant/Donor community/TU/Gov't WGEC/Trade Unions, Government and Private sector 	<ol style="list-style-type: none"> Workplace policy on sexual harassment developed and in place Commissioners complete training Stakeholder meeting Number of Commissioners affiliated to 	Statutory Reports	2014

Strategic Priority 3 : Economic Empowerment of Women					
Goal 3: Promote an environment where urban, rural and hinterland women benefit from opportunities that ensures their sustained financial growth					
Output 3: Protocols in place and functioning to ensure the economic empowerment of urban, rural and hinterland women with special emphasis on grassroots women					
Outcome3: Improved knowledge amongst urban and rural women on the benefits of gender equitable financial processes					
Strategic Objectives	Activities	Who/Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
	<p>policies against sexual harassment in workplace</p> <p>4. Conduct public education sessions on what constitutes sexual harassment in the workplace and how it can be addressed</p>		<p>RWAC/TU and PSC trained to handle complaints</p> <p>5. Number of workplaces with policies against sexual harassment</p> <p>6. Number of public education sessions on sexual harassment</p>		
9. Investigate reports of sexual harassment in a timely manner	1. Conduct investigations through the complaint handling system of the Commission	WGEC/HRC	1. Number of reports of sexual harassment addressed using complaints mechanisms	Statutory reports	2013-2018
10. In collaboration with other partners initiate public education campaigns on girls, women, gender and entrepreneurship	1. Public Education sessions girls, women ,gender and entrepreneurship	W&GEC/ MLHSSS	1. Number of public education sessions conducted by type	Statutory report	2013-2016
11. Collaborate with MLHSSS/TU /PSC for the	<p>1. Initiate meetings with relevant agencies on</p> <p>2. child care facilities</p>	W&GEC/ MLHSSS/TU	1. Proposal submitted	Progress report from Ministry of Labour	2014-2018

Strategic Priority 3 : Economic Empowerment of Women

Goal 3: Promote an environment where urban, rural and hinterland women benefit from opportunities that ensures their sustained financial growth

Output 3: Protocols in place and functioning to ensure the economic empowerment of urban, rural and hinterland women with special emphasis on grassroots women

Outcome3: Improved knowledge amongst urban and rural women on the benefits of gender equitable financial processes

Strategic Objectives	Activities	Who/Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
introduction of workplace care facilities and flexible schedules for working mothers where possible	3. flexible work schedules 4. Monitor Ministry of Labour for policy recommendations and legislative reform			- Policy recommendation and legislative reform	

11.4. Gender Based Violence

In spite of pertinent legislative reforms in terms of the Domestic Violence Act of 1996 and the Sexual Offences Act of 2010 as well as the education of law enforcement officers, gender based violence continues. This demands intensive and extensive strategic action and multi-layered interventions by all in our society.

Recognizing the ongoing efforts in both the government and non-government sector to address GBV, the commission is prepared to partner with the MLHSSS in their coordination of a holistic response. The MLHSSS in recognizing that the culture of violence requires specific focus on boys and men established a Men's Affairs Bureau in 2011, to provide a forum for boys and men to be heard and to receive help and counseling. The Men's Affairs Bureau advocates against domestic and sexual violence and for responsible male behaviour and parenthood. It also works with male victims of abuse and domestic violence. Other initiatives that are functioning and which the Commission will utilize in eradicating GBV are other NGOs which have been established by men to reach men in communities and influence behaviour change - Men's Empowerment Network is one such agency.

The Commission will encourage the preparation of ongoing training of all police prosecutors, magistrate and judges, medical personnel and welfare officers to ensure that all parties are au fait with policy and legislative procedures for dealing with GBV.

Strategic Priority 4: Gender Based Violence

Goal 4: Through strategic partnerships reduce Gender Based Violence and contribute to a violence free Guyana

Output 4: A comprehensive framework utilizing the lifecycle approach to reduce gender based violence in place within a responsive policy and legislative environment

Outcome 4: Stakeholders in Guyana contribute to the development, implementation and monitoring of the national framework for reducing Gender Based Violence

Strategic Objectives	Activities	Who/Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
1. Collaborate with the MLHSSSS to develop a comprehensive plan to reduce gender based violence consistent with the principles of Belem do Para Convention	1. Partner with all MLHSSSS s to craft a holistic plan to address gender based violence 2. Monitor stakeholder interventions addressing GBV	W&GEC with MLHSSSS and other stakeholders	1. Plan developed to develop GBV	- Statutory report	2013-2014
2. Recommend the development of mandatory policy for the training of police, magistrates and judges, welfare officers on current and revised legislation with refresher trainings on GBV annually	1. Recommend to MLHSS the development of policy 2. Monitor progress of policy development and recommend accordingly	W&GEC with MLHSSSS and Inter-ministry focal points	1. Policy developed	- Finalized policy recommendation - Number of law enforcement officers trained by category	2013- 2014 2013- 2018
3. Monitor the enforcement of all policies and legislations pertinent to GBV	1. Monitor policy and legislative enforcement	W&GEC- Committee of Commission	1. GBV committee established and functioning	- Periodic Reports from W&GEC – watch committee	2013-2018

Strategic Priority 4: Gender Based Violence

Goal 4: Through strategic partnerships reduce Gender Based Violence and contribute to a violence free Guyana

Output 4: A comprehensive framework utilizing the lifecycle approach to reduce gender based violence in place within a responsive policy and legislative environment

Outcome 4: Stakeholders in Guyana contribute to the development, implementation and monitoring of the national framework for reducing Gender Based Violence

Strategic Objectives	Activities	Who/Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
<p>4. Encourage the MLHSSS developing institutional policies and protocols for :</p> <ul style="list-style-type: none"> - treatment of GBV survivors - strengthened referral networks with other GBV services - improvement in medical-legal services in GBV court cases 	<p>1. Discuss with MLHSSS the development of protocols to address :</p> <ul style="list-style-type: none"> a) survivors of GBV and referrals b) referral structures c) improvements in medical legal services 	<p>W&GEC/MLHSSS/WAB</p> <ul style="list-style-type: none"> - Donor assistance 	<p>1. Protocols developed</p> <p>2. Verifying protocols are being followed</p>	<p>Semi-annual reports</p>	<p>2013-2018</p>
<p>5. Encourage MLHSSS to prepare a media strategy to address GBV</p>	<p>1. Meet with MLHSSS to discuss media strategy addressing GBV</p> <p>2. Support the MLHSSS in launching strategy with media operatives</p> <p>3. Monitor reports in media</p>	<p>W&GEC/MLHSSS/WAB</p> <p>Donor assistance</p>	<p>1. MLHSSS Media strategy</p> <p>2. Media professionals trained</p> <p>3. Number of reports in media</p>	<ul style="list-style-type: none"> - Number of media houses participating in training - Number. of media professional trained 	<p>2013-2014</p>

Strategic Priority 4: Gender Based Violence					
Goal 4: Through strategic partnerships reduce Gender Based Violence and contribute to a violence free Guyana					
Output 4: A comprehensive framework utilizing the lifecycle approach to reduce gender based violence in place within a responsive policy and legislative environment					
Outcome 4: Stakeholders in Guyana contribute to the development, implementation and monitoring of the national framework for reducing Gender Based Violence					
Strategic Objectives	Activities	Who/Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
6. Advocate for the establishment of Community Counseling centers	<ol style="list-style-type: none"> 1. Meet with RWAC and NDC to pursue establishment of Counseling centers 2. Collaborate with IDCE and Probation and Family Welfare Service to prepare manual for community social workers 	RWAC/NDC/IDCE	<ol style="list-style-type: none"> 1. Number of Meetings 2. Module developed 3. Number of Community Social Workers Trained 	- Reports on persons using centers	2013-2018
7. Advocate with key stakeholders for perpetrators of GBV to attend mandatory anger management sessions	<ol style="list-style-type: none"> 1. Meeting with key stakeholders 2. Monitor the implementation of mandatory anger management sessions for perpetrators of GBV developed 	W&GEC/MoLA/MoHA/GPS	<ol style="list-style-type: none"> 1. Number persons referred to mandatory anger management sessions 	<ul style="list-style-type: none"> - Mandatory anger management sessions designed and in use by courts and in penal institutions - Register of persons completing anger management sessions 	2013-2015
8. Encourage positive parent education programs in schools, at maternal clinics	<ol style="list-style-type: none"> 1. Meetings with Ministries of Health and Education to promote positive parenting education programs – 2. Encourage a recognition and reward program for media houses that develop and portray positive parenting messages 3. Monitor agencies to assess how positive parenting program is being implemented at schools and health facilities 	W&GEC with - /MoE/MoH - FBOs - CBOs - Media/	<ol style="list-style-type: none"> 1. Number. of positive parenting sessions conducted 2. Media depicting positive parenting messages 	<ul style="list-style-type: none"> - No. of agencies by sector conducting positive parenting messages - Reward and recognition scheme launched 	2013-2015

Strategic Priority 4: Gender Based Violence

Goal 4: Through strategic partnerships reduce Gender Based Violence and contribute to a violence free Guyana

Output 4: A comprehensive framework utilizing the lifecycle approach to reduce gender based violence in place within a responsive policy and legislative environment

Outcome 4: Stakeholders in Guyana contribute to the development, implementation and monitoring of the national framework for reducing Gender Based Violence

Strategic Objectives	Activities	Who/Partner Organization	Indicators	Means of Verifying Indicators	Timeframe
8. Collaborate with Trafficking in persons unit to monitor adherence to protocols	<ol style="list-style-type: none"> 1. Review of trafficking in persons protocols 2. Ensure training manuals and continuous training are available to all law enforcement officers 3. Monitor the TIP adherence to protocols 	- MLHSSS/TIP Unit	1. Protocols reviewed	<ul style="list-style-type: none"> - Protocols in place - Statutory reports 	2013-2018

12. Principal Partners

It is imperative that the W&GEC continue to strengthen old partnerships and form new ones as it advances the collective efforts for gender equality. Below is the list of partners that would be a part of this process:

1. All government agencies are important to this process as gender mainstreaming is institutionalized but of critical importance will be the **MLHSSS** as the umbrella ministry for the WAB, MoHA and the MAB. The MOAA will be another important partner as work is done to ensure the additional vulnerabilities of indigenous women are addressed. Additionally, **MoF** is an important partner in ensuring that gender sensitive budgets are prepared by all government agencies and is reflected in the national budget.
2. The **Trade Union** is a significant partner in areas of work and employment. They are often engaged in collective agreements with governments and should play a pivotal role in ensuring equal pay for work of equal value as well as the elimination of sexual harassment and all forms of discrimination.
3. The **PSC** is a necessary partner as an employer with a civic responsibility. The partnership with the PSC is two-pronged and would be, on the one hand, to ensure that they create and monitor the work environment for equity, on the other it should be encouraged to give back through corporate giving. Companies will be encouraged to initiate support services for women workers and victims of GBV.
4. **The Bar Association and GAWL** will be encouraged to advance the legal rights of women and men for gender justice.
5. The **Donor Community** has indicated their commitment to the government and people of Guyana through both technical and financial support. The British High Commission, USAID, UNFPA and more recently UNDP and other members of the UNCT have been proving the kind of support that the Commission operating within a government where resources are scarce needs. The Commission has already recently initiated linkages with UN Women which they shall be pursuing assiduously.
6. **Legal Aid** is a necessary partner who continues to provide a needed service to women and men at minimal costs if necessary.
7. The other Commissions particularly the **IPC and RCC** are important stakeholders as they both represent constituencies that are inextricably linked to W&GEC. With limited resources all efforts should be made to feed off of each other where and when necessary and appropriate and all work towards promoting human rights.
8. Other strategic partners such as CBOs, FBOs and others

13. The Implementation Plan

The strategic plan of the Commission will be implemented through a multi- thematic approach. The Commission will take on a more coordinating role as it works with the different stakeholders to ensure the promotion of women rights and gender equality.

Thematic Priority 1 maps out how the Commission plans to comprehensively address its mandate through these priorities. Through the Expert Committee approach, a lead commissioner will act as the coordinator to ensure that the activities outlined in the priority are addressed. The following will be done:

1. Trainings will be conducted to ensure that Commissioners and staff understand the strategic direction of the Commission
2. Statutory meetings will be used to present reports and discuss coherency for active engagement of Commissioners and staff
3. Team work is critical component in this process for both Commissioners and staff
4. Collaborations with other Commissions is necessary for effective implantation of the plan.

14. Monitoring and Evaluation

The monitoring and evaluation framework covers the five year period 2013- 2018. It outlines a functional system for tracking progress, documenting experiences, challenges, lessons learned and assessing impacts. Analytical reviews of all data collected will enable the Commission to measure progress and will inform decision making over time. Specifically, the framework will:

- a. Ensure accountability to stakeholders

It is important that there is a simple and clear operational structure where information flows smoothly and can be managed in a manner that keeps all stakeholders informed

- b. Provide strategic guidance to the Commission

This strategy will improve the Commission' position as the national authority on women and gender equality

- c. Use recommendations to inform future gender planning

Priority Areas	Activity	Indicators	Responsible	Timeframe
Capacity Building	Build capacity of Commission on M& E Develop M& E tools	100 percent of commission oriented to M & E	Commission with their M & E focal point	First Quarter
Management and Coordination of the M& E framework	Collecting and reviewing assessment reports	All Commissioners and CEO reviewing reports	WGEC Commission with their M & E focal point	Quarterly
Data Collection tools linked to Thematic Priorities	Collection and analysis of M&E reports	Number of reports collected by thematic priority	Expert commissioner with M&E focal point	Quarterly
Preparation of reports	M & E and annual reports prepared Dissemination of report Collaborate in the preparation of CEDAW report	M & E reports prepared and disseminated for review by commission	Commission with their M & E focal point	Quarterly and Annually
Conduct review and evaluations	Quarterly and annually review	Preparation of annual reports for parliament	WGEC/M & E focal point	Quarterly and Annually

15. Funding Sources

The work of the Commission is currently funded from the consolidated fund. Based on an analytical review of the budget, more than 80 percent of their finances go towards administrative costs. The Commission will need to advocate from the local and international community for additional funds to support its work. Below is a budget estimate for the next five years.

COST ESTIMATION: IMPLEMENTATION STRATEGIC PLAN

		YEAR 1		YEAR 2 (10% Increase)		YEAR 3 (10% Increase)		YEAR 4 (10% Increase)		YEAR 5 (10% Increase)	
MONTHLY EXPENDITURES	AMT/ Units	Unit Cost (GYD)	Total Unit Cost (GYD)	Unit Cost (GYD)	Total Unit Cost (GYD)	Unit Cost (GYD)	Total Unit Cost (GYD)	Unit Cost (GYD)	Total Unit Cost (GYD)	Unit Cost (GYD)	Total Unit Cost (GYD)
1. Human Resources											
Salaries (Per Month)											
Commission Chair	12	171,000	2,052,000	188,100	2,257,200	206,910	2,482,920	227,601	2,731,212	250,361	3,004,333
Deputy Chairperson	12	85,000	1,020,000	93,500	1,122,000	102,850	1,234,200	113,135	1,357,620	124,449	1,493,382
Chief Executive Officer	12	250,000	3,000,000	275,000	3,300,000	302,500	3,630,000	332,750	3,993,000	366,025	4,392,300
Commissioners (Part Time)	16	45,400	726,400	49,940	799,040	54,934	878,944	60,427	966,838	66,470	1,063,522
Administrative Assistant	12	86,000	1,032,000	94,600	1,135,200	104,060	1,248,720	114,466	1,373,592	125,913	1,510,951
SUB-TOTAL		637,400	7,830,400	701,140	8,613,440	771,254	9,474,784	848,379	10,422,262	933,217	11,464,489
2. Per Diems (Commissioners/Staff/Stakeholders)											
Local (Outreach Programmes)	12	400,000	4,800,000	440,000	5,280,000	484,000	5,808,000	532,400	6,388,800	585,640	7,027,680
Seminar/Conference Participants	12	400,000	4,800,000	440,000	5,280,000	484,000	5,808,000	532,400	6,388,800	585,640	7,027,680
SUB-TOTAL		800,000	9,600,000	880,000	10,560,000	968,000	11,616,000	1,064,800	12,777,600	1,171,280	14,055,360
3. Travel (Per Meeting Commissioners/Staff/Stakeholders)											
Local Transportation	12	320,000	3,840,000	352,000	4,224,000	387,200	4,646,400	425,920	5,111,040	468,512	5,622,144
Regional Visits (Outreach Programmes)	12	320,000	3,840,000	352,000	4,224,000	387,200	4,646,400	425,920	5,111,040	468,512	5,622,144
Overseas Conferences and Learning (annual)	3	670,000	2,010,000	737,000	2,211,000	810,700	2,432,100	891,770	2,675,310	980,947	2,942,841
Participation in Stakeholders' Meetings	6	200,000	1,200,000	220,000	1,320,000	242,000	1,452,000	266,200	1,597,200	292,820	1,756,920
SUB-TOTAL		1,510,000	10,890,000	1,661,000	11,979,000	1,827,100	13,176,900	2,009,810	14,494,590	2,210,791	15,944,049
4. Equipment and Supplies											
Furniture Equipment	5	100,000	500,000	110,000	550,000	121,000	605,000	133,100	665,500	146,410	732,050
Computer Equipment	5	120,000	600,000	132,000	660,000	145,200	726,000	159,720	798,600	175,692	878,460
Equipment Maintenance	4	30,000	120,000	33,000	132,000	36,300	145,200	39,930	159,720	43,923	175,692
Office Supplies	4	300,000	1,200,000	330,000	1,320,000	363,000	1,452,000	399,300	1,597,200	439,230	1,756,920
SUB-TOTAL		550,000	2,420,000	605,000	2,662,000	665,500	2,928,200	732,050	3,221,020	805,255	3,543,122
5. Additional Costs and Services											
Printing Publications & Editing Material	12	300,000	3,600,000	330,000	3,960,000	363,000	4,356,000	399,300	4,791,600	439,230	5,270,760
Website Maintenance	4	50,000	200,000	55,000	220,000	60,500	242,000	66,550	266,200	73,205	292,820
Assessment & Research	4	1,000,000	4,000,000	1,100,000	4,400,000	1,210,000	4,840,000	1,331,000	5,324,000	1,464,100	5,856,400

COST ESTIMATION: IMPLEMENTATION STRATEGIC PLAN

		YEAR 1		YEAR 2 (10% Increase)		YEAR 3 (10% Increase)		YEAR 4 (10% Increase)		YEAR 5 (10% Increase)	
MONTHLY EXPENDITURES	AMT/ Units	Unit Cost (GYD)	Total Unit Cost (GYD)	Unit Cost (GYD)	Total Unit Cost (GYD)	Unit Cost (GYD)	Total Unit Cost (GYD)	Unit Cost (GYD)	Total Unit Cost (GYD)	Unit Cost (GYD)	Total Unit Cost (GYD)
Capacity Building (Commissioners/Staff)	4	250,000	1,000,000	275,000	1,100,000	302,500	1,210,000	332,750	1,331,000	366,025	1,464,100
Media Workshop/Meetings	2	150,000	300,000	165,000	330,000	181,500	363,000	199,650	399,300	219,615	439,230
Stakeholders Review Meetings/Workshops	4	200,000	800,000	220,000	880,000	242,000	968,000	266,200	1,064,800	292,820	1,171,280
Consultancy/External Facilitators	4	250,000	1,000,000	275,000	1,100,000	302,500	1,210,000	332,750	1,331,000	366,025	1,464,100
Public Awareness IEC Materials	4	150,000	600,000	165,000	660,000	181,500	726,000	199,650	798,600	219,615	878,460
SUB-TOTAL		2,350,000	11,500,000	2,585,000	12,650,000	2,843,500	13,915,000	3,127,850	15,306,500	3,440,635	16,837,150
GRAND TOTAL		5,847,400	42,240,400	6,432,140	46,464,440	7,075,354	51,110,884	7,782,889	56,221,972	8,561,178	61,844,170