



CIWIL'S PROGRAMME

SUCCESS REVIEW

2019 - 2022

Table of Contents

Vision of CIWiL	2
Mission of CIWiL	2
Introduction	3
Sample Population	4
A. Learning Outcomes (Improvements in Knowledge or Skills)	5
Understandings on Transformational Leadership	6
The Importance of Women’s Leadership	7
Caribbean Commitments to Gender Equality	8
Temporary Special Measures	8
Diversity and Equality in Leadership	9
Feminism	10
Improved Knowledge and Understanding in Key Areas	10
B. Behavioural Change	12
C. Application of Knowledge	13
Educating and Empowering Others	14
New projects and initiatives	15
D. Leadership Capacity & Approach	15
E. Networking, Collaboration and Solidarity	17
F. Youth Impact	18
G. Participant Needs, Gaps & Recommendations	20
Training	20
CIWiL National Chapters	21
Follow-up Support & Recommendations	22
Conclusion	23

Mission

The mission of CIWiL is to enable women to participate equally in leadership and decision-making in all spheres, through strategies of advocacy, education, training and mentoring, dialogue and active listening, participatory action, solidarity and partnership building, and conflict mediation and resolution.

Vision

To promote the transformation of power relations between the State and citizens towards participatory, people-centred development, which embraces principles including human rights, gender equality and equity, economic justice, environmental sustainability, and advances the rights of the young and elderly, persons with disabilities, LGBTIQI persons, and other vulnerable and marginalised groups in the Caribbean.

Introduction

The Caribbean Women in Leadership (CIWiL) was conceptualized in the 1990s and launched in 2005 at a meeting organised by the Commonwealth Secretariat, with participants from women's organisations and political parties from across the region, and representatives of International Development Partners such as UN Women (UNIFEM), the Commonwealth Secretariat and CARICOM.

CIWiL has gone on to establish itself as an invaluable, non-partisan, independent institution for advancing women's political participation and leadership in the region. Today, CIWiL continues this legacy of enabling Caribbean women to realize gender equality and equity for sustainable, transformational leadership and people-centered development, at the community, national and regional levels, through advocacy, partnership, sisterliness, mentorship, training, and development.

Promoting Women's Political Leadership in the Caribbean (PWPLC) is an initiative funded by the Government of Canada, and forms part of a Latin America and Caribbean (LAC) region project, being implemented with ParlAmericas. As part of this project, CIWiL conducted an impact assessment survey in February 2022 to obtain feedback from beneficiaries of its project programming. The responses were analyzed and compiled into this impact assessment report which shows the outcomes related to participants' increased awareness and knowledge on key themes related to gender equality and women's transformational leadership, their reported change in attitudes and perception (on gender roles, norms, etc.) and the ways in which they are successfully applying knowledge gained -- in spaces that contribute to changes in gender power relations. Positive outcomes in these areas simultaneously advance the attainment of CIWiL's overarching goal as well as reflect the intended long-term impact of CIWiL's work and presence throughout the region.

Sample Population

The survey was administered in November 2021 to persons who participated in two (2) or more of CIWiL's activities, whether training sessions, workshops, webinars. This target population comprises 246 persons. This Impact Review is based on feedback from less than 40% sample of this population, indeed revealing that obtaining full responses has been the primary challenge and limitation of this impact assessment.

In terms of country representation of respondents, the majority (47%) are from Belize. 18% were from Antigua and Barbuda and St. Vincent and the Grenadines, and Trinidad and Tobago each. Persons from Barbados and St. Kitts and Nevis also responded. 84% of persons who completed the survey belong to a CIWiL National Chapter.

Over half of all persons have postgraduate qualifications and those who did not either have a tertiary education qualification or are currently pursuing such. 10.5% are currently full-time students. The remaining 89.5% are all employed and they occupy a range of white-collar professions from 'attorney-at-law' to 'teacher' and 'professor' to 'psychologist' and 'communications consultant.' Slightly more respondents are employed in the private sector than in the public sector and fewer respondents (16%) are involved in politics. The greatest percentage are independent professionals/consultants (47.4%) and affiliated with an NGO or civil society organisation (74%). Almost half of respondents are between the ages 40 and 49, while 21% are either in the 26-29 or 60+ age groups. Fewest respondents were in other age ranges. Our sample population can thus be typified as highly educated, fully employed mature professionals.

Learning Outcomes (Improvements in Knowledge or Skills)

Transformational Leadership

Transformational leadership is a pillar of CIWiL described as:



“A visionary process that starts at the level of individual transformation and transcends the personal to express itself at the group and institutional levels. This process leads to the redefinition of gender and power relations and the strengthening of leadership that is bold and innovative and builds on the skills of women and men in society. Transformational leadership is grounded in the principles and values of equity, equality, democracy, justice, caring and non-violence and cooperation” (UN Women Multi-Country Office for the Caribbean).



Results showed that overall, there was a very high degree of understanding of this process - and of the vision, priorities, goals and qualities of “Transformational Leadership.” Similarly, there was almost 90% concurrence that transformational leaders should prioritise equality, democracy and justice. The strongest agreement - over 91% - was with the statement that transformational leaders should prioritise caring, cooperation and nonviolence. These sentiments are also in keeping with the rise in violence against women and girls since COVID-19 and increasing global awareness and consciousness of this and related issues.

Understandings on Transformational Leadership

81%

81% agreement that transformational leadership is a leadership approach that prioritises social, economic and political transformation.

87.4%

87.4% agreement that transformational leadership emphasises equality of gender and power relations and the realisation of human rights for all.

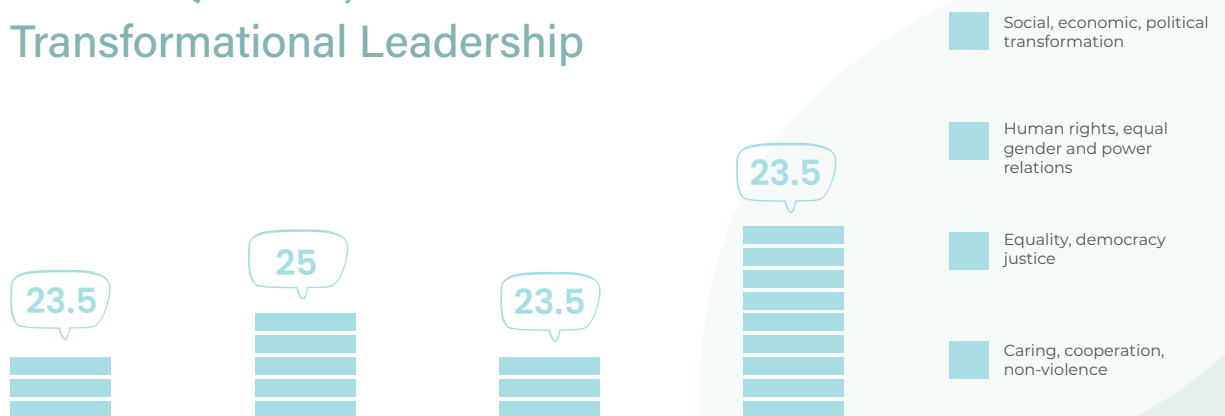
89.4%

89.4% agreement that transformational leaders should prioritise equality, democracy and justice.

91.6%

91.6% agreement that transformational leaders should prioritise caring, cooperation and nonviolence.

Respondents' Agreement with the various Qualities, Aims & Priorities of Transformational Leadership



The Importance of Women's Leadership

According to a 2019 Harvard Business Review study which uses 360-degree reviews to determine perceived effectiveness amongst peers, women are thought to be more effective in 17 of the 19 competencies measured, including taking initiative, possessing resilience, high integrity and honesty. They are thought, to a greater extent than male counterparts, to practise self-development, drive for results, inspire and motivate other and inspire change.

Respondents were 75-80 percent in agreement that women leaders were great communicators, collaborators, team players, problem-solvers and effective at taking initiative, analysing issues and driving results. Women's perceptions of their own and their fellow women colleagues' professional skills and capabilities largely demonstrates a high degree of confidence in women's leadership and reflected what the data has shown - that women are indeed effective leaders. One respondent cited "awareness of women's contribution in the region" as one of their most notable points of improvement as a result of CIWiL training.

Perspectives on Women's Leadership



On average, there was 75.8% agreement that women leaders tend to be effective at communication, collaboration and teamwork.



On average, there was 79% agreement that women leaders tend to be effective at taking initiative, solving problems, analysing issues and driving results.



15.8% of respondents disagreed that women leaders tend to be effective at communication, collaboration and teamwork; only 5.3% disagreed that women leaders tend to be effective at taking initiative, solving problems, analysing issues and driving results.

Caribbean Commitments to Gender Equality

All countries in the anglophone Caribbean have adopted or ratified international instruments of human rights and gender equality including the Universal Declaration of Human Rights, the Beijing Declaration and Platform for Action and the Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW). Many others have further adopted other standards like the International Covenant on Civil and Political Rights.

Knowledge of Caribbean Commitments to Gender Equality

58% of respondents either agreed or strongly agreed with the statement that all Caribbean countries have made international commitments to protect and promote equal rights for women and girls.

While the majority of respondents knew of Caribbean countries' commitments to gender equality, a significant proportion - 42% - either disagreed or were neutral about it. This may be a good rationale upon which to clearly convey this knowledge in future CIWiL training.

Temporary Special Measures

According to a UN Women (2018, 17) report on "Women in Political Leadership in the Caribbean," there is growing global recognition that temporary special measures are the most effective way to increase women's representation and reduce barriers to women's leadership. Gender quotas have been implemented in more than 130 countries but in the English-speaking Caribbean, Guyana is the only country to have done so thus far. The result is that the country has attained above the 30% ratio for female representation.

Support for Gender Quotas

69% of respondents agreed with the statement that "Gender quotas (various types of instruments which stipulate that a certain proportion of women be represented, e.g., on a corporate board or in politics) are good measures that should be put in place to increase women in leadership and gender equality.

While the majority of persons were in favour of gender quotas, 5% disagreed and 26% were neutral about it. This is reflective of there being, despite an increasing recognition of the effectiveness of temporary special measures, persistent debates around the topic and some resistance to it - even amongst women. This can thus be an opportunity for greater education in this area in future CIWiL activities.

Diversity and Equality in Leadership

At the one-year anniversary of the launch of the “Leaders for Generation Equality” initiative in September 2020, the then (and now, former) UN Women’s Executive Director, Phumzile Mlambo-Ngcuka, emphasised the importance of inclusive, diverse, feminist leadership. She remarked:



“Women understand what it is like to be excluded and therefore how important it is to be included... That motivates and challenges women leaders, to make space for more women, for diverse women, because it is not entrusting to be the first woman at this or the first woman that. We need as many of us as possible if we are to make the changes that are required.”



Appreciating Diversity and Equality in Leadership



Only 5.26% of respondents agreed with the negatively-framed statement that “Diversity and gender parity in leadership and decision-making make no difference to furthering economic, social and political progress.”



No one strongly agreed with the statement

Feminism

Feminism always has and continues to be a polarising term. While there is no singular definition, the kernel of feminism is, as Caribbean activist and scholar, Dr. Peggy Antrobus (1987) articulates,

“Feminism is a consciousness of all forms of women's oppression and a commitment to work against them. Feminist critiques illuminate the larger structures that oppress both women and men.”

Some of the contention around and opposition to ‘feminism’ is due simply to misunderstandings about it. Refreshingly, the majority of respondents to this survey demonstrated sound base knowledge of what ‘feminism’ means, and no one disagreed with its description. One respondent even made the comment that their “most valuable lesson is that I have more appreciation and less judgment towards different feminists.”

Understanding of “Feminism”

On average, there was 76.8% agreement that feminism is concerned with gender equality, and the transformation of unequal power relations that oppress or marginalise people on the basis of their gender as well as sexual orientation, ability, class, race, nationality, and other facets of identity.

Improved Knowledge and Understanding in Key Areas

CIWiL's capacity development sessions, programmes, webinars, workshops and other training or learning and development activities are intended to impart strategic knowledge and conceptual understandings on gender and gender equality,

transformational leadership and good governance, as well as improve practical competencies at both the personal level (e.g. self-awareness and individual transformational leadership growth) and for public life (e.g. partnership-building, strategies to enhance women’s participation in leadership). Improvements in the following areas are some of the main intended learning outcomes of CIWiL’s training.

- ☆ Self-awareness and self management (Personal Development).
- ☆ How transformational leadership is distinct from other models of leadership
- ☆ Gender responsiveness and gender mainstreaming
- ☆ The relationships of patriarchy, power, gender inequality and women’s access to leadership
- ☆ Good governance
- ☆ Partnership building
- ☆ Fundraising
- ☆ Strategies to enhance women’s participation in leadership

According to one respondent: “ The training added more evidence to what is well known.. ”

Respondents rated the degree to which past training received from CIWiL has been helpful to improving their knowledge and understanding in these areas. On average, *partnership building* was found to be most helpful, followed by *strategies to enhance women’s participation in leadership, the relationships of patriarchy, power, gender inequality and women’s access to leadership*, and *how transformational leadership is distinct from other models of leadership*. *Training in fundraising* is usually conducted for CIWiL National Chapter members and candidates running for political office, however, this area was rated lowest.

B. Behavioural Change

Over 78% of respondents believed that their views, perceptions, beliefs, personal ethics or outlook did not change as a result of the training they received. However, amongst those who did report such personal changes, they cited heightened awareness of biases, greater confidence in their own leadership, strengthened views on the importance of gender equality advocacy, and renewed belief in the capacity of women in politics across political parties to work cooperatively, in solidarity.

Respondents' comments reveal positive shifts in attitude and outlook:

- ☆ "I am more aware of the importance of encouraging and being an advocate for gender equality and how we can all play a significant part in the social transformation that is needed to be inclusive of women leaders."
- ☆ "One of the most significant contributions that is attributed to the knowledge and skills gained through participation in CIWiL training is my increased confidence and faith in my ability and skills to be a leader."
- ☆ "Unaware biases have been brought to my attention..."
- ☆ "To be honest I had very little interest in working in gender issues unless they were related to youth; the women's groups on my island left much to be desired and seemed ineffectual to achieving any meaningful mandates. The political landscape is rife with tribalism, with women often choosing party over purpose when it came to women's issues. We have braved the political division and developed a collaborative, supportive and productive non partisan relationship at CIWIL SKN, which inspires inclusion and cooperation, which I now believe can be strengthened rather than just criticized."

For some persons, the training did not necessary change their views but deepened their pre-existing convictions in the importance of their advocacy work. One person felt that their most significant contributions attributable to the knowledge and skills gained through participation in CIWiL training is their continued advocacy and work in the field. Another felt that “I have already been working in the field in advocacy so it just validated what I was doing.”

C. Application of Knowledge

According to one respondent: “ In every sphere of my life I have used the competencies in my thought processes, my decisions and in my regard and interactions with others.”

The majority of respondents applied the knowledge and competencies gained from participating in CIWiL training sessions/programmes in their community work with NGOs/CSOs (79%). This is unsurprising since civil society has always played a significant role in feminist movement building, realising national and international commitments to gender equality and defending human rights. Naturally, CIWiL’s training is beneficial to those involved in this kind of work. A large number of respondents also used their knowledge in their professional and personal lives, i.e., at work (37%) and at home (42%).

A smaller percentage (21%) applied their knowledge from CIWiL training in their studies. This relatively lower percentage may be attributed to there simply being a smaller proportion of respondents who were full-time students at the time (10.5%), or due to disciplinary or programme/course criteria limitations of applying the topics learnt in CIWiL trainings. One respondent that did apply knowledge gained from CIWiL training to their studies, commented that it supported their learning in “University courses on gender and gender issues.”

Educating and Empowering Others

Respondents' comments reveal that a primary way in which they applied their knowledge gained from CIWiL activities, was by sharing knowledge with, educating and empowering others. 37.5% used the knowledge gained, and transferred or shared it with other women, either informally or through other training and educational programmes developed by their own NGOs or organisations/associations with which they are affiliated. Their comments included:

- ☆ "I introduced a training programme for sexual violence and trauma advocates which includes CIWIL members, as well as collaborative work with the [redacted - a professional women's association] and the Depts of Gender in [redacted] which will be included in our performance indicators for the start of 2022. I have also committed to ongoing training with [redacted - professional women's association]."
- ☆ "Shared with members of other organizations"
- ☆ "By using what I call the CIWiL lens. I am always reminded of the statistics and of our goal of providing a supportive network for our women. CIWiL focuses on solutions."
- ☆ "Making an effort to educate other women and encourage them to share the vision of CIWiL."
- ☆ "We have a women's organization that addresses the issues especially those for L/B women. Being able to share the information through our empowerment initiatives was how it was applied."
- ☆ I have applied the CIWiL training by educating others and using the knowledge that I have gained in my University courses on gender and gender issues.

New projects and initiatives

Some members transferred the knowledge gained from CIWiL activities/training into new projects and initiatives. One CIWiL member, an advocate against sexual violence, co-founded an NGO for the empowerment of victims and works closely with allies in Parliament. Another started a women-run NGO and their first activity was donating COVID-19 kits to 2 homeless shelters. Yet another respondent indicated that “I joined 2 organisations as a result of the connections I've made during my participation.”

D. Leadership Capacity & Approach

33.3% of respondents believe that since participating in the training, they are now more likely to enter politics or seek out another public advocacy role, and 20% have already taken steps in this direction. The remaining 46.7% of respondents did not see politics as a likely path, with one person even stating that “Politics is everyone's business but being a politician is not my calling.” However, CIWiL's training aims to develop women as leaders as a whole - not only in politics, but across all sectors. A few respondents' comments reveal their enhanced leadership capacities across the spectrum:

Increased Participation in Decision-Making and Leadership Roles, including Political Leadership:



“I am considering studying for a leadership role in my field of study.”



“I successfully ran for the position of deputy chair of the women's arm of my party, which I would not likely have done before I joined CIWiL.”



“I created an official all-female NGO after CIWiL training.”



“Already entered elected office. Retired. Now hold a Regional elected office.”

52.6% of respondents indicated that learning about transformational leadership changed or influenced their leadership approach, and their statements hint to a genuine appreciation of transformational leadership and positive changes in keeping with the qualities of a transformational leader. The following comments demonstrate this:

Shift in Leadership Style and Approach

- ☆ "I am far more caring. I see leadership as far less mechanical and far more humanizing."
- ☆ "Inner strength of commitment to leadership that doesn't follow the status quo..."
"I am a bit more open."
- ☆ "I attempted to be a transformational leader in any leadership role I was placed in."

Perhaps, most powerfully, responses indicate that participants' exposure to transformational leadership have deepened their commitment to gender equality advocacy, the advancement of women's leadership and their support for fellow women aspiring to leadership, solidarity with other women leaders and willingness to collaborate.

Supporting Fellow Women on their Leadership Journeys

- ☆ "Changed my approach to practice with women."
- ☆ "I have included more women in my decision-making processes."
- ☆ "Approach in group activity... think more about political participation of women."
- ☆ "Learning about transformational leadership has influenced me to be the kind of leader that is not apprehensive to lead because of my gender. Hence, it has allowed me to be more confident in my abilities to strive to be and support other women in leadership roles."

Supporting Fellow Women on their Leadership Journeys cont'd



"It has opened my mind to new ways that the political and NGO spheres can work together to create transformational change."



"I have learnt the value of transformational leadership in applying the skills and experience I have to help women in all of the spheres; and will use my new role in [redacted] to engage women in improving the functionality of our body and strengthening governance and institutional approaches to community service and advocacy on gender issues."

E. Networking, Collaboration and Solidarity

A core value of CIWiL is "sisterliness" and its mission makes further explicit reference to "sisterliness" and "partnership." Only 31.6% of respondents indicated that they formed supportive connections, groups or networks with sister participants that lasted beyond the training period. Their comments reveal that these connections took various forms - forming connections amongst individuals to form small support groups, networking and sharing of information via Whatsapp groups, increased possibility of partnership with other women's rights organisations/groups, and strengthening of solidarity amongst the Chapter Executive. Quite poignantly, one respondent even remarked upon the increased capacity of "sisters" in public life in her country to connect across party lines as well as shared her own experience of repairing a personal and professional relationship between her family and a woman leader. Two respondents even stated their newfound CIWiL network and partnerships as the most significant thing they have gained from participating in CIWiL training.

When asked what was their most valuable experience, lesson or insight gained from CIWiL training, the majority of respondents stated 'networking,' 'sisterhood' and similar or synonymous sentiments:



"Women CAN and DO work well together when we remember the value of our shared experiences and collaborative efforts towards change."



"Being in the virtual presence of all the women in the Caribbean who are living transformative leadership. Being aware of the various challenges and successes of these leaders... of women generally.... Heightened commitment to collaboration."



"The potential for a support network of women as leaders."



"Networking and sharing information about what women are doing in the space."

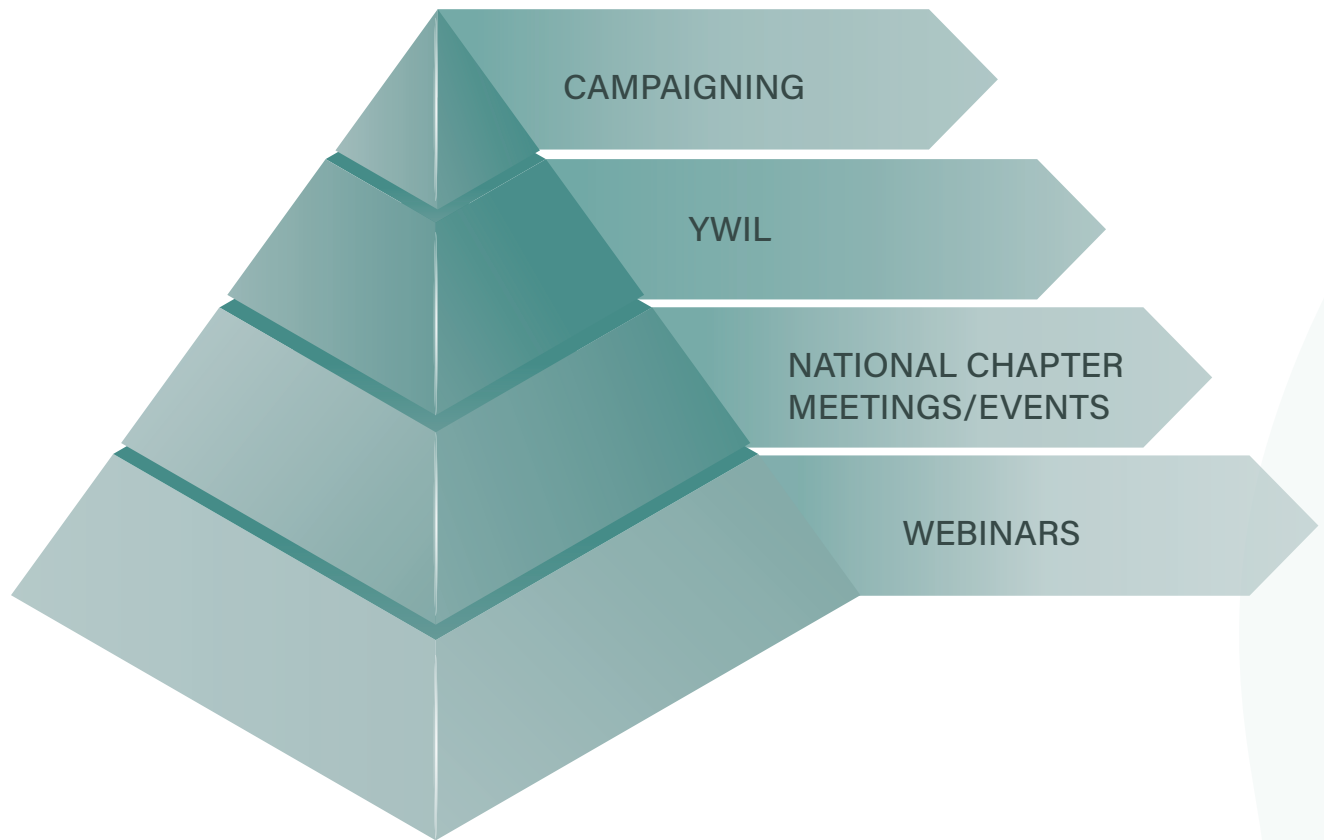


"The most valuable experience is the sisterhood that CIWiL allows and create for women across the Caribbean. Knowing that there is a growing body of women who support women's role in leadership from so many different countries is what stood out most for me because it makes me hopeful and excited for the next generation of women leaders."

F. Youth Impact

Two (2) questions were posed directly to young women (under 25 years of age). Only five (5) persons responded.

Of the four (4) options given, the young women respondents found webinars to be most beneficial, followed by national chapter meetings/events, the Young Women in Leadership Programme (YWIL) and campaigning, in that order.



The young women further indicated that in terms of preferred support, training in public speaking would be beneficial. Also, one respondent commented on needing support in terms of challenging the ageism experienced by young women aspiring to leadership roles.

G. Participant Needs, Gaps & Recommendations

Respondents were asked whether there are any topics not covered in the CIWiL training, that they are interested in learning about and believe would develop their leadership capacity. Their responses have been captured and categorised below:

Training

Personal Development and Life Skills

Self-awareness
Emotional intelligence
Money Management

Transformational Leadership Skills

Leadership principles
Successful approaches to
challenging barriers to
women's political leadership
Supporting fellow women

Effective Communication and Engagement Skills

Public speaking
Effective campaigning
Engaging with
power brokers/influencers
Gender equality advocacy
skills development

Organisation and Management Skills

Project management
Strategic planning
M&E
Grant writing
Research and publishing

CIWiL National Chapters

Respondents thought that their CIWiL National Chapter could be strengthened through:

- ☆ A mini activity every quarter.
- ☆ Annual training aimed at growing membership.
- ☆ Training for Chapter Executive roles.
- ☆ Making executive terms one year, rather than two, since this may produce less stagnancy and more effective leadership.
- ☆ Women empowerment workshops.
- ☆ More regional fundraising efforts.
- ☆ More campaigning and legal advocacy.
- ☆ More personal and professional development training, including training in areas such as organizational development, governance, fundraising, effective community action and self-care.
- ☆ Personal leadership development round table chats.
- ☆ More outreach to new and younger membership, and more training tailored to young women.
- ☆ Networking across age groups.
- ☆ The development of support groups within Chapters.
- ☆ Visibility sessions within communities.
- ☆ More visibility for programmes and projects.
- ☆ Greater collection and sharing of data on women's issues.
- ☆ Addressing issues on corruption and tying it to inequalities.

Follow-up Support & Recommendations

The majority of respondents, when asked what follow-up support would be helpful to them as women in the leadership space, cited ‘Mentorship.’ More than one respondent indicated the need for mental health support and additional/continued learning opportunities. These and other responses are listed below:

Supporting Fellow Women on their Leadership Journeys

- ☆ Mentorship
- ☆ Mental healthcare
- ☆ Access to additional or supplementary learning opportunities.
- ☆ “Discipline and accountability support...”
- ☆ Support with legal challenges.
- ☆ “Access to finance for projects.”
- ☆ A space where women could support one another, foster a sense of belonging, a collective voice and even have a ‘reunion.’

Respondents recommend that CIWiL training take more interactive and in-person forms, convey learnings on self-care, politics, and address challenges that women face in male-dominated political spaces. One respondent suggested that there can be more opportunity to meet/interact with successful women leaders. Another thought that CIWiL should have a more structured programme that develops women’s technical and interpersonal competencies. Comments are listed here below:

Conclusion

The feedback from this survey has elicited data which captures the impact of CIWiL's programming on persons' knowledge in multiple areas core to the organisation's training, its influence on positively shifting their attitudes, behaviour and outlook, and the ways in which learnings have been applied. As an organisation dedicated to driving the advancement of Caribbean women in leadership, CIWiL found this exercise particularly valuable for the information gathered on the effect of our programming on strengthening women's transformational leadership capacities and increasing their participation in decision-making and leadership roles.

The quantitative data collected through this exercise provides a clear picture of what proportion of programme beneficiaries have been impacted in various ways, and the qualitative feedback received from respondents via the open text fields, enables a rich, nuanced understanding of programme impact as described in the beneficiaries' own words. Altogether, this information represents the actual outcomes of CIWiL's programming and allows the organisation to now assess them against intended outcomes, to determine programme strengths and successes as well as identify training needs, gaps and opportunities. This assessment, together with direct feedback from respondents on their training preferences, needs and recommendations, will be taken into account in the design, development and implementation of CIWiL's programming, going forward. Specific information gathered from young women and national chapter members will inform future interventions designed primarily for those groups. It is anticipated that through such strategic utilisation of the information gathered from this exercise, CIWiL will be able to improve the effectiveness of its output – meeting beneficiaries' expectations, as well as fulfilling our own programme objectives, aims and ultimately our overarching organisational mission, and vision for a sustainable, gender-equal Caribbean.

