

PUBLIC

DOCUMENT OF THE INTER-AMERICAN DEVELOPMENT BANK

## **Trinidad and Tobago**

### **Non-reimbursable technical-cooperation funding for institutional strengthening of the Women's Affairs Division**

**(TC-91-08-160)**

#### **PLAN OF OPERATIONS**

**September 1993**

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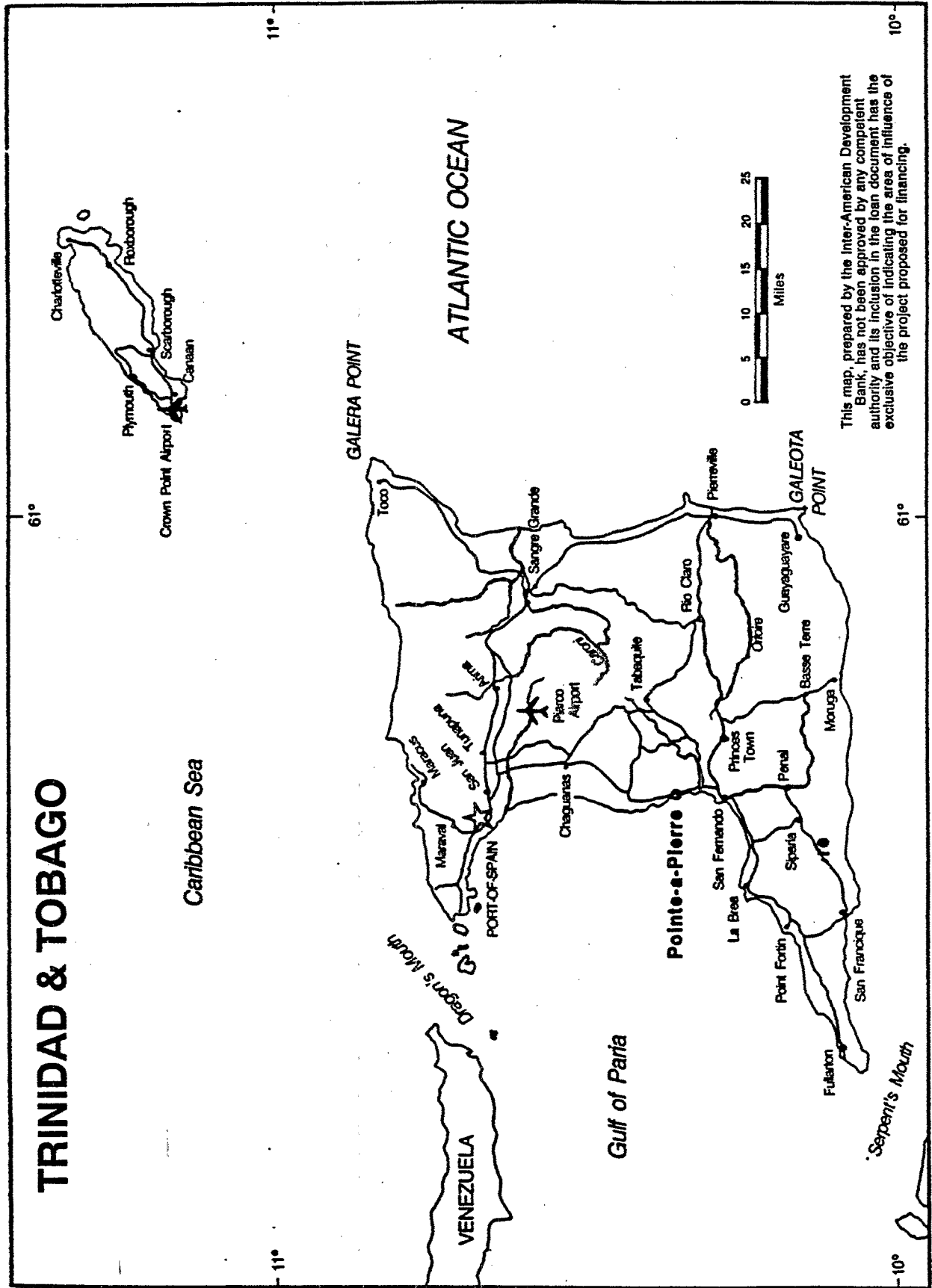
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#### ABBREVIATIONS

GPP	Country Programming Paper
CTU	Central Training Unit
EEC	European Economic Commission
GDP	Gross Domestic Product
IMC	Inter-Ministerial Committee
IDB	Inter-American Development Bank
IICA	Inter-American Institute for Agricultural Cooperation
ILO	International Labor Organization
MCD	Ministry of Community Development, Culture and Women's Affairs
MTPF	Medium-Term Policy Framework
NCW	National Council for Women
NGO	Non-Governmental Organization
OPM	Office of the Prime Minister
PAHO	Pan American Health Organization
SAL	Structural Adjustment Loan
UN/ECLAC	United Nations/Economic Commission for Latin America
UNIFEM	United Nations Development Fund for Women
WAD	Women's Affairs Division
WID	Women in Development
YTEPP	Youth Training Program

# TRINIDAD & TOBAGO



This map, prepared by the Inter-American Development Bank, has not been approved by any competent authority and its inclusion in the loan document has the exclusive objective of indicating the area of influence of the project proposed for financing.

# INSTITUTIONAL STRENGTHENING OF THE WOMEN'S AFFAIRS DIVISION

(TC-91-08-160)

## EXECUTIVE SUMMARY

**REQUESTER:** The Republic of Trinidad and Tobago, via a letter from the Ministry of Planning and Development.

**DATE OF REQUEST:** March 24, 1993.

**EXECUTING AGENCY:** The Ministry of Community Development, Culture and Women's Affairs, through the Women's Affairs Division.

**BENEFICIARIES:** Women's Affairs Division, along with government agencies, local communities and women's organizations.

**FINANCING:**

IDB:	US\$400,000 (FSO net income)
Local counterpart:	US\$ 75,000
Total:	US\$475,000

**ENVIRONMENTAL CLASSIFICATION:** The Environmental Management Committee, at its meeting of August 10, 1993, classified this as a Category II operation.

**OBJECTIVES:** The objectives of the proposed technical cooperation are to: i) strengthen the institutional capacity of the Women's Affairs Division to promote and assist in the gender-sensitive design, implementation, monitoring, and evaluation of policies, programs, projects and activities of the Ministry of Community Development, Culture and Women's Affairs and other government agencies and ii) improve coordination, collaboration and communication among NGOs, private sector organizations, unions, cooperatives, community groups, mass media and women's networks, and the Women's Affairs Division, to enhance women's participation in policy and program development.

**DESCRIPTION:** The proposed technical cooperation will provide consultancy services, training and equipment to the Women's Affairs Division in support of the above objectives. The activities of the proposed technical cooperation would include the following components: i) improvement of program planning, coordination and management of the Women's Affairs Division; ii) establishment of a WID information system; iii) strengthening of outreach and coordination with NGOs,

public and private sector, mass media and community groups; and iv) training and sensitization in gender analysis.

**SPECIAL  
CONDITIONS:**

The government of Trinidad and Tobago has committed itself to hire additional staff for the WAD from September 1993, including a Deputy Director and four technical officers. The hiring of this personnel is a condition precedent to first disbursement.

**BENEFITS:**

Besides enhancing the catalytic role of the WAD within the Ministry of Community Development, Culture and Women's Affairs, the Technical Cooperation will help the Ministry as a whole to respond more effectively to the needs and wishes of the citizens of Trinidad and Tobago, through a network of community development officers and NGOs that are sensitized to gender-related differences at the community level and know how to respond to them. The improved efficiency and competence of the Women's Affairs Division will provide the stronger voice for women, particularly low-income women, in decision making at the community and national levels. The revival of the Inter-Ministerial Committee will promote badly-needed coordination among government agencies on issues that are crucial to solving the country's social problems. The creation of the National Council for Women and the special events to be funded under the project will motivate community groups and individual women and men at the local level to become involved in community development and participate more actively in their country's development.

**RISKS:**

The Women's Affairs Division has not yet developed a plan of action to guide implementation of the national WID policy statement. Therefore, it lacks a clear direction for future action. The project would address this problem by supporting consultancy services for strategic planning, to help the Division set realistic goals and define its priorities. The Division's effectiveness is also hampered by the lack of human resources and technical capacity. Both factors are key bottlenecks for the sustainability of its institutional activities. Because of these concerns the program will assist the Division in reformulating its activities to play an advisory and catalytic role within the MCD and the government as a whole, thus broadening the base of action in support of women beyond the limited confines of the Division itself.

**THE BANK'S  
COUNTRY STRATEGY:**

The proposed technical cooperation program is consistent with the Bank's broader strategy for Women in Development, as well as the strategy for Trinidad and Tobago as outlined in the recently approved CPP. As part of the Bank's WID strategy, in which strengthening of institutional capability is key, Trinidad and Tobago has been selected as one of three countries to participate in a pilot country programming exercise to incorporate WID issues into the Bank's overall country programming process. In terms of the Bank's country strategy, which recognizes the importance of women's participation, priority for the short term is placed on efforts to mitigate the economic and social consequences that recent economic decline and adjustment measures have on low-income women and single heads of households with children. In meeting the specific needs of women for the longer term, the strategy attaches priority to more sustained interventions in the efficient provision of social services, technical and vocational training, and jobs, which from the practical standpoint will require a direct and systematic process of building gender-sensitive perspectives and approaches into the policies and programs of executing agencies in both public and private sectors. Implementation of the proposed operation is considered crucial to this process. It is also crucial, therefore, to future efforts to integrate gender perspectives and strategies into the Bank's operative program on a sustained basis.



## I. BACKGROUND

### A. Economic overview

- 1.1 Trinidad and Tobago has been heavily dependent on oil and gas as the mainstay of its economy for many years. During the oil-based boom of the 1970s, when increases in oil prices and domestic crude production fueled rapid economic growth, international reserves mounted, leading to a strong currency and steady growth in imports and consumption. This period of relative abundance induced generous real wage levels, substantial transfers and subsidy programs and expanded public sector investment and employment. However, the international competitiveness of the non-oil productive sectors deteriorated rapidly.
- 1.2 This inward-looking pattern of development collapsed with declining oil production and the plunge in oil prices during the 1980s. From 1983-90, the economy registered negative growth with the GDP declining every year by an average of 4% per annum and unemployment doubled to 20% of the labor force.
- 1.3 Since 1988, macroeconomic policies, trade reform and sectoral initiatives have evolved within the framework of two IMF Stand-by arrangements (1989 and 1990) and the World Bank's Structural Adjustment Loan (SAL) approved in January 1990. The main thrust of these efforts has been: currency devaluation; decline in central government spending and in the public sector deficit; reductions in transfers to public enterprises, divestment of selected state-owned enterprises and imposition of more rigorous financial discipline and accountability; reform of the tax system, and of the trade and investment regime in order to foster greater private investment.
- 1.4 Recent economic performance has been mixed. There was a brief recovery in 1990, owing to a boost in global oil prices during the Gulf War, and GDP grew by 2.7% in 1991. However, declining oil prices after the war, combined with some capital flight caused net international reserves to bottom out at a negative US\$210 million in early 1992. The Government's decision to implement a tight monetary policy and public expenditure cuts resulted in unprecedented increases in real interest rates, and depressed private investment.
- 1.5 Until intensified efforts towards reform and adjustment bear fruit, the economy is likely to remain overly dependent on oil. The country, however, is clearly in transition. It is in the process of moving from a state-driven economy to a more open and more diversified market-oriented economy, in which the private sector would assume far greater importance. The present Government outlined its commitment to continue the reform and adjustment process in its Medium-Term Policy Framework (MTPF) for 1993-1995. In addition to a stable macroeconomic environment, one of the main planks of the MTPF strategy is to enhance monetary and fiscal

management and greater economic efficiency through improved resource allocation and divestment of public sector activities.

- 1.6 Increasing the efficiency of the public sector is of extreme importance for the implementation of the government's strategy. Given its past and ongoing dominance in the economy, the public sector must undergo reform, take on new roles, improve policy direction and management capacity, and shift its focus and activity range. In this regard, the government of Trinidad and Tobago has embarked upon a Public Service Reform Program, executed by the Office of the Prime Minister (Public Administration Division). This process has been assigned high priority among government's targets for the period 1992-1996.
- 1.7 To facilitate this process, the government aims to utilize a variety of integrated and complementary approaches directed towards the enhancement of planning, policy-making, management and institutional capability. Within this framework, the current process of public service reform in Trinidad and Tobago offers both an opportunity and a challenge for more effectively institutionalizing WID policy and strategic approaches within the different institutions and agencies of the public sector.

B. Social factors and status of women

- 1.8 Trinidad and Tobago's basic social indicators compare favorably with other countries in the Caribbean and Latin America. The main causes of morbidity are not related to diseases associated with extreme poverty and lack of basic sanitation and health care, but correspond more to the profile of a developed country. The government has been the major provider of social services for the population, while the private sector has had a limited role.
- 1.9 However, these overall positive results mask several difficulties in the social sectors. While there have been some positive results of adjustment such as restoration of manageable fiscal deficits, improved public sector administration and an initial shift towards an export-driven competitive economy with greater private sector participation, the application of these structural adjustment measures, have resulted in increasing economic and social costs to low-income families.
- 1.10 Within the constraints posed by its limited resources, the Government has as one of its major objectives to strengthen, rationalize, better target and expand existing social programs to provide a more effective network of support for the empowerment of the socially vulnerable and disadvantaged. These include women, the poor, the aged and the unemployed. It is recognized that the social condition of these groups has frequently been made more stressful by the process of economic adjustment.

- 1.11 Women in Trinidad and Tobago have been more vulnerable to the recent economic trends and negative impacts, particularly in the critical areas of employment, health and social welfare. Despite the fact that their status compares favorably with women in other medium-income developing countries in certain indicators (life expectancy, maternal mortality, enrollments, educational attainment), these women still experience a wide range of gender-based constraints to their economic productivity and overall well-being.
- 1.12 While adjustment policies have affected both women and men, women have taken the hardest hit. Gender-desegregated unemployment rates for 1992 show female unemployment was 23.9 percent, while male unemployment was 17 percent. Women constitute the highest proportion of unemployed persons among the youth aged 15-25. Unemployment has been more devastating to women than men because women command less seniority, and hence are the first to be laid off. Women also have fewer transferable skills and less mobility because of their gender roles. Public sector rationalization also negatively affects women, because of their great concentration in the civil service and at lower clerical levels.
- 1.13 Contractions in the budgets of key social programs in health and food security have also placed greater onus on female household heads to provide for the health and nutritional needs of family members from their reduced personal incomes. Poorly developed child-care and pre-school networks inhibit participation by low income women who have borne a disproportionate share of recent declines in real wages and increases in unemployment. For the 27% of Trinidadian households headed by women, this is a particularly difficult problem. The burden of pending cost recovery measures in the health care system may also fall heavily on women, given their special maternal health care needs.
- 1.14 In the health and education sectors, shortages of funds for repair and maintenance of facilities, staff reductions and layoffs, and deteriorating physical infrastructure, have impacted on women's ability to maintain family health, nutritional status and overall quality of life.
- 1.15 Consequently, more precise targeting of social services may be required to ensure that the most vulnerable women maintain access to required services. Efforts are also needed to give women a greater voice in national and community level decision-making.
- 1.16 Given this situation, the key issues related to women's participation in future development programs are: improving the quality of education and training; improving the quality and accessibility of primary and preventive health services (including reproductive health services); and expanding access to credit and technical assistance for small rural producers and urban microentrepreneurs. Institutional strengthening of public and

private organizations that promote women's participation in the development process will be crucial to ensuring that social and economic programs adequately address women's needs.

C. Institutional framework for women in development

- 1.17 Responsibility for the promotion of official government policy in support of Women in Development (WID) is vested in an institutional framework centered on the Women's Affairs Division (WAD). Previously a Bureau of the Ministry of Social Development and Family Services, this unit now constitutes one of the three technical divisions in the Ministry of Community Development, Culture and Women's Affairs. However, despite its upgrading to division status and its location in the Ministry with responsibility for community outreach, the Women's Affairs Division is a very small unit which has so far had little impact on the mainstream functions of the Ministry.
- 1.18 The national WID institutional framework consists of the Women's Affairs Division, an Inter-Ministerial Committee for the Integration of Women in Development (IMC) and the National Council for Women (NCW). The Women's Affairs Division functions as the national-level Secretariat for the WID institutions. The IMC was established in 1987, and includes representatives from all government ministries. It is mandated to prepare a Plan of Action which will implement the policy guidelines defined in the National Policy Statement on Women. The National Council for Women is envisioned as a complementary organ to the Women's Affairs Division and Inter-Ministerial Committee, but has not yet been officially constituted. It has been agreed that the Council should comprise representatives from the WAD, women's NGOs, other NGOs, as well as the wider community, including private sector representatives.
- 1.19 The Women's Affairs Division, and the WID institutional framework as a whole, have been hampered by a lack of clear objectives and a plan of action which identifies the priorities to be addressed with the limited resources at their disposal. In addition, the private sector counterpart to the IMC and WAD, the National Women's Council, has never been formed. This body would be an essential element in the sustainability and public awareness of a national women in development agenda. The proposed project seeks to rectify these problems, by strengthening the WAD and IMC, and supporting the formation and definition of the National Women's Council. It will assist these bodies in defining clear and feasible plans of action for affecting development policy and programs in the country. The project also focuses heavily on improving communication and coordination among WAD, the relevant agencies of the government, NGOs, and women's community groups.
- 1.20 The national WID institutional framework represents an important channel for mainstreaming gender concerns into development planning and implementation, but is not currently equipped to carry out its mission effectively. Institutional strengthening of the WID

apparatus in Trinidad and Tobago is envisaged as an effective means of improving the policy environment and promoting gender-sensitive planning and programming, both at the national level, and in the program cycles of lending and donor agencies. Speedy implementation of this project is, therefore, also crucial to future efforts to integrate gender perspectives and strategies into the Bank's Trinidad and Tobago pipeline, on a sustained basis.

D. Bank strategy and participation

- 1.21 The proposed technical cooperation is consistent with Bank's overall strategy for Women in Development, as well as the strategy for Trinidad and Tobago, as outlined in the recently approved CPP.

1. The women in development policy and strategy

- 1.22 The Bank's Policy on Women in Development (GP-114-3) highlights the importance of addressing women's concerns in the programming process and project design. One of the priority areas of the policy is strengthening the institutional capability of organizations (both public and private) that promote women in development.
- 1.23 Trinidad and Tobago has been selected as one of three countries for a pilot country programming exercise to formulate a strategy for addressing WID issues within the context of the Bank's overall country programming process. The initiative forms part of the Plan of Action for Implementing the Bank's Women in Development Policy during 1991-93.

2. Country strategy for Trinidad and Tobago

- 1.24 The Bank's strategy for Trinidad and Tobago is guided by two major objectives: to stimulate private sector development and the creation of productive employment, and to improve the efficiency of resource allocation and administration of the public sector. Upgrading the skills of the labor force, microenterprise development, direct employment creation, and strengthening of the social safety net and the effectiveness of social programs are important elements in the strategy.
- 1.25 As noted in the CPP, measures to achieve economic growth, together with social equity, will require a careful balancing of economic efficiency with human development imperatives. This approach should include explicit recognition of the participation of women. In the short term, the priority target-group of women (low-income, single heads of households with children) who have experienced particular difficulties as a result of the recent economic decline need immediate, compensatory, economic and social programs which mitigate these consequences.
- 1.26 Women's specific needs and constraints should also be addressed within the context of more sustained interventions to provide efficient social services, technical and vocational training, and

jobs, to help them overcome poverty and increase their productivity. Practical implementation of this strategy will require a direct, systematic and sustained process of building gender-sensitive perspectives and approaches into the policies and programs of executing and collaborating agencies, in both public and private sectors.

- 1.27 The proposed technical cooperation will improve the efficiency of the institutional mechanisms in the public sector for enhancing women's active participation in the country's economic and social development, and promote cooperation with nongovernmental organizations. It focuses on strengthening and improving the effectiveness of institutions that can support this goal. Rather than creating an additional bureaucracy exclusively targeted to women, it will promote the consideration of women's concerns and gender equity in the regular activities of existing organizations, both public and private.

### 3. Bank participation and government request

- 1.28 In April 1991, a short term technical cooperation for the Institutional Strengthening of the Women's Affairs Division of the Ministry of Social Development and Family Services was approved by the Bank. Under this technical cooperation, a consultant prepared, in collaboration with the Executing Agency, the terms of reference for a program to enhance the institutional capacity of the Women's Affairs Division, to be financed by the Bank through a full-scale technical cooperation.
- 1.29 A draft proposal was submitted as part of the consultant's report and was accepted in principle by the government; however, because of a change in administration as well as economic conditions, the government suggested certain changes to the document resulting in a revised proposal which was accepted by the Government and the Bank in October 1992. The Government of Trinidad and Tobago then submitted a formal request for a non-reimbursable technical cooperation for the Institutional Strengthening of the Women's Affairs Division of the Ministry of Community Development, Culture and Women's Affairs, on March 24, 1993.

### 4. Related Bank operations

- 1.30 Until recently, the Bank's experience in the area of women in development in Trinidad and Tobago was limited. The Bank has financed several NGO projects, through the Small Projects Program, which have a significant participation of women, although none is exclusively targeted to women.
- 1.31 However, several Bank operations programmed for Trinidad and Tobago during the period 1993-1995 are considered to have great potential for the effective mainstreaming of gender issues. While these operations are at various stages of development, the following are noteworthy:

- a. Investment Sector Reform Program (Loans 758/OC and 759/OC, approved in June 1993), where gender concerns have been incorporated into the Social Impact Mitigation component of the loan, designed to provide support to groups affected by unemployment, poverty, and other negative social effects of structural adjustment.
- b. Multisector Preinvestment Program (Loan 764/OC-TT, approved in August 1993), where relevant project feasibility studies will include analysis of gender issues in project design. This program will also include strengthening of participatory project design methodologies for community level projects funded by the Ministry of Community Development, Culture and Women's Affairs.
- c. Technical and Vocational Training (TT-0034) aimed at reforming technical and vocational education and training of the Ministry of Education and Technical/Vocational schools, teacher training and curriculum development. These proposed investment actions should integrate gender issues systematically.
- d. Health Sector Program (TT-0024), which will improve the quality of health services.
- e. Social Sector Pilot Program (TT-0019), where female unemployment has been specifically identified as a key area of concern.

E. Activities of other international agencies

- 1.32 Among the projects which include activities directly relating to women's concerns, and which are either under study or currently being funded by other international agencies in Trinidad and Tobago, the following are noteworthy:
- a. An Interamerican Institute for Agricultural Cooperation (IICA) four-year project aimed at strengthening support institutions for rural women;
  - b. A United Nations Center for Human Settlements (Habitat) project on "Women in Urban Management and Access to Shelter and Basic Urban Services";
  - c. Pan American Health Organization (PAHO) support to the Ministry of Health personnel through its regional "Women, Health and Development Program"; and
  - d. A UN Development Fund for Women (UNIFEM) and CARICOM Secretariat public education program on gender issues in the Caribbean Region which would include Trinidad and Tobago.

- 1.33 Related on-going or planned programs, not specifically targeted to women, include: the Youth Training Program (YTEPP), funded by the World Bank, which provides training, employment and business expansion skills for youth, many of whom are female; a regional ILO research project on "Cooperative-based Support Services for Workers with Family Responsibilities in the Caribbean;" and an EEC structural adjustment program for financing priority social interventions in low-income communities.

## II. PROGRAM OBJECTIVES

- 2.1 The overall goal of the technical cooperation is to enhance women's participation and effectiveness in the economic and social development of Trinidad and Tobago.
- 2.2 The objectives of the proposed technical cooperation are to:
  - a. Strengthen the institutional capacity of the Women's Affairs Division to promote and assist in the gender-sensitive design, implementation, monitoring, and evaluation of policies, programs, projects and activities in the Ministry of Community Development, Culture and Women's Affairs, and in other government agencies.
  - b. Improve coordination, collaboration and communication among NGOs, private sector organizations, unions, cooperatives, community groups, mass media and women's networks, and the Women's Affairs Division, in order to enhance women's participation in policy and program development and in the decision making-process.

## III. PROGRAM DESCRIPTION

### A. Activities

- 3.1 The technical cooperation program will provide consultancy services, training and equipment, to the Women's Affairs Division in support of the above objectives. The activities of the proposed technical cooperation would include the following components: (i) improvement of program planning, coordination and management; (ii) development of a WID information system; (iii) strengthening of outreach and coordination with NGOs, private sector and community groups; and (iv) training and sensitization in gender analysis.
  1. Component A. Improvement of program planning, coordination, evaluation and management capabilities
- 3.2 Under this component, financing is to be provided for contracting consulting services to assist the Division to carry out the following activities:



- a. development of a strategic plan which prioritizes the objectives, functions and activities of the Division, taking into account its staff and resource constraints;
  - b. development of a plan and procedures for effective coordination among government agencies in implementing initiatives to address gender concerns in policy-making and program preparation and planning, and in the execution of development programs; and
  - c. strengthening ties and communications, and establishing routine contacts and feedback information loops with the other divisions of the Ministry of Community Development, Culture and Women's Affairs in order to serve a catalytic and advisory role within the Ministry and ensure that community development programs, in particular, adequately respond to women's needs.
- 3.3 The consultant will carry out a management study that would consider, among other aspects: (i) the goals and mission statement of the Division; (ii) the specific role of the Division within the Ministry, and within the government as a whole; (iii) the priority areas of activity or functions of the Division over the next 3-5 years; (iv) the optimum distribution of functions and work flow; (v) the most effective corresponding organizational and job structure for maximizing efficiency; (vi) key staff training needs, particularly focused on technical matters; (vii) recommendations on technological and communications enhancements; and (viii) identification of technical resources and support necessary to implement recommended changes.
- 3.4 Training of WAD personnel will also be included to provide the necessary conceptual and methodological tools for creating a built-in capacity in strategic planning and management techniques.
- 3.5 Particular attention will be given to establish, enhance or reinforce coordination mechanisms and information channels with key inter-institutional bodies, specifically with: (i) the Interministerial Committee; (ii) the division in the OPM responsible for the Public Sector Reform; and (iii) the National Council on Women, to insure that flexible and systematic interaction exists and that gender concerns are infused in the policies, programs and activities of these entities.
- 3.6 To effectively promote the implementation of the country's National Policy on Women, a plan of action will be drawn up to define the Division's work program and allocation of resources over the next 3-5 years. This plan of action will clearly identify measurable results and impacts of the Division's work over that period.
- 3.7 The consultant will also assist WAD in the reconstitution and revitalization of the Inter Ministerial Committee (IMC). They will facilitate orientation sessions and design briefing materials for members of the Committee. They will also assist in the development

of plans and priorities for Committee actions, and in the definition of its functions and responsibilities and its relationship to WAD and to the Ministries that are members of the Committee. In order to increase their effectiveness as advocates for WID concerns, the members of the Committee will receive training on gender and development under Component D of the program.

- 3.8 An international consultant experienced in management, planning and executing gender/women in development programs would be contracted by WAD to provide advisory services for a six person/month period. Annex I presents the specific tasks to be completed during the consultancy.

- 3.9 In order to establish information feedback loops to enable WAD to monitor its effectiveness and adjust its activities accordingly, Component A will also support a consultancy in monitoring and evaluation. The local consultant will conduct in-depth studies in four communities representing different socioeconomic conditions, to monitor the impacts of this program and other MCD activities at the community level. The consultant's terms of reference are presented in Annex I.

2. Component B. Strengthening the Division's technical capability in information management

- 3.10 This component consists of contracting of consulting services to assist the Division to carry out the following activities:

- a. development and implementation of appropriate methodologies and tools, such as checklists and guidelines, for the analysis, monitoring and evaluation of gender issues, in the policies, programs and activities of government ministries and NGOs;
- b. creation of an information management system with appropriate software and hardware to permit tracking WID-related project information.

- 3.11 Institutional strengthening in information management systems will concentrate on enhancing WAD capacity to: (i) collect and process WID-related information; (ii) create a database for managing the information; (iii) establish a system to liaise or share information with other related systems, both in the private and public sectors, including NGOs; (iv) train WAD staff in input and use of the system; and (v) establish a program for information dissemination, particularly through the publication and distribution of a WAD Newsletter to selected public, private and community level audiences. Additional support will be given to provide editorial guidance to staff preparing and publishing this Newsletter.

- 3.12 Two local consultants will be hired to provide the necessary support and expertise to WAD to carry out the above mentioned

activities. One consultancy will cover a period of eight months and will develop the information management actions. The other consultancy will be hired for a total of six expert/months spread over the executing period to plan a modest publications program, train WAD personnel in the use of editorial software and provide guidance for the initial preparation of a newsletter. This consultant will perform the initial services for a three month period commencing with the acquisition of computer equipment and software and the implementation of a suitable communication, coordination network between the NGOs, the IMC, the NCW, the private sector and the WAD. The additional three months of services will be performed intermittently over the remaining period of the program. Annex I presents the terms of reference for the local consultants.

3. Component C. Strengthening of outreach and coordination with NGOs, private sector and community groups

3.13 Organizational and technical advisory services will be provided to carry out the following activities:

- a. promotion of widespread public awareness of women's roles, status and potential within the wider community, by means of mass media approaches, community meetings, seminars, debates;
- b. mobilizing, as advocates for WID agendas, programs and projects, other national institutions and organizations involved in gender and WID issues and programs, e.g. women's organizations, other community-level NGOs, and private sector organizations;
- c. creation and/or consolidation of existing channels of communication between policy-makers, the national WID institutional framework, NGOs, private sector organizations, unions, cooperatives, community groups, mass media and women's networks, in order to establish a common base of understanding with regard to women's roles, status and potential and promote a gender-balanced policy environment in institutions, in both the public and private sectors.

3.14 The activities included in this component will be part of a collaborative effort involving mainly community development officers, WAD staff, consultants and NGOs in the promotion of gender/WID issues concerns within the wider community. These activities are aimed at fostering and strengthening coordination and collaborative ties among these bodies.

3.15 This component would provide support to WAD to initiate this communication process through a series of Mini-Fairs in rural and urban areas and a National Women's Fair that would increase the awareness of gender concerns at all levels of the national community, especially among low-income groups. The Women's Fairs will focus on women in development and will facilitate national

awareness of the role of women in relation to the issue of gender equity and development.

- 3.16 "Folk fairs" have traditionally been initiated in Trinidad and Tobago as a form of community gathering where citizens display and sell foods and crafts in an atmosphere of cultural activities. Such fairs have been quite successful in attracting large numbers of citizens. It is intended that this captive forum now be expanded and re-oriented to: (i) sensitize the public to gender issues; (ii) focus on women and highlight their contribution to national development; (iii) reassure women of their self-worth and potential; and (iv) present them with alternatives for their development. These will provide a venue for women of all sectors of the society to exchange ideas, to share achievements, and to display their creative talents and abilities. Specific areas of focus will include: (i) Career/Market Skills, (ii) Nutrition, (iii) Health and Family Life, (iv) Law, (v) Craft Production, and (vi) Financing a Business.
- 3.17 Two Mini Fairs will be held in Tobago and one in the following 8 areas in Trinidad: Tunapuna, Brazil, Chaguanas, Point Fortin, Mayaro, San Fernando, Arima and Sangre Grande. The National Fair is expected to be held in the capital of Port-of-Spain in the second half of 1994. The Mini Fairs are expected to begin in October 1993 and end in the latter half of 1994.
- 3.18 To reinforce and extend actions begun with the National Women's Fair, the program contemplates the development of other activities targeted to low-income women and men : (i) a radio program with the Information Division (OPM) for a national audience; (ii) at least two community meetings in each of the two areas in Tobago and nine counties in Trinidad (including St. George East and St. George West where the National Fair will be held). These will be directed towards the participation of active community groups and community members; (iii) one seminar in each of the 11 communities mentioned in ii); and (iv) quarterly, national televised debates on gender and WID issues targeted to a nationwide audience on the three television stations. The national debates are expected to revolve around issues of relevance to build up national awareness on gender issues and will be carried out in an accessible, popular format similar to the fairs. These activities will also help sustain momentum in support of the UN World Conference on Women, which will be held in Beijing, China in September, 1995.
- 3.19 The National Fair and Mini Fairs will serve to increase women's interest and local participation in development programs, especially for those women who have not traditionally been heard from. They will also provide a basis for the organization of a National Women's Council, composed of representatives of NGOs and community groups. This body will then serve as the major channel for direct communication between WAD and private sector women's organizations. It will become a key advisory group for WAD and the IMC, to ensure that these bodies are responsive to grassroots

women's concerns. Under this component the consultant(s) will assist in the structuring and formation of the National Council, and in the definition of its roles and responsibilities, as well as helping to define participatory mechanisms for selection and rotation of its members.

- 3.20 Consulting services (local firms and/or NGOs) will be contracted to implement the activities proposed in this component. These entities will be hired to provide a package of technical services that will be spread over the period of execution of this technical cooperation. The terms of reference for these consultancy services are set out in Annex I. The eligibility criteria the NGOs will have to meet in order to participate as specialized institutions in the execution of activities proposed in this component are set out in Annex II.

4. Component D. Training and sensitization in gender and development

- 3.21 Under this component, financing is to be provided to carry out the following activities:

- a. training of trainers workshops to strengthen the capability to design and conduct gender training and sensitization in private and public sector institutions, including NGOs, the Central Training Unit, the Community Development Division, Village Councils and WAD's technical staff;
- b. gender training on a pilot basis: to sensitize policy-makers, planners, project designers and technical staff in line ministries and agencies, with regard to the development dividends to be gained from involving women in the development process and the use of techniques for analyzing gender issues in project design, execution, and evaluation; and
- c. providing equipment and materials to support workshop activities, including a video on gender considerations for policy-makers and a video for gender training at the community level.

- 3.22 The focus of the training of trainers will be to provide participants with the conceptual and methodological tools, including didactical materials, to conduct gender training and sensitization. It is expected that the training activity contemplated in this activity will reach a minimum of 300 technical and field level personnel from 98 women's NGOs. However, it is with the CTU, community development officers and village council members that the training of trainers will have its greatest impact. It is estimated that 40 CTU trainers will benefit from this program during the execution period of this technical cooperation. Furthermore, training will be provided to 20 community development officers and 193 village council leaders grouped into Tobago and the following 8 counties in Trinidad- Caroni, St Patrick, St

Andrews/St David, Narival/Mayraro, St George East and West and Victoria East and West. In turn, village council trainees with the assistance of the community development officers from the MCD will commit themselves to the development of a minimum of two local workshops for the training of community members in gender issues.

- 3.23 For purposes of illustration, the objectives, scope and content of a typical course in gender analysis for policy and program design are presented in Annex III. In general, the course will consist of the following segments: i) the concept of gender, the gender methodological framework, and the relevance of gender and development; and ii) applying the analytical framework and methodological tools to policies, projects and activities carried out in the institution or agency, to improve their performance.
- 3.24 The pilot program on gender training will be provided primarily to senior level government policy-makers, training officers from the IMC, and community development officers in order to build awareness of gender issues and the need to address them in development planning. It will also be provided to selected field level ministry personnel. It is expected that 52 parliamentarians, 24 Permanent Secretaries, 22 CTU training officers, 62 project officers from ministries considered most critical (i.e Health, Education, Agriculture, Consumer Affairs, Youth and Sports and Planning) and 20 community development officers from the MCD would participate in and benefit from the workshops. Additional benefits are expected from the introduction of gender issues in all training courses programmed by the CTU. It is estimated that at least 6000 public servants will eventually benefit from CTU courses.
- 3.25 Consulting services (local firms and/or NGOs) will be contracted to implement the activities proposed in this component. These consultants will be hired to perform a package of technical services that will be spread over the period of execution of this technical cooperation. The terms of reference for these consultancy services are set out in Annex I.

B. Cost and financing

1. Cost

- 3.26 The total cost of the project has been estimated at the equivalent of US\$475,000. A detailed budget with a breakdown by category is given in Annex IV. Following is the consolidated budget by categories of investment:

<b>CONSOLIDATED BUDGET FOR THE PROGRAMME</b> (By categories of Investment) (in US\$ equivalent)				
CATEGORIES	BANK	BENEFICIARY	TOTAL	%
1. Consulting Firms or Specialized Institutions	145,500	16,000	161,500	34.0
1.1 Fees	145,500	16,000	161,500	
2. Individual Consultants	126,320		126,320	27.0
2.1. Compensation	99,600		99,600	
2.5. Travel on Official Business	26,720		26,720	
5. Other Personnel	3,000	53,000	56,000	12.0
5.0 WAD Project Personnel		50,000	50,000	
5.1. Local Travel on Official Business	3,000	3,000	6,000	
6. General Support	72,000	6,000	78,000	16.0
6.1 Premises for Women's Fairs	6,000	2,000	8,000	
6.3 Equipment	50,000		50,000	
6.4 Supplies	10,000	2,000	12,000	
6.8 Communications	6,000	2,000	8,000	
7 Publications	10,000		10,000	2.0
98 Contingencies	43,180		43,180	9.0
<b>TOTAL</b>	<b>400,000</b>	<b>75,000</b>	<b>475,000</b>	<b>100.0</b>

## 2. Financing

- 3.27 The Bank's contribution would be the equivalent of US\$400,000 (84%) on a non-reimbursable basis from the resources of the net income of the Fund for Special Operations. The government would provide the equivalent of US\$75,000 (16%) in counterpart funding.

### C. Program execution

#### 1. Executing agency

- 3.28 The executing agency of the program would be the Ministry of Community Development, Culture and Women's Affairs through the Women's Affairs Division. The MCD was created in December 1991. Under its founding act, the MCD has as its principal objective that of "... fostering nation building through community empowerment, heritage preservation, the development of the arts and the promotion of gender equity which has people as a prime focus". The

Ministry brought together under three broad fields - Community Development, Culture and Women's Affairs - an amalgamation of divisions, subunits, statutory boards and other bodies. The MCD organizational chart is set out in Annex V.

- 3.29 The Ministry of Community Development, Culture and Women's Affairs is divided into three divisions: the Community Development Division, the Culture Division, and the Women's Affairs Division; and six other units, including a National Self-Help Commission with responsibility for funding community-level projects. The largest division is the Community Development Division (CDD), with 9 field-level offices and 57 community development officers spread throughout the country. These officers have responsibility for assisting in local community centers. They work closely with the village councils in their areas, and play a key role in articulating local level needs to the national government.
- 3.30 The proposed program would strengthen the linkages between WAD and the CDD, and between these two divisions and private sector and community groups. The community development officers would be given training in gender and development in order to sensitize them to gender issues, and improve their effectiveness in addressing both women's and men's needs in the communities they serve. This linkage with the CDD will allow WAD to serve a catalytic and advisory role within the Ministry as a whole, and strengthen its connections to women at the community level, without greatly expanding its staff.
- 3.31 The Ministry's programs are carried out through a network of community development officers, NGOs, community and cultural groups. Specific activities at the community level include: (i) encouraging and promoting the formation of community groups, (ii) the provision of financial assistance and management support to community groups and organizations, (iii) promotion of training programs for employment generation and the development of Adult Education Programs, and (iv) the development of collaborative actions with public and private organizations to address national issues and, environmental development among other areas.
- 3.32 The WAD is an integral part of the national institutional framework for the advancement of the status of women in Trinidad and Tobago. The objectives of this apparatus are to create an informed approach to the role of women in development and promote their economic, political and social empowerment. The most important strategies employed by the WAD to facilitate the attainment of these objectives are: (i) identifying and studying the problems confronting women with special emphasis on the obstacles to their advancement, (ii) keeping legislation affecting women under constant review, (iii) serving as an advisory body to government and private enterprise in gender-related matters, (iv) establishing and maintaining effective communication with women's NGOs, other NGOs, private and public institutions, community groups and labor unions and cooperatives as well as regional and international



agencies involved in advancing the status of women, and (v) promoting and facilitating at all levels interagency coordination in the preparation of joint action plans and programs for the advancement of women.

- 3.33 While informal and ad-hoc linkages exists between the WAD and women's NGOs, other NGOs and private organizations, this role is limited because coordination, collaboration and communication channels are not formalized or in place to systematically support women's activities. Similarly, more systematic and formal coordination mechanisms are required between the WAD, other Divisions within the MCD and other government ministries.
- 3.34 The MCD receives funding from revenues allocated in the national budget and international donor agencies and governments. The financial analysis of the institution shows that the MCD has the necessary resources to provide the local contribution during execution of the program. The local contribution represents primarily those costs associated with the hiring, as a condition for first disbursement, of five additional professional staff to work on the program and to remain with WAD after the program ends.

## 2. Coordination and execution

### a. Coordination

- 3.35 Overall program coordination will be the responsibility of the Director of WAD, who will in turn report to the Permanent Secretary of the MCD. As Program Coordinator, the Director of WAD will have the support of the IMC to review program implementation progress and make recommendations for improving its execution. The Program Coordinator will also assure constant communication feedback on the progress of the activities proposed in this technical cooperation with the Division in the OPM responsible for Public Service Reform.
- 3.36 Women's Affairs was reclassified from the status of Bureau to Division in December 1991. This new hierarchical level corresponds to the added responsibilities of this entity. Currently, the WAD employs a total of 5 staff, including: a director; an administrative officer; an administrative assistant and two secretaries. The lack of human resources and technical capacity have hampered the Division's effectiveness to carry out its responsibilities. Both factors are key bottlenecks for the sustainability not only of its current institutional activities but also to those proposed in this document. In this regard, the government of Trinidad and Tobago has committed itself to hire additional staff for the WAD from September 1993, including a Deputy Director and four technical officers. Annex VI presents the terms of reference of current and proposed additional staff members. As mentioned, the hiring of the latter personnel is a condition precedent to first disbursement.

b. Execution

- 3.37 The WAD and its staff will actively participate in the execution of the program. However, the direct execution of the specific activities proposed under each of the four components, as outlined previously in the section on program activities, will be carried out by consulting services to be contracted by the WAD.
- 3.38 The selection and contracting of consulting services (individuals, firms and/or NGOs) will be done in accordance with the Bank's standard procedures. The eligibility criteria for the contracting of NGOs as specialized institutions are set out in Annex II.
- 3.39 Based on the general terms of reference prepared by the WAD, and agreed to by the Bank, tenders will be invited for the hiring of consulting services. In some cases, and in conformance to Bank procedures, the WAD may identify and encourage selected institutions and consultants to submit tenders with a detailed proposal for carrying out the assignment.
- 3.40 If an NGO is selected to perform consulting services, the contracted agency will name or hire a project manager who will be the direct contact with WAD's Program Coordinator. The organization selected would be responsible for detailed preparation of activities and administration, provision of services and technical supervision of their execution.

3. Execution and disbursement periods

- 3.41 The program will be executed over a period of 24 months from the date the agreement is signed, in accordance with the schedule set out in Annex VII. The period for disbursement of the Bank's contribution will be 30 months from the date the agreement is signed.

D. Monitoring and supervision

- 3.42 The primary responsibility for monitoring, follow-up and evaluation of the program's activities would be in the hands of the Program Coordinator, in close collaboration with other WAD staff. The monitoring process will be facilitated by a series of reports to be prepared by the Program Coordinator and the consultants, reviewed by the IMC and approved by the MCD's Permanent Secretary.
- 3.43 The following reports must be submitted by the Program Coordinator:
- a. Detailed Work Plan. The Program Coordinator will develop and submit for the MCD's Permanent Secretary and the Bank's approval, within 60 days of the signing of the agreement, a detailed plan of activities based on the objectives and activities proposed in this document, the estimated starting dates for the project activities and an estimated schedule for disbursement requests.

- b. Progress Reports. The Program Coordinator will submit bi-annual progress reports to MCD's Permanent Secretary and the Bank. These reports would contain a review of tasks completed, relevant information concerning these tasks and a program of activities to be realized in the next reporting period. The report submitted at the end of the first year of execution must contain a Plan of Action for WAD, as described under Component A. For the preparation of the progress reports, the Program Coordinator will benefit from the timely submission of reports from the consultants related to the conduct of their activities and in accordance with their respective terms of reference.
  - c. Final Report. The Final Report would be completed by the Program Coordinator, with the assistance of WAD's staff members, and submitted within 4 months after program completion.
  - d. Financial Reports. The Program Coordinator will be responsible for the preparation of financial reports. Financial statements on the program's operations, audited by the Auditor General or an independent auditing firm acceptable to the Bank, will be submitted annually during the period of execution. Similarly, a final financial statement will be submitted within 90 days after the last disbursement.
- 3.44 Additional reports may be requested by MCD's Permanent Secretary and/or the Bank at any time during the execution of the Program, if additional details of the work being accomplished are required.
- 3.45 To strengthen the monitoring, follow-up and evaluation process, as already mentioned, the program includes hiring a local consultant in project monitoring and evaluation. This consultant will be retained for 6 person/months spread over the execution period of this technical cooperation. Annex I presents the terms of reference of the consultant.
- 3.46 Direct Bank supervision of this technical cooperation will be the responsibility of the Country Office in Trinidad and Tobago, in consultation with the project team and other relevant units of the Bank as needed.

#### IV. BENEFITS AND RISKS

##### A. Benefits

- 4.1 The catalytic role of a strengthened WAD within the Ministry of Community Development, Culture and Women's Affairs will help the Ministry as a whole respond more effectively to the needs and wishes of the citizens of Trinidad and Tobago, through a network of

community development officers and NGOs that are sensitized to gender-related differences at the community level and know how to respond to them.

- 4.2 The improved efficiency and competence of the Women's Affairs Division will provide a stronger voice for women, particularly low-income women, in decision-making at the community and national levels. The revival of the Inter-Ministerial Committee will promote badly-needed coordination among government agencies on issues that are crucial to solving the country's social problems. It will allow the WAD to play an advisory role in the design of national policy and programs that take account of gender differences and support the contributions of both women and men. By strengthening its advisory role, WAD should avoid the pitfalls of diverting the attention of its very limited staff to direct project execution or service delivery.
- 4.3 The creation of the National Council for Women and the special events to be funded under the project will motivate community groups and individual women and men at the local level to become involved in community development and participate more actively in their country's development. The ultimate benefit of the program will therefore be to enhance women's voice, participation, effectiveness in the economic and social development of Trinidad and Tobago. The results of this technical cooperation will endure far beyond the life of the program, by creating expertise throughout the government, in NGOs and at the community level in gender and development.
- 4.4 The program will also help to improve future operations in the Bank's pipeline, by strengthening the government counterpart responsible for addressing a key area of concern to the Bank, and by improving awareness and capabilities regarding women in development throughout the public sector.

B. Risks

- 4.5 The Women's Affairs Division has not yet developed a plan of action to guide implementation of the national WID policy statement. Therefore, it lacks a clear direction for future action. The project would address this problem by supporting consultancy services for strategic planning, to help the Division set realistic goals, and define its priorities. The consultancy will assist in the development of a plan of action for WAD, to define its work program and allocation of resources over the next 3-5 years.
- 4.6 Additionally, the Division's effectiveness is hampered by the lack of human resources and technical capacity. Both factors are key bottlenecks for the sustainability, not only of its current institutional activities but also to those proposed in this document. The government of Trinidad and Tobago has committed itself to hire additional staff for the WAD from September 1993,

including a Deputy Director and four technical officers. The hiring of this personnel is a condition precedent to first disbursement.

- 4.7 Among members of the Inter-Ministerial Committee, lack of decision-making power, unclear mandate, low status, and inadequate WID training and expertise, limit their capacity to access resources, influence policy decisions or give precise directives to government ministry personnel on initiating and developing WID policies and programs. The project will address this by including activities designed to strengthen the functioning of the Inter-Ministerial Committee. Actions will also be taken to constitute the National Council of Women to improve coordination, collaboration and communication between WAD and the NGO community.

## V. EVALUATION

- 5.1 An evaluation of the operation will be included with the Final Report of the program. It will assess the attainment of the objectives set out in Chapter II of this document and the performance of the activities described in Chapter III.
- 5.2 The program will also include an on-going monitoring exercise focusing on the effects of the program and other MCD activities in four communities, as described in Component A. The information generated by this activity will serve to enrich the findings of the program evaluation.

**TERMS OF REFERENCE**  
International Consultant  
in Planning and Management

1. **QUALIFICATIONS:**

Graduate degree in Social Sciences or Business Management with extensive experience in management and planning of development programs and projects preferably for public and/or semi-public institutions. Experience in gender and WID related issues strongly desirable. Also should have experience working in English-speaking Caribbean.

2. **OBJECTIVES:**

Assist the WAD to develop: (i) a strategic plan which prioritizes the objectives, functions and activities of the Division, (ii) a plan and procedures for effective coordination among government agencies in implementing initiatives to address gender concerns in policy-making and program planning, and in the execution of development programs and strengthen ties and communications, and (iii) establish routine contacts and feedback information loops with the other divisions of the Ministry of Community Development, Culture and Women's Affairs.

3. **ACTIVITIES**

The consultant will have the following duties:

- a. Conduct a management study of the WAD that would consider the identification of: (i) the goals and mission statement of the Division; (ii) the specific role of the Division within the Ministry; (iii) the priority areas of activity or functions of the Division over the next 3-5 years; (iv) an optimum distribution of functions and work flow; (v) the most effective corresponding organizational and job structure for maximizing efficiency, with comprehensive findings and recommendations on same; (vi) key staff training needs, particularly focused on technical matters; (vii) recommendations on technological and communications enhancements; and (viii) identification of technical resources and support necessary to implement recommended changes.
- b. Revise the national WID policy statement in light of changed circumstances and to develop a strategic plan to guide the implementation of said policy.
- c. Train WAD personnel to provide the necessary conceptual and methodological tools for creating a built-in capacity in strategic planning and management techniques.

- d. Review the mechanisms for interinstitutional coordination and propose any pertinent changes and corrections to make the operation of the project more efficient.
- e. Assist WAD to establish, enhance or reinforce coordination mechanisms and information channels with key inter-institutional bodies, specifically with: (i) the Interministerial Committee, and the division in the OPM responsible for the Public Sector Reform. Advice must be provided to insure that the National Council on Women is constituted and that it becomes a functioning body to support WAD's efforts to infused WID issues in the policies, programs and activities of these entities.
- f. Review the project cycle of the technical cooperation and suggest adjustments to the flow chart, if necessary, clearly defining each of the activities and responsibilities for its execution.
- g. Work in close collaboration with the expert in Monitoring and Evaluation in the design and implementation of the general methodology for ex-ante and ex-post evaluation, and propose any changes deemed necessary for improving project quality.

4. DURATION:

The consultant will be retained for six person/months over a one-year period.

5. REPORTS:

The consultant must submit the following reports for approval of the WAD and the Bank:

- a. an initial report describing its work plan, within five days following commencement of the contract period;
- b. a detailed report on the progress and technical aspects involved in the execution of proposed activities to be submitted at the midway point of each execution phase; and
- c. a final report within 15 days of termination of the consultancy, prefaced by an executive summary and prior to final disbursement. The final report must include a Plan of Action for WAD, defining the Division's work program and allocation of resources over the next three to five years.

**TERMS OF REFERENCE**  
Local consultant  
Expert in Information Systems

1. QUALIFICATIONS:

Graduate degree in computer science or administration. Expert in data management computer systems or programming. Wide background in information management preferably for public and/or semipublic institutions. Experience in information requirements related to gender and WID issues strongly desirable.

2. OBJECTIVES:

Assist the WAD in the development of an information management system with appropriate software and hardware to permit tracking gender/WID-related project information and the use of appropriate methodologies and tools, such as checklists and guidelines, for the analysis, monitoring and evaluation of gender issues, in the policies, programs and activities of government ministries and NGOs.

3. ACTIVITIES

The consultant will have the following duties:

- a. Design and implement an information system, including identification of information sources and determination of the needs and priorities of the WAD.
- b. Review the actual information system and any existing data and suggest adjustments necessary to ensure proper operation of the system as regards management of information.
- c. Collect and process WID related information and create a database for managing it according to established information management procedures.
- d. Develop, in collaboration with ECLAC, a proposal for a national networking system for the WAD and women's organizations, within the context of the national library systems and regional systems.
- e. Establish a system to liaise or share information with other related systems, both in the private and public sectors, including NGOs.
- f. Design and implement appropriate methodologies and tools, such as checklists and guidelines, for the analysis, monitoring and



evaluation of gender issues, in the policies, programs and activities of government ministries and NGOs.

- g. Train WAD staff responsible for the information system in the development and application of the information system and the use of methodologies for the analysis, monitoring and evaluation of gender issues, in the policies, programs and activities of government ministries and NGOs.
- h. In close collaboration with the specialist in monitoring and evaluation specialist, design and assist in the implementation of a system of procedures for the collection and utilization of monitoring and ex-post evaluation information on the activities funded by the project.
- i. Design and assist in the implementation of procedures for the periodic preparation of reports and the provision of the necessary information for the publication and dissemination of information, including the WAD's newsletter.
- j. Establish a program for information dissemination, particularly through the publication and distribution of a WAD Newsletter to selected public, private, an community level audiences.

4. DURATION:

The consultant will be retained for a period of eight months.

5. REPORTS:

The consultant must submit the following reports for approval of the WAD and the Bank:

- a. an initial report describing its work plan, within five days following commencement of the contract period;
- b. a detailed report on the progress and technical aspects involved in the execution of proposed activities to be submitted at the midway point of each execution phase; and
- c. a final report within 15 days of project termination, prefaced by an executive summary and prior to final disbursement.

## TERMS OF REFERENCE

Local consultant  
Publication Design Expert

### 1. QUALIFICATIONS:

Graduate degree in Journalism or Communication and at least five years experience in journalism. Experience with software applications required.

### 2. OBJECTIVES:

Assist the WAD in the provision of editorial guidance and training to WAD's staff preparing and publishing documentation, including publication of the WADs newsletter.

### 3. ACTIVITIES:

The consultant will have the following duties:

- a. Set up editorial guidance criteria for the preparation and publication of documentation.
- b. Provide editorial guidance to staff preparing reports and other relevant documentation.
- c. Train WAD's personnel responsible for the publication of the newsletter in the use of editorial software and provide overall editorial guidance as needed.

### 4. DURATION:

The consultant will be hired for a total of six person/months spread over the execution period. The consultant will perform his/her initial services for a three month period commencing with the acquisition of the computer equipment and software and the implementation of a suitable communication, coordination network between the NGO's, the IMC, the private sector and the WAD. The additional three months of services will be performed intermittently over the remaining period of the project.

5. REPORTS:

The consultant must submit the following reports for approval of the WAD and the Bank:

- a. an initial report describing its work plan, within five days following commencement of the contract period;
- b. a detailed report on the progress and technical aspects involved in the execution of proposed activities to be submitted at the midway point of each execution phase; and
- c. a final report within 15 days of project termination, prefaced by an executive summary and prior to final disbursement.

## TERMS OF REFERENCE

Local consultant  
Expert in Monitoring and Evaluation

1. QUALIFICATIONS:

Graduate degree in Social Sciences with extensive experience in the analysis, monitoring and evaluation of development programs and projects preferably for public and/or semi-public institutions. Experience in gender and WID related issues strongly desirable.

2. OBJECTIVES:

Assist the WAD to design and implement a monitoring system to: i) facilitate the ex-ante evaluation WAD's institutional actions, ii) permit continuous monitoring of activities, and iii) establish procedures for the ex-post evaluation of the program on the basis of its objectives.

3. ACTIVITIES:

The consultant will have the following duties:

- a. Define the procedures and criteria for the ex-ante evaluation of project components, including their technical and financial aspects.
- b. Study existing administrative information, monitoring and evaluations systems used by the MCD and WAD and recommend changes in order to improve their systems, if necessary.
- c. Design and implement an overall monitoring and evaluation system which will include administrative, financial and technical aspects.
- d. Set the parameters for the evaluation of the program.
- e. Set up in/depth evaluation of the program's impact, and other MCD activities, in four communities of Trinidad and Tobago representing different socioeconomic and ethnic compositions.
- f. In close collaboration with the Management and Planning expert, prepare a manual for the ex-ante and ex-post evaluation of institutional and project activities and design a form on which to report the results of such evaluation.
- g. Provide training for WAD and the project personnel (including the information system specialist) on the methods, criteria and procedures for the ex-ante evaluation and the ex-post evaluation of the project.

- h. Review the existing system for contracting organizations or consultants to carry out their technical assistance and suggest any necessary changes consistent with the parameters established by the project.
- i. Assist the project's general coordinator in the selection and hiring of consulting firms, individual consultants and/or NGO as specified in the technical cooperation document. Set up the systems by which the consultancy services are to be selected and establish the primary contract conditions for same according to the established terms of reference, the procedures of the IDB and the Government of Trinidad and Tobago.

4. DURATION:

The consultant will be hired for a total of six person/months spread over the execution period. The consultant will perform his/her initial services for a three month period following commencement of the contract period. The additional three months of services will be performed intermittently over the remaining period of the project.

5. REPORTS:

The consultant must submit the following reports for approval of the WAD and the Bank:

- a. an initial report describing its work plan, within five days following commencement of the contract period;
- b. a detailed report on the progress and technical aspects involved in the execution of proposed activities to be submitted at the midway point of each execution phase; and
- c. a final report within 15 days of project termination, prefaced by an executive summary and prior to final disbursement.

## TERMS OF REFERENCE

Local Consulting Firm and/or NGO  
Training and sensitization in gender and development.

1. QUALIFICATIONS:

The consulting firm and/or NGO shall have proven experience in the design, production, testing and dissemination of training support and didactical materials. Previous in-depth experience in planning and executing gender/women in development programs and projects, specifically in gender analysis and training, is also required.

2. OBJECTIVES:

Develop training of trainers workshops and sensitize policy-makers, planners, project designers and technical staff in line ministries and agencies, with regard to WID/gender considerations, and the application of gender analysis in policy design.

3. ACTIVITIES:

The consulting firm and/or NGO will have the following duties:

- a. Conceptualize, design and develop the framework, methodology and modules, including didactical material for training-of-trainers workshops in the area of WID/gender considerations.
- b. Conduct training workshops for staff of private sector institutions, including NGOs, the Central Training Unit, the Community Development Division and Village Councils.
- c. Conceptualize, design and develop the framework, methodology and modules, including didactical material for the pilot program in WID/gender sensitization.
- d. Conduct training workshops on gender and development for staff of senior level government policy making personnel, training officers from the Central Training Unit, the IMC, community development officers and NGOs.
- e. Produce a video on gender considerations for policy makers and a video for gender training purposes at a community level.

4. DURATION:

A consulting firm and/or NGOs will be contracted to implement the activities proposed in this component. These institutions will be hired to perform it/their duties over the period of execution of this technical cooperation.

5. REPORTS:

The consulting firm and/or NGO must submit the following reports for approval of the WAD and the Bank:

- a. an initial report describing its work plan, within five days following commencement of the contract period;
- b. a detailed report on the progress and technical aspects involved in the execution of proposed activities to be submitted at the midway point of each execution phase; and
- c. a final report within 15 days of project termination, prefaced by an executive summary and prior to final disbursement.

## TERMS OF REFERENCE

Local Consulting Firm and/or NGO  
Outreach and coordination with NGOs, private sector and community groups

1. QUALIFICATIONS:

The consulting firm and/or NGO shall have proven experience in the promotion of public awareness campaigns regarding WID issues in Trinidad and Tobago. Previous in-depth experience in the development of programs or projects involving collaborative efforts with other NGOs, community groups, public institutions, mass media, unions or cooperatives is strongly required.

2. OBJECTIVES:

The consulting firm or NGO should assist the WAD to: i) promote widespread public awareness of women's roles, status and potential, ii) mobilize national institutions and organizations involved in gender and WID issues and programs, iii) facilitate the creation and/or consolidation of existing channels of communication between policy-makers, the national WID institutional framework, NGOs, private sector organizations, unions, cooperatives, community groups, mass media and women's networks.

3. ACTIVITIES:

The consulting firm and/or NGO will have the following duties:

- a. Provide technical advise, organizational and logistical support to the WAD in the development of activities directed to promote public awareness within the wider community. Specifically, the consultants will assist the WAD in the design, organization and development of community meetings, seminars, national debates and special events mentioned in the technical cooperation.
- b. Produce a radio program on WID issues and assist the WAD in its dissemination.
- c. Identify and establish a process of ongoing communication and outreach with NGOs, community and village groups, private sector organizations, unions, cooperatives and the mass media.
- d. Work in close collaboration with the consulting firm or NGO in charge of Gender training in the development of training materials for the above groups.
- e. Devise innovative and culture specific methods to foster and sustain communication, collaboration and coordination between the above mentioned groups, the WAD and the MCD.



4. DURATION:

A consulting firm and/or NGOs will be contracted to implement the activities proposed in this component. These institutions will be hired to perform it/their duties over the period of execution of this technical cooperation.

5. REPORTS:

The consulting firm and/or NGO must submit the following reports for approval of the WAD and the Bank:

- a. an initial report describing its work plan, within five days following commencement of the contract period;
- b. a detailed report on the progress and technical aspects involved in the execution of proposed activities to be submitted at the midway point of each execution phase; and
- c. a final report within 15 days of project termination, prefaced by an executive summary and prior to final disbursement.

### ELIGIBILITY CRITERIA FOR NGOs

To be eligible for participation in the Program, specialized institutions or NGOs must meet the following requirements:

1. Institutional and financial solvency: The institution:
  - a. must have been in operation for a minimum of one year;
  - b. must have adequate financial status, as determined from an examination of its most recent financial statements;
  - c. must have suitable operating premises and equipment for carrying out social projects;
  - d. must have sufficient professional staff and associate experts with experience in social projects;
  - e. must have and adequate organizational structure to administer and execute projects (based on the number of qualified professionals on staff, and the division of functions and duties among members of the institution); and
  - f. must be duly registered as an specialized institution or NGO and authorized under Trinidad and Tobago law to enter into contracts under the conditions set forth for the Program.
2. Capacity to execute projects, as demonstrated by the fact that the institution:
  - a. has projects under way at present;
  - b. has successfully carried out projects similar to those of the Program in the past; and
  - c. has systems of accounting, monitoring and evaluation which are deemed adequate for purposes of fulfilling Program requirements.

These criteria and the documentation required for ascertaining eligibility will be expanded by the international consultant/expert on management and planning, in cooperation with the Director of WAD. Any changes will be subject to approval by the MCD and the IDB.

## CONTENT OUTLINE

### GENDER AND DEVELOPMENT TRAINING COURSE

#### 1. BACKGROUND

The concept of "gender" permits a distinction between men's and women's biological roles, which are immutable, and gender roles, which are socially constructed, and hence amenable to change. Gender also involves the disaggregation of roles and responsibilities by socioeconomic class, agro-ecological environment, culture and ethnic group, and within each of these categories, by age, marital status and life-cycle stage. It also promotes consideration of the interrelationship between the household unit and wider socio-economic units (e.g., the community or the country).

#### 2. OBJECTIVES

The objectives of a Gender Training Course are to: (i) clarify the roles, responsibilities, expectations and resources of men and women in the system under analysis; (ii) promote an understanding of these issues within the organizational culture of the given environment; (iii) develop an appropriate gender analysis and planning framework, methodological models and tools for assessing these issues, as a basis for efficient development planning; (iv) transfer skills in integrating a gender ideology and perspectives, and gender analysis into existing routines, procedures and instruments generally applied in the institutional programme planning cycle; (v) develop gender-sensitive problem solving and project design skills to increase the effectiveness of development programs.

#### 3. SCOPE AND CONTENT

Gender training must be adapted to the particular circumstances and environment for which it is intended. However, in general, a course will consist of the following segments: (a) conceptualizing gender and establishing an understanding of gender differences; (b) developing an analytical framework and methodological tools; (c) applying the gender analysis framework and tools to the specific issues, policies, projects and activities to be carried out in the institution, organization or sector.

The main content areas are:

A. Conceptual framework

The division of labour between men and women in the system, environment or sector.

Access to, and control over private resources in the system.

Factors which influence gender arrangements in the system, e.g. cultural, legal, economic, political, policy issues, whether they are amenable to change, and kinds of change required.

Distribution of public resources in the system; efficiency and equity of existing institutional structures for resource distribution, and requirements for increasing their responsiveness to both men and women.

B. Applying gender analysis to the design of programs and projects

Identifying problems at the community and national levels; and finding solutions to these problems through development planning and/or project design.

Defining specific objectives for development with gender equity.

Analyzing project proposals from a gender perspective; adapting project design to fully support the contributions of both women and men (case studies would be used to illustrate the results of this process).

<p style="text-align: center;"><b>DETAILED BUDGET FOR THE PROGRAM</b> (By categories of Investment) (in US \$)</p>				
CATEGORIES	BANK	GOTT	TOTAL	%
1. Consulting Firms or Specialized Institutions				34.0
1.1 Fees	145,500	16,000	161,500	
Outreach Activities <u>1/</u>	65,500	16,000	81,500	
Gender Training <u>2/</u>	80,000		80,000	
2. Individual Consultants	126,320		126,320	27.0
International Consultant: Expert in Management and Planning				
2.1.1 Honoraria (132 days * \$300p/d)	39,600		39,600	
2.5.1 International Travel (5 Roundtrips * \$1,500)	7,500		7,500	
2.5.1.2 Per Diem (132 * \$110)	14,520		11,000	
2.5.2 Local Travel	2,000		2,000	
Local Consultants				
Expert in Information Systems				
2.1.1 Honoraria (8 m * \$300p/d)	24,000		24,000	
2.5.2 Local Travel	1,350		1,350	
Expert in Monitoring and Evaluation				
2.1.1 Honoraria (6 m * 3,000)	18,000		18,000	
2.5.2 Local Travel	1,350		1,350	
Expert in Publication Design				
2.1.1 Honoraria (6 m * \$3000)	18,000		18,000	
5. Other Personnel	3,000	53,000	56,000	12.0

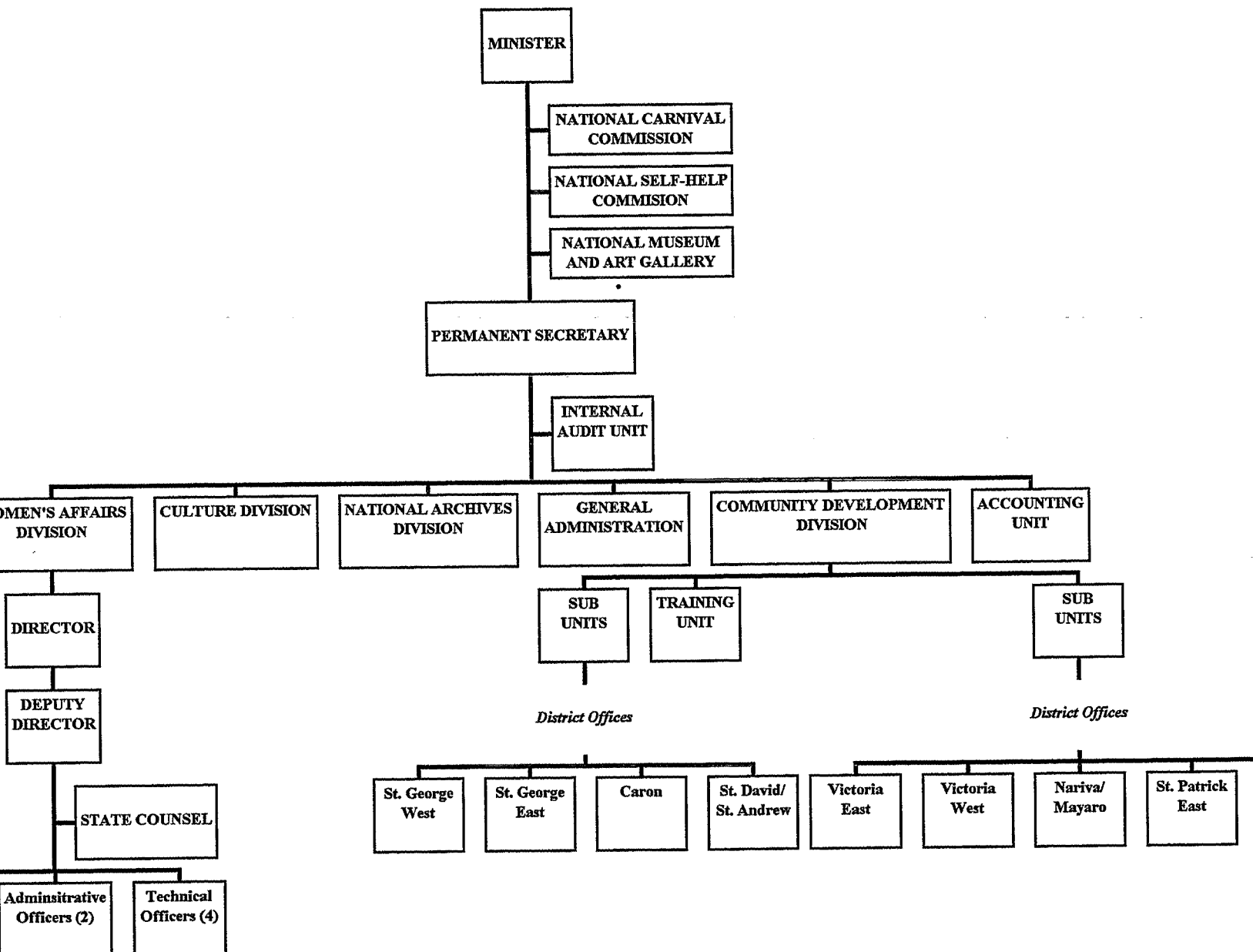
- 1/ Includes fees for the organization and execution of a Radio Program, 22 community meetings, 11 seminars, 8 national televised debates, and 3 special events.
- 2/ Includes fees for planning, organizing and executing training of trainers program; training of policy makers and community development officers.

<b>DETAILED BUDGET FOR THE PROGRAM</b> (By categories of Investment) (in US \$)				
CATEGORIES	BANK	GOTT	TOTAL	%
5.0 WAD Project Personnel <u>3/</u>		50,000	50,000	
5.1.2 Local Travel	3,000	3,000	6,000	
5.1.2.1 Transportation	2,000	2,000	4,000	
5.1.2.2 Per Diem	1,000	1,000	2,000	
6. General Support	72,000	6,000	78,000	16.0
6.1 Premises for Women's Fairs	6,000	2,000	8,000	
6.3 Equipment <u>4/</u>	50,000		50,000	
6.4 Supplies	10,000	2,000	12,000	
6.8 Communications	6,000	2,000	8,000	
7 Publications <u>5/</u>	10,000		10,000	2.0
98 Contingencies	43,180		43,180	9.0
<b>TOTAL</b>	<b>400,000</b>	<b>75,000</b>	<b>475,000</b>	<b>100.0</b>

- 
- 3/ Includes salaries of incremental WAD personnel who will be hired and assigned to the program.
- 4/ Includes 3 faxes to the Women's Resource Centers, 4 micro computers with software packages, 2 laser printers, 1 scanner, 1 overhead projector, 1 LCD video projector, 1 copy machine, 1 television and 2 video cassette recorders. This equipment is essential to the implementation of the activities by the consultants and the WAD.
- 5/ Including expenses for manuals, instructional materials and reports to be developed by the consultants.

# MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND WOMEN'S AFFAIRS

## ORGANIGRAM



TERMS OF REFERENCE  
OF CURRENT AND PROPOSED ADDITIONAL WAD  
STAFF MEMBERS

DIRECTOR

Responsible for planning, directing and coordinating the technical and administrative activities of the Women's Affairs Division.

Duties include:

- Developing policy with regard to women in development/gender issues and advising on its adoption.
- Advising on the review and reforming of social legislation on gender and women in development issues.
- Providing instructions on general policy/department objectives and procedures to officers in the Division and reviews work of the more senior subordinate staff.
- Representing the Division at Meetings/Conferences/Seminars hosted by local, regional and international Agencies and Government Ministries/Departments and at regular meetings of the Permanent Secretary/Minister of Community Development, Culture and Women's Affairs with the Ministry's Divisional Heads.
- Representing the Division/Ministry on National Committees projects and program of other agencies/organizations and women's non-governmental organizations.
- Review of progress reports on projects/programs for submission ultimately to Government/Funding Agencies.
- Review of country reports/position papers for regional/international agencies or for presentation at local/regional/international fora.
- Liaise with regional/international agencies for assistance with respect to projects/programs of the Division/women's non-governmental organizations or on matters relevant to the Division/non-governmental organizations.
- Chair Meetings of the Inter-Ministerial Committee in the absence of the Permanent Secretary.
- Liaise with representatives of Women's non-governmental organizations with a view to arriving at a consensus on matters of mutual concern.



ANNEX VI

Page 2 of 6

- Prepare the Division's Estimates of Expenditure.
- Responding to request from the Permanent Secretary for information/recommendations re: technical, personnel, financial and general administration matters.

Work is subject to review by the Permanent Secretary through reports and discussions.

DEPUTY DIRECTOR

Job Description

Highly responsible professional work in the field of project planning. Officer will assist in planning, directing and coordinating the technical activities of the Women's Affairs Division.

Duties include:

- Providing instructions on general policy/department objectives and procedures to Technical Officers.
- Supervising a group of Technical Officers in the Division.
- Preparation/review of progress reports on projects/programmes for submission ultimately to Cabinet/Funding Agencies.
- Preparing speeches and addresses on matters relevant to the Division.
- Representing the Division/Ministry on national committees, projects and programmes of other government agencies, organizations and women's non governmental organizations.
- Vetting country reports/position papers for regional/international agencies or for presentation at regional/international fora.
- Assisting in developing policy with regard to women in development/gender issues.

Minimum Experience and Training

Training as evidenced by a degree in one of the social sciences particularly economics or sociology, commerce, accountancy or management studies from a recognised University. Considerable experience in project planning, implementation and evaluation or any combination of experience and training. Officer will be expected to exercise a considerable degree of initiative within departmental policies and work will be subject to review by a professional superior through reports and discussions.

## TECHNICAL OFFICERS

### Job Description

Responsible for the identification, formulation, implementation and evaluation of programs and projects of the Division.

### Duties include:

- Establishing/maintaining communication and outreach with women's organizations, community and village groups, labor unions and the private sector with regard to gender and women in development issues.
- Conducting training and sensitization programs in gender and women in development issues for the above groups.
- Assisting women's organizations in the design, formulation review and evaluation of specific projects.
- Preparing or reviewing country reports/position papers for regional/international agencies or for presentation at regional/international fora.
- Assisting in the planning and hosting of meetings, seminars, workshops and conferences for or relevant to the Division.
- Participating in national committees, projects and programs of other government agencies, organizations and women's non governmental organizations.
- Assisting in the review and reforming of social legislation on gender and women in development issues.
- Preparing progress reports as required for review by a professional superior.
- Establishing/maintaining effective working relationships with associates, representatives of other Ministries/Departments and representatives of funding agencies, non governmental organizations and the wider community.

### Minimum Experience and Training

Training as evidenced by a degree in one of the social sciences particularly in economics or sociology, commerce, accountancy or management studies from a recognized university or any equivalent combination of training and experience. A definite interest in gender issues is desirable.

**ADMINISTRATIVE CADET (TRAINEE/ASSISTANT)**

**Duties include:**

- Recherche/review information/papers on women's issues for inclusion in country/position papers for presentation at regional or international meetings/conferences, for public sector/private agencies or for discussions with Director.
- Prepare reports on seminars/conferences/meetings attended.
- Prepare minutes of meetings of the Inter-Ministerial Committee.
- Assist with preparations for the hosting of meetings/seminars/workshops/conferences.
- Represent the Division at Meetings with Government and other Agencies and women's non-governmental organizations and reports to the Director.
- Attend seminars/workshops on matters of relevance to the Division and reports to the Director.
- Assist members of the public with information on women's issues in response to written, telephone or personal requests.

ADMINISTRATIVE OFFICER II, WOMEN'S AFFAIRS DIVISION

Duties include:

- Assist the Director, Women's Affairs Division with Administrative matters in the Division such as the preparation of the Estimates of Expenditure, preparations for the hosting of local and regional seminars/workshops/conferences, arrangements for meetings of the Inter-Ministerial Committee or with women's non-governmental organizations.
- Research/Review information/papers on women's issues for inclusion in country/position papers for presentation at regional or international meetings/conferences for public sector/private agencies or for discussion with the Director.
- Represent the Division at seminars/workshops/meetings hosted by Government and other Agencies and Women's non-governmental organizations that are of relevance to the Division and report to the Director.
- Liaise with local/regional/international agencies including Ministries/Departments and Women's non-governmental organizations on matters relevant to the Division.
- Prepare reports on seminars/conferences attended.
- Review proposals from women's non-governmental organizations for assistance from regional/international agencies.

### SCHEDULE OF EXECUTION OF THE PROJECT

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### SCHEDULE OF EXECUTION OF THE PROJECT

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Original: English  
Appendix I

PROPOSED RESOLUTION

TRINIDAD AND TOBAGO. NONREIMBURSABLE TECHNICAL COOPERATION FOR  
INSTITUTIONAL STRENGTHENING OF THE WOMEN'S AFFAIRS DIVISION OF THE  
MINISTRY OF COMMUNITY DEVELOPMENT, CULTURE AND WOMEN'S AFFAIRS

The Board of Executive Directors

RESOLVES:

1. That the President of the Bank, or such representative as he shall designate, is authorized, in the name and on behalf of the Bank, to enter into such agreements as may be necessary and to adopt such other measures as may be pertinent for the execution of the plan of operations referred to in Document AT-\_\_\_\_\_ with respect to technical cooperation with the Republic of Trinidad and Tobago for institutional strengthening of the Women's Affairs Division of the Ministry of Community Development, Culture and Women's Affairs.
2. That up to the sum of US\$400,000, or its equivalent, is authorized for the purposes of this resolution, chargeable to the net income of the Fund for Special Operations.
3. That the above-mentioned sum is to be provided on a nonreimbursable basis.