



WAND ANNUAL REPORT

August 01, 1990 - July 31, 1991



WOMEN AND DEVELOPMENT UNIT
School of Continuing Studies
University of the West Indies
Cave Hill Campus
Barbados

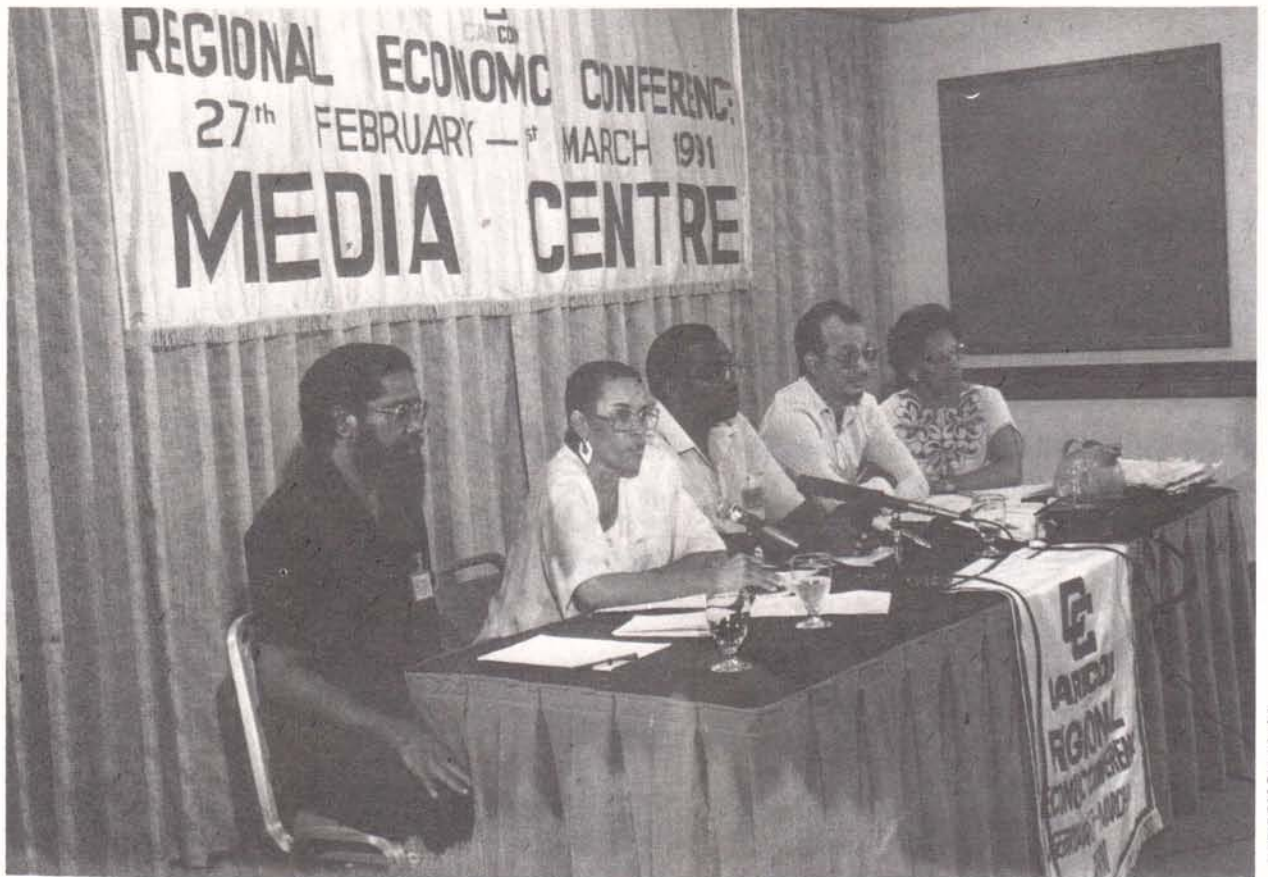
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Press Conference given by representatives of non-governmental organisations participating in the Regional Economic Conference, Trinidad, February, 1991. Left to right are: Neville Duncan (Lecturer in Political Science, U.W.I. - Cave Hill, a member of the CCC delegation); Joan French of the Caribbean Policy Development Centre; Alan Kirton, Executive Secretary, Caribbean Conference of Churches; Dennis Pantin (Lecturer in Economics, U.W.I. - St. Augustine, representing the Association of Caribbean Economists; Peggy Antrobus, Tutor Co-ordinator, WAND, U.W.I.

CARICOM Secretariat

INTRODUCTION

The singular, most visible event staged by CARICOM governments in order to address the economic crisis during the year was the Regional Economic Conference held in Trinidad and Tobago in February, 1991. The Conference was a landmark for the NGO community in that it provided a platform upon which the alternative analysis being developed since 1987 through the work of non-governmental organisations could be presented in a formal setting to the public.

The part WAND played in bringing the NGO community into the Conference was an example of the catalytic role the Unit can play: WAND's Tutor/Co-ordinator served on the Planning Committee where, together with the representative of the Association of Caribbean Economists, she attempted to broaden the scope of the Conference to include issues of concern to NGOs. This effort was later merged with an initiative by the Caribbean Conference of Churches to mobilise NGOs to establish a Policy Unit which could strengthen their capacity to engage in policy dialogue: the result was the cohesive effort which permitted NGOs to successfully lobby for inclusion in the Conference, and to prepare a paper for submission to it.

Although NGO participation influenced the final consensus document of the Conference, there remain fundamental differences between the NGO position and that of the Governments and the business sector. For example, while the document gives priority to human resource development, the NGO position is that priority should be given to *human* development, of which human *resource* development is only one aspect. This is more than semantics: it speaks to profound differences on what constitutes development and therefore, on strategy. WAND is also of the view that there is a fundamental contradiction between a recognition of the need to "prioritise human development" and the continuation of structural adjustment policies.

In the introduction to our last Annual Report, WAND spoke of the importance of the community as a base for an alternative approach to development. The Regional Economic Conference took place in a context where communities as we have known them - the alliances for self-help and co-operation which emerged with emancipation in the Caribbean region - are being torn apart. At the root of this is the widening compass of structural adjustment programmes (which engulfed Guyana in 1990 and now approaches Barbados), characterised by the penetration of market relations into formerly non-monetised relations and the inevitable social/environmental consequences of unemployment, despair among youth and growing social intolerance.

Meanwhile, a general deterioration of safety and wellbeing reflected in other environmental changes, ranging from more intense hurricane activity to an increase in cancer, is stimulating what may be a new era of self organising networks. These "communities", which are being formed around issues of health and environment, join networks being built around issues of people's livelihood in creative response to the regional economic crisis.

The definition and character of "the community" therefore appeared as a central issue for WAND during its evaluation this year, and this forms the backdrop to the assessment of the past year's work, and the plan for future work, described in this report.

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REPORT ON PROGRAMME

1. HEALTH AS A UNIFYING MOTIF

During the past year, WAND further explored issues of women's health within a number of contexts.

A. HEALTH NETWORKS

"Dialogue Across the Diaspora"

Held in Barbados from August 8 - 10 1990, this international workshop, facilitated by WAND and the National Black Women's Health Project (NBWHP) with funding support from the International Women's Health Coalition (IWHC) and the McArthur Foundation, linked groups in the African diaspora: the Caribbean, USA and Brazil, with Nigerian women working in public health. Thirty-five participants represented the various groupings - health professionals, members of women's organisations and NGO's involved in health programmes.

The purpose of the workshop was to:

- Explore issues of women's health in the context of health delivery systems.
- Bridge the distance between women as health professionals and women's organisations concerned with health.
- Examine strategies and methodologies for the promotion of wellness through empowerment of women.
- Plan a programme of networking and exchange between Nigerian and Caribbean women, women of the Black community in Brazil and Afro-American women.

The sessions revealed deteriorating formal systems of health care delivery and environmental health. As governments cut expenditure to the health sector (as part of structural adjustment packages) increased responsibility is being placed on households, and therefore on women, to fill the gaps created by these cuts. Growing mental health

problems are associated with hurricane disasters, family breakdown and migration; and the stigmatisation of cancer and of AIDS continues. Given the scope and structural nature of these problems, "health" is becoming a cluster of issues around which women can organise and build linkages not just for "development" (health as an area of social welfare), but as the basis of political action.

"Quality of Reproductive Health Care" Workshop

A second international network meeting held in Barbados from June 24 - 27, 1991 was co-sponsored and facilitated by WAND and the Population Council in collaboration with the Pan American Health Organisation (PAHO).

This workshop was significant in a number of ways. First, it demonstrated a degree of collaboration between WAND, the Population Council and PAHO, as agencies able to bring very different constituencies into networking: WAND - Women's groups; the Population Council - Family Planning Associations; and PAHO - women from Ministries of Health who function as PAHO's Health Focal Points. Second, the meeting was another action in the strategy to orient the various groupings to each other's preoccupations and perspectives through discussion of what "quality of care" could mean when defined by women. Third, the level of interest, including financial and other support for the projects presented and critiqued during these sessions, attests to the possibility of "health as wellness" as a base for women's empowerment, community organising and self-organising "communities for health advocacy."

However, what was most significant was the outcome of the workshop: participants, working in groups, developed projects for future work which are likely to initiate or strengthen health

networking within the region among disabled women, women with cancer, traditional healers, and professional health providers (this last being a group of women generally overlooked as having its own needs). At the same time, these projects will strengthen the Diaspora network. WAND hopes that the participation of a representative from the Health Desk of the CARICOM Secretariat in the workshop will help reshape the broader, formal framework of health policies and programmes in the region.

Caribbean Women's Cancer Network

The initiative for a women's cancer network across the (English-speaking) region derived from the direct experience of WAND consultant Andaiye and WAND programme officer Elaine Hewitt of the problems faced by women in the region who have cancer, or who have to care for family members with cancer.

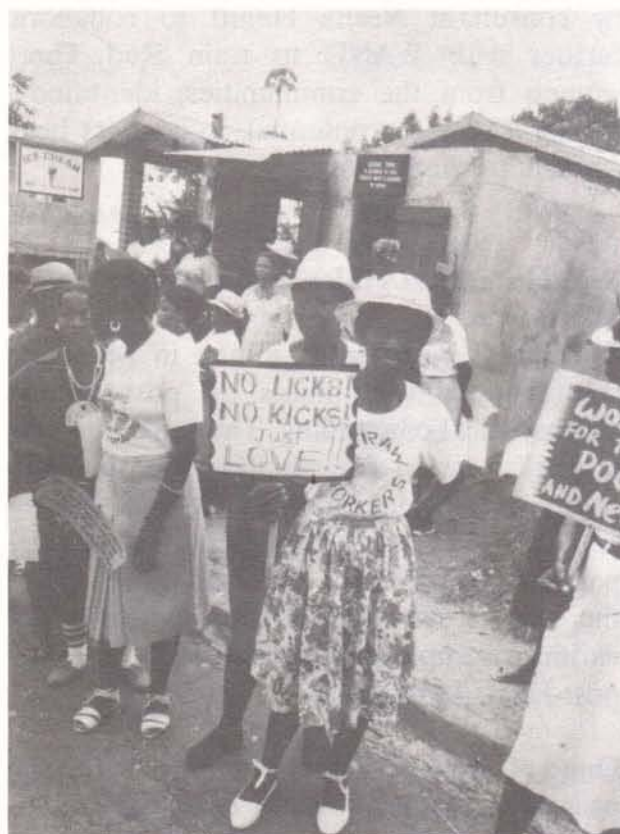
Part of the reason for the network is the rise in the incidence of "female" cancers in the region, and the special emotional problems that treatments for these cancers can pose. But in addition, for both women with cancer and women caring for family members with cancer, the major problem is often the burden imposed by women's responsibility for households. The fact that in the Caribbean, people needing cancer treatment have to travel to those territories with good facilities, exacerbates the difficulties (eg, immigration obstacles, the increase in the amount of time needed off work/family responsibilities, delays caused by bureaucratic procedures).

Preliminary steps towards establishing the network have been taken: these include interviews with women with cancer, women caring for family members with cancer and sympathetic health personnel to identify the problems; the circulation of a draft proposal among the most interested women; and discussions with PAHO and CARICOM in an effort to obtain support for research into the facilities now available for cancer prevention and treatment in each territory of the region.

The research is intended to form the basis for a proposal on regionalised cancer care.

"Women, Violence and the Law" Workshop

The Caribbean Association for Feminist Research and Action (CAFRA) requested support from WAND and The Economic Commission for Latin America and the Caribbean (ECLAC) for a regional meeting to report on legislation in the light of an apparent escalation of violence against women and children.



The Dominican woman above offers her own appeal to end domestic violence.

The meeting (January 1991) marked continued collaboration between the Unit and key regional organisations. It also initiated a dialogue between Belize, Suriname and Caribbean English, Dutch and French language island territories, which is being maintained through correspondence. Participants, including WAND, are looking at whether the response from women can sustain

a network to empower women living through violent situations.

B. THE HEALTH PROGRAMME IN NATIONAL SETTINGS

Red, Thread, Guyana

The Unit continued to support a series of health workshops designed to provide women in Red Thread groups with information and knowledge about their bodies, their reproductive health and the health of their families. Out of these workshops, facilitated by a WAND consultant, a proposal was developed by consultant Nesha Haniff to collaborate further with WAND to train Red Thread women from the communities, identified as having leadership potential, to conduct health workshops themselves.

Rehabilitation/Development Programme - Montserrat

The Unit's work with women in Montserrat continued with emphasis on post-traumatic psychological counselling. The third in a series of workshops on re-evaluation counselling was completed. The theme of this workshop was "Celebrating Life" and focused on building the personal competence and leadership skills of the women involved as they addressed the various psychological rehabilitation issues in a post-Hugo Montserrat.

One of the successes of this counselling programme was the establishment of community support groups which have been meeting on a regular basis to enable members to continue the process of helping each other, whilst building their own capacity to respond to traumatic stress and to deal with facing the hurricane season.

Evaluation of the workshops revealed that the participants have been using the knowledge and skills acquired in their personal, work and community life. In addition, the women have demonstrated that they have a firm

understanding of the basic theory of re-evaluation counselling.

The focus on psychological and human resource rehabilitation has been critical since this is an area of relief that is often overlooked in disaster management. The immediate response in such situations is to physical and infrastructural needs. The Unit's approach is to encourage self-reliance among disaster victims and women's key role in rehabilitation efforts made for a successful intervention.

2. DIALOGUE WITH YOUTH

A. REGIONAL LEVEL

Caribbean Federation of Youth

As a follow-up to the Gender Workshop held in St. Lucia last year, in May 1991 WAND sponsored the Caribbean Federation of Youth Conference on Women and Community Organisation. The conference, which was facilitated by members of Sistren's Research Team, brought together participants from the nine CFY affiliates as well as one territory with observer status and had as its theme - "Removing the Myths - Towards a Real Partnership." A report on the conference identifies reluctance and even embarrassment on the part of participants to confront issues affecting women. The Unit sees future work at national level as important to an effort to keep gender issues on the agenda for the next generation.

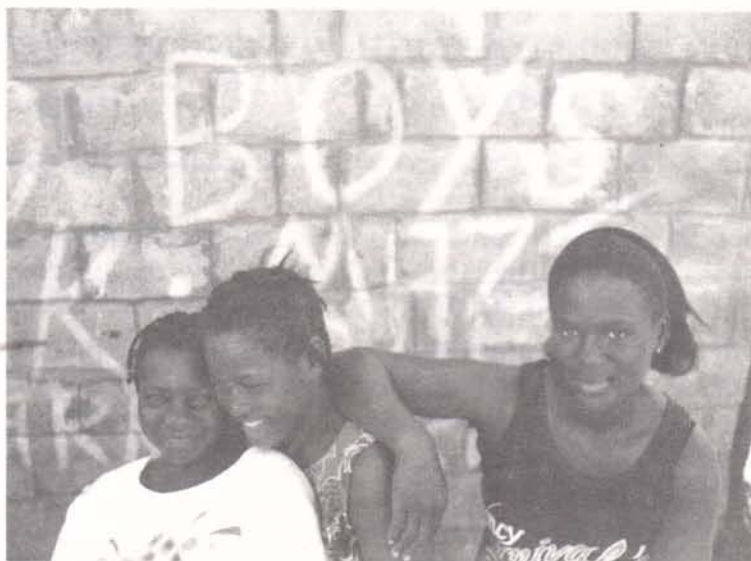
B. NATIONAL LEVEL

People of Tomorrow

The radio forum of the People of Tomorrow programme, Barbados has been off the air for 21 months and the resulting slump in activities is a major concern. The Unit continues to receive enquiries from the public as to the future of the programme. However, discussions among the parties involved still have not yielded a formula for the programme's resumption on air.

***Georgetown Adolescent Mothers Project,
St. Vincent***

After the completion of workshops conducted by WAND in the previous year, which focused on developing participant's skills, confidence and self-reliance, the project (initiated by the Department of Women's Affairs, St. Vincent in 1989) failed to get adequate funding support. Despite these problems, the young women stayed together, attesting to the determination and resilience of the group and to the effectiveness of the initial workshops. Since then, the group has grown and become more active, defining their requirements for assistance from the Ministry of Youth. Their



Young women like these need opportunities to enable them to overcome obstacles to future well-being.

efforts have earned them a building in which to house a preschool they have the skilled staff to manage. Having re-examined other income-generating possibilities in the wake of the collapse of the sugar industry, they have applied for and received funding and technical assistance from CIDA for a cocoa-processing project and have recently approached WAND for assistance in small business development.

***Parents Education for Development in Barbados
(PAREDOS)***

WAND continued to respond to requests from PAREDOS to conduct one-off sessions with young men and women. The use of role-playing

techniques is proving most effective in communications across the "generation gap" both between parents and youth and between WAND facilitators and youth. The Unit has pondered the value of these short-term sessions (in comparison to the more comprehensive People of Tomorrow programme), and decided to maintain them with a view to their contributing to the overall building of a community of youth with peer counselling skills in Barbados, where youth is under growing stress.

Roman Catholic Church Commission, Barbados

In January 1991, a WAND programme officer began a series of workshops to foster personal and group development, with a group of (mostly non-Catholic) unemployed single mothers who have been assisted by the Church in acquiring a secondary education or domestic work skills but are unable to overcome economic and social discrimination. WAND is looking for a way to link the women in the programme to a wider support group such as a regenerated People of Tomorrow or the proposed violence network.

3. WORKING THROUGH REGIONAL AGENCIES TO REACH FARMING COMMUNITIES

WAND continues to seek alignments with regional agencies in building the self reliance of farming communities at national level. In 1990/91, this interest prompted the Unit's collaboration with the Caribbean Association for Feminist Research and Action (CAFRA) in the Women in Caribbean Agriculture (WICA) project, and its continuing collaboration with Caribbean Agricultural and Rural Development Advisory Service (CARDATS).

***Women in Caribbean Agriculture
(WICA/CAFRA) Follow Up***

The Unit's involvement with national support teams in three communities in St. Vincent

continued in the context of assisting communities to implement recommendations of the research phase of the WICA project. Field visits by WAND consultant Pat Ellis and programme officer Michelle Barrow led to the development of work plans for follow-up based on the differing interests and concerns identified as priorities by each group. However, a number of problems face the communities, not the least of which is the lack of "readiness" of particular national level NGOs to play the role WAND seeks to assist.

A meeting was held in early 1991 between WAND, CAFRA and the Committee for the Development of Women (CDW) in order to discuss and evaluate the situation and to decide on a strategy for the continuation of the follow-up work. Given that the capacity of communities to define their needs, access their resources and maintain their autonomy is often diminishing because of the economic climate, the commitment of WAND and other intervening agencies to community development is more crucial than ever. The Unit is reviewing its future relationship with each community on the question of what degree of collaboration with national intermediaries is possible and beneficial to the communities involved.

CARDATS Project

WAND's collaboration with CARDATS began in 1989 and was intended to integrate a gender component into a regional project funded by UN agencies (UNDP and FAO). The CARDATS programme has now come to an end.

During the year, there were follow-up visits to the two communities involved in the CARDATS project, Black Bay, St. Lucia and Annandale, Grenada. These visits led WAND to the conclusion that the objective of empowering the farmers to make the changes in their situation which they identified as necessary, could not be addressed for two reasons: one, WAND's participation in the project was, at least, premature, in the sense

that the farmers still identified their major need as the need for *direct* assistance in overcoming their technical, financial and marketing problems; and allied to this, there are differences in the approach of CARDATS and WAND on the question of self-reliance. The lessons of this experience are one, that for WAND to work successfully with a community, what is essential is a level of community consciousness, leadership, organising and readiness to build the tools of self-reliance; and two, that WAND has to work with communities through regional or national intermediaries which share the Unit's approach to development.

4. INSTITUTIONAL DEVELOPMENT OF WOMEN'S ORGANISATIONS

Belize Rural Women's Association (BRWA) Evaluation

WAND continued its ongoing support to BRWA by providing the services of two consultants, Audrey Roberts and Honor Ford-Smith, specifically to conduct a review of BRWA, and to identify issues arising out of BRWA's organisational 'history and practice and the processes that need to be put in place to strengthen the organisation's effectiveness. The review sought to examine BRWA's objectives, working strategies, resources and organisation structure (formal and informal) in relation to its impact on the position of rural women in Belize. This review is an initial step which provides the possibility for further organisational work with BRWA. However, one of the difficulties facing women's organisations and the WAND programme itself is that financial resources for institutional building are becoming more and more difficult to secure.

Department of Women's Affairs, Grenada Workshop

The Unit assisted in the facilitation of a three day workshop to help prepare national level resource persons for their role in a proposed public education programme sponsored by the Department of Women's Affairs, Grenada: the

conception was that each participant would be responsible for work in an area or parish. Five men and seven women community workers together with the co-ordinator and staff of the Department of Women's Affairs took part. However, a second workshop, held specifically to explore the content and methodology to be used in the community education programme, was less effective because there had been changes in the list of participants. The result of this was that WAND programme officers had to play a stronger role in the first public education session than originally planned.

Red Thread

In the 5 years of its existence, Red Thread has begun to establish cohesive groups of women involved in a programme which links income-generation to personal development, and both to community development; it now works in eight communities, with 3 longstanding and 5 formative groups. The communities are in different regions of the country and of differing racial/cultural backgrounds: Amerindian-, Indo-, and Afro-Guyanese. These achievements, in the context of Guyana's economic and social crisis and continuing racial insecurities, have led to pressures on the organisation to expand its membership and intensify its work in the communities where it already functions, take its programme to new communities and assist other NGOs to gain support for their programmes. This development, along with already previously perceived weaknesses in Red Thread's functioning, led the organisation to request WAND's assistance in strengthening itself institutionally.

During 1991, WAND therefore worked with Red Thread to identify the directions in which it wanted to go and within this context, its needs and priorities; this was done through a process involving meetings with Red Thread

community groups and its resource team, as well as attendance at the annual Red Thread encounter. The end product of this process was a project document which has been submitted to funding agencies and regional NGO networks.

5. WOMEN AND DEVELOPMENT STUDIES SESSIONS ON GENDER AND DEVELOPMENT CONDUCTED WITHIN UNIVERSITY OF THE WEST INDIES COURSES

Four month course in Principles and Practices of Social Work, Social Welfare Training Centre, Mona Campus, Jamaica

The "Gender and Development" component of the course was sponsored by WAND for the 12th year. In her comments on the sessions, the WAND consultant, Honor Ford-Smith, drew attention to the limitations of a two-day input



Organised religion helps shape the gender relations of Caribbean society.

in terms of working through issues related to behaviour, values and attitudes. Conflicts stirred up by men's fears and anger must be creatively addressed while not letting go of women's needs to surface their ideas freely. WAND will need to negotiate more time for these sessions if they are to be effective. It may also be necessary to arrange for some orientation with other tutors on the course.

Certificate Course in Community Education/Development, School of Continuing Studies, UWI, Grenada

WAND's input into these sessions consisted of workshops on Gender and Development by Tutor/Coordinator Peggy Antrobus, and on Project Development and Proposal Writing by Programme Co-ordinator Jeanette Bell.

Collaboration with Women and Development Studies Programme, UWI

WAND has continued its work with the Women's Studies Programme and during the year, participated in discussions which should lead to closer collaboration between the two programmes, particularly in relation to research. Funding for WAND has been included, for the first time, within the grant which the WADS programme has received from the Dutch government.

6. MEDIA PRODUCTIONS

During the year, the Communications Unit was renamed the Media Productions Unit (MPU) to reflect the fact that WAND's media products constitute only one aspect of its communications work. In addition, a number of initiatives were taken to improve the functioning of the Unit. These include altering the division of labour to ensure that all MPU members have a variety of tasks which can more fully engage their skills and creativity; organising inhouse skills training and exchange; and beginning each week with a brief meeting (dubbed LA LAW after the TV series of that name) designed to ensure a smooth flow of work between members of the MPU.

Past Annual Reports testify to efforts over the years to clarify the role of media products in representing the WAND Programme to the Caribbean public. Assistance by consultant Andaiye through a series of brainstorming sessions has gone further in resolving this role which is expressed as:

1. Defining audiences based on concerns expressed by various Caribbean constituencies.

2. Developing information and analysis for these audiences through print, radio and television in appropriate and accessible ways.
3. Documenting WAND and related programmes as the basis of advocacy for alternative economic approaches which illuminate the role of gender in social production.

The following is a brief sketch of the MPU's products over the year. Appendix IV lists the titles of the publications.

Occasional Papers

The first four issues of the new series of WAND Occasional Papers focusing on alternative development strategies were produced as background documents for the Regional Economic Conference held in February 1991. The Papers will continue to focus on analyses of Caribbean development and to incorporate gender/feminist perspectives on alternative development strategies.

New Woman Struggle

This publication continued to be published on a bi-monthly basis, but each issue was designed to focus on a theme identified as central to WAND's work, including health and environmental issues, violence against women and women's reproductive rights. One issue, focused on "The Girl Child", reflected WAND's attempt to link with the work of other agencies, in this case UNICEF.

WomanSpeak!

The magazine was reconceived as a journal which could serve as a reference document on gender issues: one double issue, entitled "*Working Hands: Caribbean Women Organising*", was produced. This issue was inspired by WAND's 10th Anniversary celebrations held in 1988.

Radio Series

Production of the series of radio programmes in collaboration with the Caribbean News Agency (CANA) continued. The programmes

are designed to provide information on activities and issues of interest to Caribbean women and to share information on WAND's work and that of other women's groups and NGO's in the Caribbean. An evaluation of the use of the programme revealed that out of a total of 23 radio stations which receive tapes, 13 were airing it on a regular basis.

Caribbean Opinion

WAND supported an initiative by Caribbean journalist Nora E. Peacocke to produce a subregional journal of *Caribbean Opinion*. The purpose of the publication aligned well with WAND's developing focus on communities as a source of alternative policy, while the editorial approach to the publication's monthly themes was appropriate to some of the "audiences" defined by WAND's Media Production Unit. Unfortunately, production was suspended after four issues because of financial restraints.

7. WORKING TO INFLUENCE POLICY

A fundamental project of the Unit's programme is to advocate the alternative vision of development for the Caribbean which WAND, in collaboration with other groups and development agencies in the region, is helping to shape. This advocacy is carried out by WAND's tutor-coordinator and programme officers, no less than its Media Productions Unit, through participation by WAND staff in various forums.

The range of Caribbean and international institutions and groups among which advocacy was conducted this year is shown in Appendix III. Activities involving input by the head of the Unit are listed below, with brief comments on their outcomes. [It should be noted that a clear distinction between Peggy Antrobus' participation as coordinator of WAND or DAWN cannot always be made, especially when the aim of participation is advocacy on issues of concern to both programmes, e.g., on the subject of structural adjustment or the environment. The more

proper distinction - apart from those occasions on which she speaks of the specific programme - is between the regional (WAND) and the international (DAWN)].

Regional Economic Conference, CARICOM (Trinidad and Tobago)

The Unit played a significant role in the NGO initiative at all stages. (See introduction to this report, page 1). The selection of its head to present the NGO position at the Conference indicates the degree to which the NGO community in the region recognises the work of women's organisations in formulating alternative strategies of development.

The West Indian Commission Report

The Commission requested a study on The Contribution of Women To Caribbean Integration. A document is being prepared after some consultation with representatives of some of the women's programmes in the region.

Association of Women in Development (AWID)/North-South Institute (CANADA)

The agenda was shaped to focus on DAWN's themes of Economic Frameworks, Environment, and Reproductive Rights and Population. Although the organisers had provided an opportunity for DAWN to name panelists the difficulties of South-South communication, using the network, proved insurmountable. Nevertheless, Peggy Antrobus used the occasion to present DAWN's new programme and to get feed-back from participants.

Annual Meeting of the Caribbean Association of Home Economists (CAHE)

In her address at the opening session, the Tutor/Coordinator noted that CAHE members play an important role in helping Caribbean women to get more out of limited incomes, in the light of the continuing economic crisis with the resultant rise in unemployment, prices and poverty. She also emphasised the potential for CAHE to play a strategic role in monitoring the impact of macroeconomic policies on

household budgets, and for using this as a basis for advocacy. WAND is interested in collaborating with CAHE in a regional project.

Caribbean Nurses Association (CNA)

In a keynote speech, Ms. Antrobus noted the impact of Structural Adjustment on Health Services and the need and opportunity - in the light of reduced resources - for restructuring to give users (primarily women, in their role of traditional health care providers) a more important role in setting priorities and in the design of health care delivery systems. She pointed out that the danger exists that at these times governments might try to shift responsibility from public services to the private sector and to households (meaning women) and that this could be to the detriment of women's health, placing the health of the whole family in jeopardy. WAND wishes to explore alternative approaches to health care delivery, and to women's health, and CNA and WAND could collaborate in a joint project along these lines.

Meeting of Ministers responsible for Women's Affairs

This Biennial Meeting of CARICOM Ministers responsible for Women's Affairs took place in Belize in February. The priorities adopted included projects related to the legal status and economic empowerment of women. At the meeting, the Tutor/Co-ordinator was presented with the 1990 CARICOM Women's Award which was announced last year.

World Resources Institute (WRI) Task Force

Ms. Antrobus accepted an invitation to participate in a Task Force set up by the Washington-based World Resources Institute to prepare a "Pact" on Environment and Development, which could be endorsed by Governments in the process leading to the 1992 World Conference on Environment and Development. As usual in these cases, her contribution focused on raising gender issues and helping ensure that women's perspectives were incorporated into the document.

Society for International Development (SID) Meeting

In May 1991, the 20th World Conference of the Society for International Development was held. SID meetings cover a wide spectrum of views - from those of the World Bank and the UN to those who question this paradigm of development. Over the years SID's attention to gender issues has increased, and a few of DAWN's founding members are on the Governing Council, including one who has been named chairperson of the Programme Committee for the next Assembly. Peggy Antrobus' co-optation onto the Governing Council was clearly an attempt to strengthen the gender focus of the planning for this event and she accepted the position in that spirit.

International Group on Grassroots Initiatives (IGGRI) Meeting

IGGRI is an organisation with a small, select membership comprised of activists and people who are committed to challenging the conventional paradigm. But the group has only one female member and according to some members, had not previously paid much attention to gender issues. At a meeting in May, 1991, the interventions of the Tutor/Co-ordinator and other women who attended were well received.

8. ORGANISATIONAL ISSUES

Staff Development

Being dependent on grants, WAND must offer its staff one year contracts. This creates some insecurity which leads to a high level of turnover. However, WAND has seen the movement of staff members to other areas of work and life not as a loss for WAND, but as an opportunity for the WAND "ethos" to spread. Besides, staff members who leave WAND often remain in close touch with the Unit, or even (as is the case this year with Nan Peacocke and Sandra Edwards, reported below), return to some working relationship with the Unit. However this year, the departure of another experienced programme officer, in

circumstances where the Unit was still absorbing the effects of the departure of a number of long-standing staff members (mainly to study) in the previous two years, has taken a toll. The present mix of old and new staff added a new dimension to the process of organisational development.

During this period, programmes for staff development were themselves limited by the changes taking place but two workshops were organised: the first was a continuation of the staff development programme begun in 1989 and facilitated by consultants from the Human Resource and Development Unit, UWI; and the second, a three day workshop on conflict resolution.

Issues of staff structure, staff relations and the roles and responsibilities of individual staff members continue to pose a major challenge to the Unit and in the year ahead, this will require serious work at two levels, planning for which has began:

- Improved systems for orienting new staff members to the ideas and concepts underlying WAND's work.
- A reorganisation of staff, to emerge out of an evaluation of the weaknesses in present structures and systems which will begin in October 1991; this will be facilitated by the UWI Human Resource and Development Unit.

Staff Changes

Clarice Barnes resigned as WAND programme officer to work with the Caribbean Family Planning Affiliation, Antigua, while Michelle Barrow joined the staff, first as a Programme Assistant to the People of Tomorrow and later, as a programme officer, Field Work.

Veronica Gaston and Rhuan Smith came on staff as Stenographer/clerks, with Mrs. Gaston being attached to the Media Productions Unit. Andaiye, who had been working as a part-time consultant to the Media Productions Unit, became full-time.

Nan Peacocke, a former WAND editor, rejoined the staff; she is based in St. Vincent.

Rosina Wiltshire, a founding member of the Women and Development Studies, St. Augustine Programme, has been assisting WAND in evaluating its work, identifying lessons to be learned and working out implications for change. Rosina Wiltshire is also the coordinator for the DAWN project on Environment.

The DAWN Secretariat was relocated at WAND in October, and Sandra Edwards, another former WAND editor, was taken on as a part-time assistant to Peggy Antrobus in her role as General-Coordinator of DAWN.

Funding

During the year WAND received a five-year grant from the Ford Foundation. This grant enables us to do some forward planning and provides some security. In addition WAND's programme received funding from the following organisations: OXFAM America, John and Catherine MacArthur Foundation, UNIFEM's Carnegie Corporation of New York, UNICEF and HIVOS. ■

FUTURE DIRECTIONS

CONTEXT

WAND's 1990 - 1991 Evaluation gravitated to what the worsening economic situation in the region means for people's health and livelihood. Our understanding of this context has been growing through an analytical framework by NGOs to which WAND has been a major contributor. Despite clear evidence of the failure of structural adjustment policies to solve the region's problems of chronic unemployment, dependency and persistent poverty, CARICOM governments have continued to succumb to international pressure to introduce these policies. The "bad situation" prognosis, then, forms the basis for WAND's response in which the Unit is looking for the material development of "alternatives."

Evolution and Shifts

During the WAND programme evaluation, staff reviewed the Unit's role in relation to local, national, regional and global organisations. A number of problems regarding the "readiness" of particular national level NGOs for collaboration with WAND have implications for WAND's own capacity to respond to dramatic social changes and provoked us into looking at our institutional role *vis a vis* the communities. In the past, the Unit has seen its role in the following way: WAND strengthens the institutional capacity of "intermediary" agencies at national level as the method by which the community is empowered. In this way, the relations of dependency which characterise colonial welfare systems (and their descendants) are neither replicated nor tolerated. The success of this approach in reducing institutional dependence is evident in the strength of the relationships between WAND and a number of national agencies.

Yet the question emerges: "where is the community, and who makes it up?" This was, classically, an agriculture-based village,

although WAND collaborates with agencies assisting women in the industrial based economy (eg. Wismar, Guyana via Red Thread) or in urban situations (eg, working women in Belize City via BOWAND). While "community" in this geographic sense persists strongly, particularly in certain territories, we are increasingly made conscious of another notion of community being thrown up by people coming together for the purpose of organising around issues. These interest-group formations are not sporadic, but ongoing, and therefore they expand the concept of community beyond geographic limits. Support for "issue organising communities" (eg Women's Cancer Network) provides WAND with new possibilities for working through old limitations.

Community Linking/Institutional Building

Coming out of our evaluation we have an outline for a way forward: that WAND employ its regional location and knowledge of communities to place communities in working relationship with each other. These are working links whereby the particular collective skills of one community (which has developed these through practice, over time, and in some cases with the Unit's help in nurturing them) are learned by another which is "ready" and actively seeking the methods, systems and process of self-organisation. For WAND to facilitate such links would:

- signify further grounding of WAND's own institutional capacity;
- build the institutional capacity of "communities" i.e.
 - geographic/grassroots locations
 - issue-organising networks
 - national and regional resource groups
- provide "evidence" of alternatives to present policy responses to economic crises being created at community level.

Thirteen years of work have given WAND a more recognisable shape and character. The pattern of the Unit's relationship to communities (through participatory methodologies) marks its successes. Critical evaluation of the Unit's failures too, has added to a reputation for sensing "what works" on the ground. Even WAND's visibility in the international development and gender arena comes from the belief that WAND's analysis is

faithful to people's lived experience. But WAND and a common position of NGOs have not yet proved strong enough to influence governmental policy and the limitations of working only at the micro-economic level have to be recognised. A major concern for the future, then, must be finding a role through which communities can be assisted in making the link between their lived experience and macro-economic activity.



First DAWN (Development Alternatives with Women for a New Era) meeting on Women and Environment, Barbados, May 1991. Left to right Kurlyne Alleyne and Nan Peacocke (WAND staff); Rosina Wiltshire (Research Co-ordinator for DAWN's project on Environment); Sonia Correa (Research Co-ordinator for DAWN's project on Reproductive Rights and Population); Yvonne St. Hill, Barbados; Aurora Fergusson, Bahamas; Lorna Gordon-Gofton, Jamaica.

DAWN provides a framework for linking the research and analysis being done in the Caribbean region with work being done in other parts of the 'South'.

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APPENDIX I

UWI/WAND Staff August 1990 - July 1991

UWI

Vice Chancellor	Alister McIntyre
University Registrar	Byron W. Robertson
Principal - Cave Hill Campus	Sir Keith Hunte
Professor of Continuing Studies and Pro Vice-Chancellor	Rex Nettleford

WAND

Tutor/Coordinator	Peggy Antrobus
Accounts Officer	Mona Barrow
Office Manager	Brenda Thomas
Programme Co-ordinator	Jeanette Bell
Programme Officer	Elaine Hewitt
Programme Officer	Michelle Barrow
Media Production Co-ordinator	Sheila Stuart
Media Production	Nan Peacocke
Library Assistant	Cheryl King
Stenographer/Clerk	Veronica Duke
Stenographer/Clerk	Teresacita Harris
Stenographer/Clerk	Veronica Gaston
Stenographer/Clerk	Mona Harvey
Stenographer/Clerk	Rhuan Smith
Office Assistant	Deborah Moseley
Media Productions/ Programme Assistant	Kurlyne Alleyne
General Worker (part-time)	Leo Hewitt
Office Maid (part-time)	Doreen Brathwaite

CONSULTANTS

Library Consultant	Nancy St. John
Media Productions Consultant	Andaiye
Programme Consultant	Patricia Ellis
Evaluation	Rosina Wiltshire

APPENDIX II

Visitors to WAND (A selection)

Candia Alexander	Association of Canadian Community Colleges (ACCC), Canada.
Claudine Correia	United Nations Development Fund for Women (UNIFEM), New York, U.S.A.
Denis McIntosh	UNDP, Barbados
Claire Nelson	InterAmerican Development Bank, Washington, U.S.A.
Camille Gaskin-Reyes	" "
Hermia Morton Anthony	Centre for Resources on Latin America and the Caribbean, York University, Canada
Lesley Roberts	Director, Anti-Slavery International, UK
Don Martin	McArthur Foundation, Illinois, U.S.A.
Margaret Hempel	Ford Foundation, New York, U.S.A.
Jose Barzelatto	" "
Susan Gibbs	Pew Charitable Trusts, Penn., U.S.A.
Janet Momsen	Geography Department, University of Newcastle, UK
Catherine Huett	OXFAM Canada
Terry Ross	" "
Rawwida Baksh-Soodeen	Caribbean Association for Feminist Research and Action (CAFRA), Trinidad & Tobago
Sybil Patterson	Women's Studies Unit, University of Guyana
Joycelin Massiah	ISER, Cave Hill, Barbados
Hermione McKenzie	Department of Sociology and Social Work, UWI, Mona
Magda Pollard	Women's Desk, CARICOM Secretariat, Guyana
Olney Daly-Hill	Women's Desk, CARICOM Secretariat, Guyana
Gardien El Gendy	ILO Caribbean Office, Trinidad & Tobago
Georgina Ashworth	CHANGE, UK
Joan French	Caribbean NGO Policy Unit, Barbados
Uduah Akpan	National Association of Nurses & Midwives, Nigeria
Iyabo Agoro	" "

APPENDIX III

Meetings of other agencies attended by Tutor/Co-ordinator and Programme Staff

1. Peggy Antrobus

Theme or Occasion for Meeting	Date	Place	Organised by
17th Biennial Conference	July 22, 1990	St. Lucia	St. Lucia Nurses Association
Workshop on Gender and Development	September 18, 1990	Canada	Canadian Save the Children
Seminar on Structural Adjustment and the Empowerment of Women	September 24, 1990	Canada	McGill University
Consultation on Environment and Development (1)	September 26-28, 1990	Mexico	World Resources Institute
AWID: Colloquium on The Future of Women in Development	October 19&20, 1990	Canada	Association of Women in Development and North/South Institute
UNICEF Programme Review	Oct 31- Nov 01, 1990	Barbados	UNICEF
Meeting of the PAHO/Women in Health and Development Focal Group	November 13, 1990	Barbados	PAHO
Seminar on Engendering Justice	November 03 - 06, 1990	Barbados	Women and Development Studies, Cave Hill
Meeting on Population and Environment	November 17, 1990	USASocial Science Research Council	

Theme or Occasion for Meeting	Date	Place	Organised by
Consultation on Environment and Development (2)	January 17 - 19, 1991	Venezuela	World Resources Institute
Rama Mehta Lecture and Colloquium	February 06 - 08, 1991	USA	Mary Ingraham Bunting Institute
Conference of CARICOM Ministers for Women's Affairs	February 18 - 22, 1991	Belize	CARICOM
CARICOM Regional Economic Conference	Feb 27 - Mar 01, 1991	Trinidad	CARICOM
Department of Women's Affairs Consultation	March 22, 1991	Grenada	Women's Affairs, Grenada
Opening Ceremony, Annual Meeting	April 03, 1991	Grenada	Caribbean Association of Home Economists
UNICEF Strategy Meeting	April 03 - 05, 1991	Barbados	UNICEF
20th World Conference	May 06 - 08, 1991	HOLLAND	Society for International Development
Meeting on Grassroots Strategies	May 10 - 21, 1991	Finland	International Group for Grassroots Initiatives
Conference on Gender, Training and Development Practice: Learning from Experience	May 13 - 15, 1991	Norway	Population Council/Christen Michelsen Institute

Theme or Occasion for Meeting	Date	Place	Organised by
Meeting of the MacArthur Foundation Women's Health Grant Recipients	July 01 - 03, 1991	Brazil	MacArthur Foundation
National Council of Women A.G.M.	July 29, 1991	Dominica	Dominica National Council of Women

2. Jeannette Bell, Programme Officer

Theme or Occasion for Meeting	Date	Place	Organised by
Planning Meeting with the AIDS Task Force	October 02, 1990	Barbados	Ministry of Health, Barbados
NGO Strategy Workshop no. 2	Oct 29 - Nov 1, 1990	Jamaica	CUSO, Jamaica
Meeting of the PAHO Women in Health and Development Focal Group	Nov 13 - 14, 1990	Barbados	PAHO
Meeting of the Global Fund for Women Board	February 08, 1991	Barbados	Global Fund for Women
Launching of Creation Fire, an anthology of Caribbean Women's Poetry	March 8, 1991	Barbados	Women's Forum, Barbados
Civic Education Programme: an input on Caribbean women's programmes	April 24, 1991	Barbados	Women's Affairs, Barbados

3. Elaine Hewitt, Programme Officer

Theme or Occasion for Meeting	Date	Place	Organised by
Seminar on The Development of Industry in Barbados	October 03, 1990	Barbados	Barbados Manufacturers' Association
Seminar on Engendering Justice	December 03 - 06, 1990	Barbados	Women and Development Studies, Cave Hill
Seminar on Women, Violence and the Law	January 28 - 30, 1991	Trinidad	Caribbean Association for Feminist Research and Action
Disaster Preparedness Workshop: The Role of NGOs in Implementing Government Plans	May 14, 1991	Barbados	Caribbean Emergency Relief Organisation
Taskforce Meeting	June 19 - 23	USA	National Black Women's Health Project
PAREDOS Teen Outreach and Counselling Programme	July 10, 1991	Barbados	PAREDOS, Barbados

4. Michelle Barrow, Programme Officer

Theme or Occasion for Meeting	Date	Place	Organised by
Symposium on the Rights of the Child	September 21, 1990	Barbados	Barbados Child Care Board
Seminar on Engendering Justice	December 2 - 5, 1990	Barbados	Women and Development Studies, Cave Hill

Theme or Occasion for Meeting	Date	Place	Organised by
Opening of the Prison Education and Skills Training Project	February 11, 1991	Barbados	Ministry of Justice, Barbados
Values and Morals: Guidance and Programme Seminar	March 27 1991	Barbados	Springer Memorial School, Barbados
Presentation on the People of Tomorrow Programme	April 8, 1991	Barbados	Providence Methodist Women's League

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APPENDIX IV

WAND Publications

No./Date	Title	Author
Occasional Paper		
1 June 1990	Human Resource Development: The Caribbean Challenge of the Nineties	Meryl James-Bryan
2 August 1990	An Alternative Development Model for the Caribbean	Peggy Antrobus
3 September 1990	Strategies for Change: The Design of Programmes and Plans	Peggy Antrobus
1 February 1991	The Poor are not Powerless	Maxine Henry-Wilson
2/91	The Gender Bias in Education	Kathleen Drayton
New Woman Struggle		
February 1991	The Girl Child	
April 1991	The Environment	
July 1991	Women, Laws and Justice	
<u>WomanSpeak!</u>		
26/27	Working Hands: Caribbean Women Organising	
<u>Caribbean Opinion</u>		
Vol 1 # 1 February, 1991	Regional Constituent Assembly (for Windward Islands Unity)	
Vol 1 # 2 March, 1991	Environment	
Vol 1 # 3 April, 1991	Justice	
Vol 1 # 4 May, 1991	Food Security	

Notes