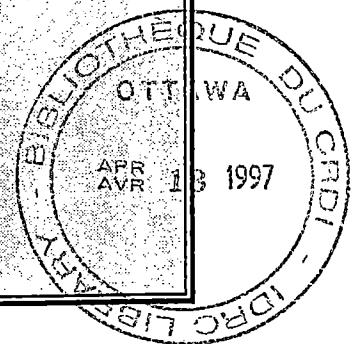


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**The Gender Diffusion Process  
Within  
the International Development Research Centre (IDRC):  
A Baseline Analysis**

**Prepared for:  
The Gender and Sustainable Development Unit (GSD)**

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## INTRODUCTION

### TERMS OF REFERENCE OF THE REPORT

The purpose of this report is to assess the level and type of interactions presently occurring between the Gender and Sustainable Development (GSD) Unit and the various divisions within IDRC. It presents an opportunity to assess their capacities for cooperation in advancing the integration of gender in the Centre's activities. Specifically, the terms of reference required the following:

- a preliminary evaluation of the gender diffusion process within IDRC; and
- documentation of the process incorporating case studies relevant to each division.

This preliminary evaluation provides a baseline analysis of the gender mainstreaming activities, signifying the first stage in an ongoing evaluation to ascertain the degree to which gender is permeating the Centre's corporate culture at the intellectual and administrative levels, and the extent to which gender considerations are being worked into IDRC projects.

The methodology used for this analysis was to conduct a series of interviews with GSD Committee members (listed in Appendix I) and other divisional officers (listed in Appendix II). Some of the questions used in the interviews were of a generic nature, and others were specific to the divisions. These interviews were followed by a session with the GSD Unit to secure additional information and clarification (see set of questions in Appendix IV).

This report is presented in three parts. Part I focuses on a factual presentation of the Unit's mandate, structure, functions and activities. Three case studies are presented - the SAREC example, the banana-based cropping systems project, the date palm mid-rib utilization project. Part II covers the gender diffusion process by examining divisional mandates, their relationships to gender, and the impacts at the programme and project levels. Examples of projects and activities at the divisional level are given throughout this section. Part III presents the conclusions and their implications for policy and action. Six appendices are attached to this report: the four referred to in the preceding paragraph, and Appendices V and VI - the GSD's report on the Annual Programme Meeting (APM) and the GSD's programme information brochure respectively.

Finally, it is important to note that gender mainstreaming is expected to take place both within IDRC and the institutions with which the IDRC works. This baseline analysis has focused on gender mainstreaming within only one group in IDRC - headquarters staff. It did not examine the gender diffusion process within the regions. This may need to be taken into account in subsequent analyses.

\* \* \* \* \*

## EXECUTIVE SUMMARY AND BASELINE ANALYSIS

The GSD Unit came into being after the Centre-wide restructuring in 1992, and is located in the Corporate Affairs and Initiatives Division (CAID). CAID has a dual mandate: a) to promote more effective research and understand its use; and b) to promote better understanding of research as a development tool. Cutting across these two are the broad sustainable and equitable development (SED) themes that must be supported and promoted. Gender is considered to be a cross-cutting issue - one of the SED filters through which projects will be viewed.

The only office for which there is an explicit policy statement on the importance of the utilization of gender considerations to meet the SED goals is the Gender and Sustainable Development (GSD) Unit. The stated mission of the Unit is to enhance gender research capacity and gender equity, with the ultimate goal of ensuring that a "gender perspective" is present in all IDRC research projects and programmes. The Unit is required to give priority to gender-focused capacity building for Centre staff and recipients, and to use research funds to link the Centre to international gender research networks. The Unit's activities and projects fall into four main categories:

- Research;
- Training;
- Outreach; and
- Networking.

With the other divisions, the connection of their divisional mandates to gender is by implication only, inferred from the designation of gender as a programme area within the purview of the CAID's cross-cutting activities. As a result, all divisions are making attempts to understand how to relate the gender theme to their mandates both programmatically and pragmatically. The elaboration of this connection is often more easily achieved at the project level (the level of intervention) than at the programme level (the level of conceptualization). The following observations can be made:

- The Centre's gender objective is to strengthen programme officers' capacity and ability to understand and carry out gender-sensitive research. The lynch pins of the GSD Unit's strategy to meet this corporate objective are *gender perspective* and *gender mainstreaming*, but they are not defined in any documents;
- The Centre's management policy manual calls for the appraisal of projects' social and gender impacts, but there is no indication as to how this requirement is enforced, and it is mandatory only for projects over \$100,000 CAD; and
- The GSD Unit recognizes that there is a "difference between conducting research on women's issues and integrating sensitization of gender perspectives into actual conceptualization and development of projects," but not all programme staff appreciate this difference. Projects identified by project officers as exemplars of the integration of the gender perspective reinforce this difference in perception - they are all essentially projects designed especially for women, and not mainstream projects with a "gendered" perspective.

Despite some divisional successes with gender, and the Unit's own achievements, it still has to overcome the double hurdle of building gender capacity, competence and confidence among divisional staff, as well as to responding to emerging problems. Problems have arisen because of a lack of understanding of gender: it is either perceived as (at best) an equity issue, or (at worst) a quota issue. Other issues that have arisen include; the advantages and disadvantages of having the Unit in CAID, and whether this might cause it to become a "gender police"; the appropriateness of the Unit's project funding role, and whether this leads to too much diffusion and lack of ability to focus on the internal capacity building objectives; the relevance of gender to macro-economic policy issues; the lack of explicit statement on the gender mainstreaming imperative in the 1993-1996 Corporate Programme Framework; the meaning of gender mainstreaming; and the relevance of gender balance on IDRC Staff as an indicator of its commitment to the gender mandate and diffusion process.

The divisions and the Unit are still not structurally and conceptually in tune with each other on the concepts of gender and gender mainstreaming. Some consider that the Unit's resources, role and visibility need to be strengthened. Others feel that the Centre has not promoted enough research that cuts across divisional boundaries in defining the gender concept. Many recognize the need for some systematic and structured effort within each division to scrutinize and put into operation the gender mandate. Others feel the need for guidelines for internal evaluations of progress on the gender mainstreaming process.

The gender mainstreaming message does not appear to be lucid in the Centre's policy and strategy documents. The message of permeation is neither structurally a part of the system nor a part of the focus of activities. Neither the Unit, nor the GSD Liaison Committee has been effective in responding to these emerging problems, primarily because their roles, relevance and importance in helping the Centre with its basic gender research issues, have not been understood nor clarified. The limited resources of the Unit, and the lack of optimum interaction between the Unit, the GSD Committee and the divisions, have been contributory factors.

The fact that these types of problems are not only emerging but are also a shared concern among IDRC staff underscores the major strides and accomplishments of the Unit in particular, and the Centre as a whole. There is a heightened awareness of the importance of gender in the Centre's work. There is a willingness to explore the policy implications of the gender mandate, and to understand its conceptual underpinnings and the methodological framework in which it can operate. Programme officers' are open to learning about gender mainstreaming both conceptually and methodologically in order to enhance the effectiveness and sustainability of the Centre's work, and they recognize the need to ensure that Centre activities or the Unit's work do not become a token contribution to GSD. There is consensus that the next important steps in the evolutionary process involving gender mainstreaming should involve practical follow up, especially to conduct solid research and to identify gender analyses and research methodologies that will lead to projects that "gendered" from the start.

Some staff members think that senior management input would be most appropriate. However, management needs to give a stronger message other than an indication of its gentle or subtle bias in favor of gender, and sending good signals such as placing the Unit in the Corporate Affairs Division. There are obvious responses that can be made to the emerging problems at different levels: the GSD Unit level, the Committee level; the divisional level, and the senior management level. From a policy perspective, the responsibility of each group at each level should be clearly articulated. Such clarity will ensure that each group can contribute towards developing and/or strengthening divisional capacity for critical thinking, analyses and intellectual rigor on the gender mandate.

## PART I

### THE GENDER AND SUSTAINABLE DEVELOPMENT (GSD) UNIT

*"Gender is recognized as playing a significant role in IDRC's work, but there are a variety of levels of understanding of what the gender approach means at the programmatic level."*

Rosina Wiltshire, Senior Programme Officer, GSD

#### A. BACKGROUND ON THE GSD UNIT

The Gender and Sustainable Development (GSD) unit was established in September 1992 following the Centre-wide restructuring. This restructuring placed the Centre in a strategic position to respond to its mandate as a pivotal Agenda 21 agency. It selected the core themes of Sustainable and Equitable Development (SED) as the driving force for its programmes. This new approach brought about significant changes in all areas of the Centre's work. Specifically with regard to the Centre's gender and development activities, three major modifications are notable:

1. To stress the centrality of the gender dimension of its SED mandate and operations, the Centre implemented a structural change to the GAD programme by locating the gender office within the Corporate Affairs and Initiatives Division (CAID). It was previously located in the Social Sciences Division;
2. To signify its commitment to responding to the challenge in Chapter 24 of Agenda 21 (to identify the importance of redressing gaps in research into women and natural resources management and to promote women's participation in policy formulation for environment and sustainable development), the Centre adopted a nomenclature change by renaming the gender and development programme the Gender and Sustainable Development (GSD) programme; and
3. To ensure that in the future, all staff members will have a divisional capacity to understand, consider and integrate gender issues in their programmes and projects, the gender and development office underwent a dramatic reduction in staff (from four full-time staff, to one programme officer and one intern).

These changes were put into effect on the assumption that the GSD Unit would act as a resource centre, facilitator and catalyst for IDRC staff, to assist them with training and research methodologies for incorporating the gender dimension into their work programmes and into projects. As a result, over the course of five years (1987 - 1992) IDRC's office on gender issues has evolved from the **WID** (Women in Development) Unit to the **GAD** (Gender and Development) Unit to the **GSD** Unit. These transformations are significant milestones in the Centre's attempts to provide a sharper focus for the gender components of its work. They also highlight the Centre's concern with the need to

examine its development activities from the perspective of both men and women. With the emergence of the GSD Unit, a conscious effort has been made to embed this gender perspective within the sustainable development imperative, under the heading of "Gender and Sustainable Development Framework." According to the GSD Unit, this approach is a more "holistic framework of sustainable and equitable development in which gender equity represents both an indicator of sustainability and a means to that objective."

The stated mission of the GSD Unit is to enhance gender research capacity and gender equity, with the ultimate goal of ensuring that a "gender perspective" is present in all IDRC research programmes and projects. This mission is said to be a marked departure from IDRC's previous approach to gender issues, in that it does not focus on conducting research projects solely on women's issues. Instead, it focuses on "mainstreaming a Centre-wide sensitivity to gender perspectives at the stage when projects are actually being developed." To an extent, therefore, it is an experiment in multi-disciplinary collaboration, as it imposes a requirement for a certain degree of multi-disciplinarity among project staff. Within each division, staff are required to be conscious of, and sensitive to, gender concerns, issues and considerations, and to incorporate these into their programmes and projects.

## **B. MANDATES AND TERMS OF REFERENCE OF THE GSD UNIT**

The mandate of the GSD Unit is to implement the new IDRC approach to gender through mainstreaming and promoting a gender perspective. However, neither "mainstreaming" nor "gender perspective" is explicitly defined in any Centre document. In a meeting of the GSD Liaison Committee in January 1993, it was stated that this is a new approach which would involve:

- **Coordinating** all gender and SED activities within IDRC;
- **Training** IDRC Headquarters and Regional Office programme staff to be aware of a gender perspective in the conceptualization and formalization of projects;
- **Monitoring** Project Initialization Memoranda (PIM) and Project Summaries (PS) to ensure that a gender perspective is included, i.e., the definition and methodology of the research being conducted should incorporate measures that would produce gender disaggregated data which would lead to sharper analyses and enhance completeness and effectiveness;
- **Sharing** and circulating information on gender-related issues among IDRC programme staff;
- **Preparing** a permanent training package to be used on an ongoing basis as an orientation for programme officers;
- **Providing** initial training of divisional liaisons to: a) enable a common understanding of the issues; and b) to develop the ability to identify possible entry points of gender issues into the research methodology of projects. An initial exercise could involve reviewing certain Project Summaries to distinguish the level of consideration of gender issues;
- **Organizing** seminars for general information, e.g., the lunch time seminars at IDRC Headquarters; and
- **Organizing** regular meetings with representatives from universities, NGOs and donors to discuss issues and to share information on projects and activities.

These activities are the *de facto* terms of reference for the Unit. They imply that "gender mainstreaming" envisages a project life-cycle approach - to ensure that from



conceptualization, through development to implementation and evaluation, the gender components or implications of projects will be taken into account and clearly articulated in specific ways that will result in more responsiveness to communities' gender needs.

### **C. STRUCTURE, FUNCTIONS AND ACTIVITIES OF THE UNIT**

The Unit is located within the Corporate Affairs and Initiatives Division, as one of CAID's Special Initiatives Programmes. It has a small budget allocation to enable it to fund projects. This budget is compensated for by the Unit's ability to draw on other divisional budgets through co-funding, collaborative and other arrangements. The GSD Unit also engages in policy and advisory activities. For example, it has lobbied and drafted sections in various Centre documents (such as the Guidelines for Project Completion Reports) to include gender concerns. It organized a briefing session at the Annual Programme Meeting (APM) to explain to Centre staff the relevance and implications of the gender mainstreaming mandate in the Centre's 1993-1996 Corporate Programme Framework (see Appendix V). The variety of the Unit's activities are such that it performs both line (or operational), as well as staff (or support) functions, a situation which imposes significant demands on the Unit's resources and time.

In the 1993-1996 Corporate Programme Framework, the GSD Unit's programmes are described as giving research support for:

- Training and outreach activities to strengthen the capacity of IDRC and partner institutions to produce gender knowledge;
- Strengthening the utilization of gender knowledge for sustainable development; and
- The empowerment of women through knowledge.

The Unit is required to give priority to gender-focused capacity building for Centre staff and recipients, and research funds are to be used to link the Centre to international gender research networks. Specific projects funded by the Unit are listed in Table I. The Unit's activities and projects fall into the following four main categories:

- Research;
- Training;
- Outreach; and
- Networking.

#### **Research**

To discharge this function, the Unit serves as a catalyst for gender research by supporting creative research initiatives in gender and sustainable development - a response to the Agenda 21 mandate in Chapter 24. The criterion used by the Unit in selecting from project proposals, is to identify proposals with strategic gender issues falling under the core SED themes. Other research activities are designed to build on previous IDRC investments in gender research. Some examples of projects falling in this area of activity include:

1. A series of activities on gender, science, technology, health, sustainable development, natural resources management and indigenous knowledge as part of the IDRC's contribution to the preparations for the World Conference on Women - the Beijing Initiative.



**Table 1**  
**GENDER AND SUSTAINABLE DEVELOPMENT PROGRAMME:**  
**LIST OF ACTIVITIES AND PROJECTS**

<b>Project No.</b>	<b>Description</b>	<b>Nature of Activity</b>	<b>Collaborating Division/Region</b>
92-0813-00	Women and Law in the Muslim World	Research	
92-0815-01	Gender Training Network	Training (Anglophone)	
92-0815-02	Gender Training Network	Training (Francophone)	
92-0902	Constitutional Initiatives for Gender Equity - South Africa	Research	ROSA
92-4505-01	Gender Analysis Training in Sustainable Development - Central America	Training	
92-4505-02	Canadian Woman Studies	Outreach	
92-4505-04	Impact of Civil Conflict on Gender and Resource Distribution (Sri Lankan Tamil Community)	Research	
92-4505-05	GAD Module - Commonwealth of Learning	Training	

92-4505-06	GAD Project Preparation Meeting	Seminar	
92-4505-07	TDR Award: Women and Tropical Diseases	Outreach	HSD
92-4505-08	Project Development - Summer Institute on Gender and Development (SIGAD)	Training	
92-4505-09	International Women's Week Forum	Outreach	
93-0207	Gender Health and Sustainable Development Initiatives	Training/Workshops	HSD
93-0809-00	Women's Economic Participation and Contribution to Sustainable Development - Grenada	Research	
93-0811-00	Beijing Initiative: United Nations - 1995 Fourth World Conference on Women	Research/Outreach	HSD, ENR, ASRO, EARO, LARO
93-0821-00	Gender Internships	Training	
93-4505-01	Gender Steering Committee Training Workshop	Training	

93-4505-02	MERG Workshop	Training/Outreach	ROSA
93-4505-03	Planning Committee for 1995 Beijing Conference	Outreach/ Networking	
93-4505-04	Women, Development and Democratization in Palestine	Research/ Workshops	SSD
93-4505-05	Gender Issues and Refugees: Development Implications	Seminar	
93-4505-06	Gender, Science and Technology Sourcebook	Publication	President's Office
93-4505-07	Population, Gender and Sustainable Livelihoods - Pakistan	Research /Workshop	
93-4505-08	Women's Indigenous Knowledge and Animal Health	Research/ Proj. Development	
93-4505-09	Official Visit of Secretary-General of Fourth World Conference on Women	Outreach/ Networking	
93-4505-10	UN Working Group on Gender, Science and Technology	Outreach/Meeting /Proj. Development	President's Office

2. The impact of civil conflict on gender and natural resource management in Sri Lanka.
3. Constitutional initiatives for gender equity in South Africa.
4. Women and law in the Muslim world.
5. Women's economic participation and contribution to sustainable development in Grenada.
6. Distance training modules for use in a variety of settings (with the Commonwealth of Learning - COL).
7. Population, gender and sustainable livelihoods in Pakistan.
8. Women's indigenous knowledge and animal health.

## Training

The training aspects of the Unit's work are designed to facilitate the integration of the gender perspective within the Centre through orientation and training on gender methodology for programme officers and researchers. The training objectives are three-fold:

1. To improve the Centre's gender research capacity;
2. To enhance the ability of project officers to consider and integrate gender issues effectively in all stages of projects' life cycle; and
3. To equip project officers with the ability to consider and identify gender issues in the early stages of project development.

Bearing in mind the heavy workload of project officers, the Centre as a whole, and the Unit in particular, faces a challenge as to how to achieve these training objectives without imposing on the project officers' time. Raising project officers' awareness of the gender component of their work is a first practical step. Ensuring that this awareness will be backed up with skills, tools, and methodology to equip them with critical thinking and analysis of a sound intellectual nature on the gender component is the second important component of the training function.

The evidence suggests that the gender message has been fairly well delivered at the elemental level of raising awareness and recognizing the centrality of the gender issues. The Unit has conducted training programmes for the Gender Liaison (Steering) Committee, and the following regional offices: ASRO; LACRO; EARO; ROSA; and MERO. The Unit has also collaborated with the ISSD, as part of their divisional gender strategy formulation process. A meeting and strategy session has taken place between the GSD, ISSD and SSD on how the SSD can begin the process of implementing a divisional training programme similar to the ISSD's. The Unit has also collaborated with Research institutions, e.g., the Viet Nam - Indo China Sustainable and Equitable Development (VISED) programme. This included all the IDRC-supported VISED researchers from the region.

However, with regard to training at the next level - for skills building and enhancing the intellectual basis of gender concerns with critical thinking and analysis, considerable work still remains to be done. No gender analysis methodologies relevant to the needs of the different divisions have been developed. Neither has a list of institutions or professionals with skills in these areas, nor a consultant's roster, been prepared. Some activities are underway to begin to fill this gap. For example, the Unit will be meeting with the SSD to formulate a strategy on how they can perform gender analysis more effectively. Similar activities are being planned with ENR.

## Networking

The Unit's networking functions cover both internal and external activities in order to share the successes and problems encountered in implementing the mainstreaming approach. Internally, the Unit has focused on facilitating networking between project officers and research staff. For example, due to the similarities in the gender issues in two countries in transition (Palestine and South Africa) the Unit is collaborating with the SSD to link the researchers in those two countries. Many of the internal networking activities have taken the form of *issues briefings*. The Unit looks for strategic opportunities and events to brief Centre staff. For example, the Unit:

1. Organizes programmes for Centre staff in relation to International Women's Day.
2. Participates in Centre-wide briefing activities, e.g.,
  - Post restructuring briefing session
  - SIP briefing at APM lunch time brown bag sessions.
3. Publicizes important gender activities and issues in the Centre newsletter *Echogramme*.
4. Distributes speeches and conference materials to Directors-General.
5. Sends quarterly reports to the Board of Governors.

Some of the projects funded by the Unit also involve networking. The variety of activities planned as part of the Beijing initiative offer good examples of the multiple functions of some projects. A project entitled *Network on Gender and Sustainable Development Training* is designed to create partnerships between Canada-based gender and development training programmes and two Southern development organizations (Earthcare in Africa, and Engender in Southeast Asia). The Unit admits that there are many overlaps between its external networking activities and its outreach functions. For example, the Unit is collaborating with the U.S. Agency for International Development (USAID), the Commission on the Status of Women, and CIDA, all part of informal approaches of putting people in touch with each other for networking purposes.

## Outreach

The purpose of the Unit's outreach activities is to help it perform a "knowledge brokering" function. The idea is to share the IDRC's gender mainstreaming vision and expertise - both within the Centre, and externally with the Centre's partners and other international institutions. The Unit has collaborated with the following groups of organizations and/or individuals in order to help shape perspectives on gender equity in a strategic way:

1. Bilateral development assistance agencies, such as CIDA.
2. Canadian Planning Committee.
3. Canadian Parliamentarians.
4. The Commons Group (a think tank).
5. The New World Dialogue (a think tank).
6. Canadian NGO Committee for the Beijing Conference.
7. North South Institute - on the Canadian foreign policy framework.
8. The United Nations - on gender and development issues and the Beijing Conference.
9. Universities - on gender training and curricula.
10. Other Research Institutions, e.g., SAREC.

### **SHARING THE IDRC'S GSD EXPERIENCE: THE SAREC EXAMPLE**

The Swedish Agency for Research Cooperation with Developing Countries (SAREC) is the Swedish counterpart to IDRC. In their search for a more gender sensitive approach to their work, they have engaged in ongoing discussions and exchange of ideas with the IDRC. Early this year, they invited the GSD Unit to lead a seminar for SAREC personnel on gender and sustainable development.

As a result of this collaboration, SAREC has decided to include some basic components to support gender research in the plans for their internal policy work. This planning document will be presented to their board in June 1994. The plan calls for the creation of a commission consisting of research officers from all four of SAREC's research sections. This commission's task will be to:

- Elaborate a gender research policy framework;
- Elaborate a plan of action, including further training at the sectoral level, and
- Develop a methodology for the inclusion of gender issues in all their important guidelines (e.g., guidelines for project application institutional support and progress reports).

#### **D. THE GSD LIAISON COMMITTEE**

One of the first decisions the Unit took was to establish the GSD Liaison (Steering) Committee. The purpose of this Committee is to assist the GSD Unit in discharging its responsibilities by performing a number of liaison activities. According to the GSD unit, this Committee will consist of divisional and regional liaisons (See Appendix I) who will:

- Serve as "reference points" for conveying information to the GSD and to each other about projects, activities, meetings and seminars related to gender issues;
- Identify IDRC's divisional needs with regard to gender and sustainable development;
- Formulate a gender training strategy for staff;
- Monitor projects from the design phase;
- Identify internal and external contacts with whom the GSD unit could communicate and share information;
- Identify people within the Centre who would benefit from gender training; and
- Contribute to promoting the objectives of GSD.

## **The GSD's Beijing Initiative**

The Beijing initiative integrates most of the Unit's functions.

The CAID's policy for events on the international development agenda is to rationalize the Centre's activities by having one divisional focal point (rather than mobilizing all divisions to become engaged in the process). This allows for coordination of the Centre's activities in a systematic fashion. The Fourth World Conference in Beijing is perceived to be a gender-specific event, and therefore there is the assumption that the GSD Unit would play a significant role in the Centre's contribution. (Similarly, with the World Social Summit due to take place in Copenhagen in early 1995, there is an assumption that the SSD is the lead Division for the Centre's preparatory activities).

Fulfilling this role as the lead IDRC office, the Unit has put in place a project entitled the "Beijing Initiative." It embodies the pulling together of a series of activities thought to be of relevance to the Centre, and will highlight the Centre's contribution to the intellectual and scientific content of the Conference. This initiative consists of a sequential series of research activities, workshops, seminars and other preparatory and representational activities designed to feed into the global preparatory activities and to culminate in the Centre's participation in the Conference.

The research and workshops will focus on four basic themes: science and technology; health and sustainable development; indigenous knowledge and health; and women's leadership role in natural resources management. For example, through the President's Office, a guidebook has been prepared on gender, science and technology. Through HSD, the gender and health workshops (Nairobi, Montevideo, and other regions) are designed to collect regional perspectives and bring them to Beijing. Through ENR, planning is underway for a women, environment and development network project for Asia (WEDNET Asia).

Other activities are taking place that are not part of the Beijing initiative. For example, the ENR is implementing a women and biodiversity project, and a women in fishing project as part of their contribution to the Conference. Within the ISSD, there are plans to collaborate with the International Association of Electronic Networks to facilitate communication among women's NGOs. They are also considering a pre-conference seminar on women and the media.

The variety of activities underway present the need for more effective collaboration between the divisions and the GSD Unit. This is of particular importance as there does not appear to be consensus within the Centre that at the policy level, the GSD Unit has been granted an explicit mandate (in the Corporate Programme Framework) to play the role of focal point for the Beijing activities.



## E. IMPACT AT THE PROGRAMME AND PROJECT LEVELS

### The Programme Level

At the programme level, the GSD Unit has tried to place itself within the centre of the SED mandate by stating that the GSD framework is based on "a more holistic framework of sustainable and equitable development in which gender equity represents both an indicator of sustainability and a means to that objective." It is working with the divisions to integrate this framework in the respective divisional mandates, and has achieved varying levels of success, as will be discussed in Part II. The GSD Liaison Committee is expected to play a significant role in this process.

### The Project Level

The Unit has achieved more direct impact at the project level than at the programme level for an important reason: the relative ease with which the gender considerations can be identified in very practical ways at the project level. Two projects will be used as examples. In Part II, we will present a more detailed list, provided by divisional representatives, and based on their own assessments and perspectives.

A second project that exemplifies the impact of the GSD's interaction with projects to ensure that they reflect the IDRC's corporate strategy is the **Date Palm Mid-Rib Utilization Project in Egypt**. This project is designed to utilize the mid-rib section of date palm leaves to produce wooden construction boards and materials. The project involves the development of the relevant technologies, to be followed by their diffusion to local villages. The project anticipates that community members will rely on the small-scale cottage industries that the project will create for development. As there was no detailed analysis of the gender components of the project, the CAID intervened by asking the project officers to perform analyses which will answer the following questions:

- Will the new industries create new jobs for women in the communities?
- Will women be displaced from existing jobs?
- What impact will the project have on family well-being?
- Will the nature of the cottage industries lend themselves to piece work labour for outside entrepreneurs or to community and domestic ownership?
- Who will receive training in the new technology?
- How is the idea of training of women likely to be received in traditional village culture?
- Who will provide the training - if engineers, what kind of training will they receive in-house in order to enable them to communicate effectively with villagers?

The CAID's intervention resulted in the elaboration of a strategy for integrating the gender concerns raised by these questions into the project, and a proposal for a modification of the project to engage the services of sociologists to commence work on the gender analysis.

## BANANA-BASED CROPPING SYSTEMS IN UGANDA

The goal of this project is to work with Ugandan farmers to develop effective technologies and management practices. These technologies and practices are supposed to enable farmers to increase the productivity and profitability of their banana-based cropping systems through the use of sustainable and environmentally-friendly technologies. Due to the importance of bananas in the Ugandan economy (75% of Ugandan farmers grow bananas, and the country is the biggest producer and consumer of bananas), this project is anticipated to have a potentially significant impact on food security and communities' development. Almost all the components of the banana plant can be utilized for food, medicine, feed and fibre. Prima facie, this project's links to food security, environment and natural resources management and the other core themes are self-evident. In the Project Appraisal report the section on Social and Gender Considerations stated that *"It is expected this project will have outcomes which will affect women favorably. They still constitute a majority in farming and related activities in the rural households that are targeted by the project."*

The GSD Unit's contribution was to request more specific focus on the gender considerations than this generic statement. Specifically, the Unit asked for more detailed gender analysis to assess the following issues:

- The gender distribution among the project's leaders;
- The gender distribution among the researchers and extension workers to be used;
- The identification of the project's gendered impacts in terms of information access, skill creation and exchange;
- The specification of the gender breakdown between trainers and trainees;
- Statistics on the level of women's participation in banana production in Uganda;
- Identification of the acreage level in which women farmers tend to be concentrated;
- An indication of the types of banana production activities that women farmers engage in (domestic consumption, marketing of products or cash cropping); and
- An indication of the varieties of bananas that women farmers produce.

This project illustrates the potential dangers of assuming that by designing projects that target communities with large majorities of women, and which meet the gender-related objectives in the core themes (in this case sustainability, ensuring food security and promoting environmentally-friendly technologies) a project would automatically have positive gender impacts. The intervention by the GSD Unit indicates to project officers the types of questions that could be considered in conducting a gender analysis.

\* \* \* \* \*

From the Unit's and CAID's perspective, the Unit's role, mission, mandate, research thrust and outreach efforts are clear. These are summarized in the GSD Unit's programme information brochure (see Appendix VI). However, outside CAID there is a

diversity of opinion as to this clarity. The Unit is recognized as having a significant role to play in the overall scheme of the Centre's corporate strategy. However, the mandate research thrust, outreach efforts of the GSD do not appear to be that clear, and there are gaps in the understanding of the impact on the practical delivery of the Unit's services.

One of the confusing and difficult issues to understand arises with the Unit's name itself. It is sometimes referred to as the **GSD Unit**, the **GSD Programme**, the **GSD Initiative**, the **GSD Office**, or the **GSD Framework**. A similar lack of specificity occurs with the GSD Committee, which is referred to as the **GSD Liaison Committee** and the **GSD Steering Committee**. These terms are used interchangeably, even in the Unit's official brochure. Considering that at this point these activities are coordinated by a one-person office (supported by an intern and/or volunteer) the designation of **Unit** appears to be the most appropriate, and in fact is what is used throughout the Centre, (although it does not appear in the Unit's brochure). And considering that GSD Committee members do not consider that they have not played a "steering" role but have concentrated on playing a liaison role, the designation of **Liaison** appears to be the most appropriate, and is used throughout the Centre (although it does not appear in the Unit's brochure).

The establishment of the GSD Committee was a strategically important move to begin to establish an internal constituency around the issue of gender and gender mainstreaming. The performance of this Committee is the litmus test for how effectively the GSD strategy is working within the Centre. As with most of the activities of this Unit, there are mixed opinions as to its performance in implementing the gender approach. As noted in the quotation at the beginning of this section, and confirmed by many of the IDRC staff interviewed, there are varying degrees to which this approach has been put into practice since the Unit was established, and these will be discussed in the Part II.

## **PART II. THE GENDER DIFFUSION PROCESS WITHIN IDRC: GSD INTERACTION WITH OTHER DIVISIONS**

*"Gender is quintessentially a cross-cutting issue."*

Pierre Beemans, Director-General, CAID

### **A. DIVISIONAL MANDATES AND RELATIONSHIP TO GENDER**

Following the Centre-wide restructuring in 1992, the Centre's programmes are now oriented explicitly toward SED, and focus on the following six core themes of environment and development:

1. Integrating environmental, social and economic policies.
2. Information and communication for environment and development.
3. Biodiversity.
4. Technology and environment.
5. Health and the environment.
6. Food systems under stress.

In addition to the identification of the core themes and cross-cutting issues, the Centre implemented some structural changes in order to encourage a more cooperative and inter-disciplinary approach to centre activities. These changes included:

- a consolidation of the number of programme divisions from seven to five; and
- the combination of centre-wide activities into more clearly defined areas of responsibility and accountability.

These changes are designed to make Centre staff aware of the broader picture evaluations of the Centre's activities, and their importance for the effectiveness of projects. Each division has a responsibility for one specific area of the Centre's work. During the interviews, project officers were asked to discuss their divisional mandates and the relationship of these mandates to the gender theme. The above quotation by the Director-General of CAID encapsulates IDRC staff members' perceptions of the gender theme - its significance is derived from its inherently cross-cutting nature and relationship to the core themes, and not as a result of an explicit policy statement that is made in any Centre document (although in the Management Policy Manual, project appraisal summaries for projects over \$100,000 CAD are required to include a section on the social/gender considerations). This derivative nature of the gender mandate is underscored in the following summary of the respective divisional mandates and their relationship to gender.

## SUMMARY OF DIVISIONAL MANDATES AND GENDER LINKAGES

<u>Division</u>	<u>Mandates and Relationship to Gender</u>
<ul style="list-style-type: none"><li>• Corporate Affairs and Initiatives Division (CAID)</li></ul>	CAID has a dual mandate: a) to promote more effective research and understand its use; and b) to promote better understanding of research as a development tool. Given that IDRC has an institutional interest in its accountability to the public and policy makers, there is a mutual dependency between research effectiveness and utilization. Cutting across these two are the broad SED themes that must be supported and promoted. The gender linkage arises from the Centre's overall mission relating to the effective utilization of research.
<ul style="list-style-type: none"><li>• Environment and Natural Resources Division (ENR)</li></ul>	ENR's mandate is to support technical and policy research into the sustainable use of natural resources. The projects that it finances are aimed at promoting sustainable equilibrium between people and research. It is the largest and most diverse division, and seeks to incorporate a multi-disciplinary approach in its activities. Its mandate to promote integrated and participatory approaches to research, as well as to consider the social aspects of its use, highlights the importance of gender considerations in its work. For this Division, gender is important for enhancing the effectiveness of its projects.
<ul style="list-style-type: none"><li>• Health Sciences Division (HSD)</li></ul>	The HSD's mandate is to promote an integrated approach to health that emphasizes the assessment of the determinants of health (individual, family and community), socio-cultural, economic and ecological aspects of health, and how these conspire to determine societal responses. The division also examines local, technical and indigenous knowledge for appropriate health responses. As with the other divisions, the connection of the HSD's mandate to gender is derived from the stated cross-cutting nature of the gender theme. At the project level, gender is often considered routinely, especially in the collection of data, and in issues on indigenous knowledge and women's health.

## SUMMARY OF DIVISIONAL MANDATES AND GENDER LINKAGES (CONT'D)

<u>Division</u>	<u>Mandates and Relationship to Gender</u>
<ul style="list-style-type: none"> <li>• Information Sciences and Systems Division (ISSD)</li> </ul>	<p>The ISSD's mandate is to influence the information and information technology policy environment to promote and facilitate more effective utilization of information and related technologies. As the ultimate goal is to promote sustainable and equitable development, the ISSD supports two key activities relating to the SED initiative: Information Policy Research and Information Capacity Building. Taking its cue from the Centre strategies of equity and "Empowerment Through Knowledge" the ISSD understands its mandate's relationship to gender as one aspect of the need to ensure equitable access to information, and full participation in the management, analysis, and application of information. ISSD has adopted a Gender and Information Strategy.</p>
<ul style="list-style-type: none"> <li>• Social Sciences Division (SSD)</li> </ul>	<p>The SSD's mandate is to support two main lines of research: economic, trade and technology policy - which concentrates on areas such as macro-economic adjustment and the financing of social services; and applied social policy research - which focuses on the conditions, planning, implementation and outcomes of social policy processes. The division recognizes the importance of gender as one of important cross-cutting themes that are of strategic importance to the Centre's overall effectiveness. However, this connection is thought to be more readily identifiable in the applied social policy research aspects of the division's work, than in the macro-economic policy aspects.</p>

The only office for which there is an explicit policy statement on the importance of the utilization of gender considerations to meet the SED goals is the GSD Unit. With the others, the connection is by implication only, inferred from the designation of gender as a programme area within the purview of the CAID's cross-cutting activities. As a result, all divisions are making attempts to understand how to relate gender to their mandates both programmatically and pragmatically. The elaboration of this connection is often more easily achieved at the project level (the level of intervention) than at the programme level (the level of conceptualization).

## **B. IMPACT AT THE PROGRAMME AND PROJECT LEVELS**

Although gender is considered by most project officers to be more in the consciousness of the Centre's corporate culture than at any other time in the past, and although many project officers now consider gender to be a mandatory part of project development, implementation and appraisal, there are some difficulties with the concept itself, and what gender mainstreaming means. Currently the implication of this assertion of this mandatory nature of gender considerations at both the programme and project levels appears to programme staff to be either experiential (at best) or not relevant (at worst). Attempting to define the importance and relevance of the gender concept for each programme area will help to build the competence within the divisions that is required to begin the clarification process and the crafting of division-specific strategies to raise project officers' comfort level on the issue.

### **The Programme Level**

Of all the Divisions, the HSD was the one that felt that from an operational perspective, they were placed in an advantageous position to consider gender issues naturally in their programmes. This is partially because they have always analyzed data by sex, so they are ahead of the learning curve. In focusing on the societal responses, they deal with environmental health and community issues, and other social impacts - all of which require an awareness of gender. While this willingness to look at the differential impacts based on sex is a significant step in the right direction, the important research question is how to go beyond the mere disaggregation of their findings and data based on gender to consider their societal and economic development implications.

The ENR also considers gender to be part of their divisional landscape. However, like the other divisions, they recognize the need for sound methodologies and case studies on how to effectively integrate it into their programmes at all levels. The discussions, debates and projects that have taken place so far have been on a fairly generic level. They recognize a need now to advance to the next level of gender consciousness by sharpening the focus in order to meet the Centre objective of ensuring that whatever is done on the gender front enhances the effectiveness of their programmes.

The SSD recognizes the problems associated with making the connection and understanding what gender mainstreaming means for its programmes - most notably, the macro-economic and trade policy programme. Another SSD concern related to this issue is with the fact that they are dealing with researchers in developing countries who often do not have gender research capacity and skills. They are therefore concerned about introducing new concepts whose relevance and validity they have not yet fully understood and tested. Discussions are underway to help identify the connections in all the relevant areas.

The ISSD is the only division that has tackled this problem in a systematic way, by designing and adopting a divisional strategy on gender and sustainable development in 1993. This division's experience is presented as one of the case study examples of how to incorporate gender at the programme level.

The ISSD Gender and Information Strategy has been shared widely within the Centre. It was distributed to members of the GSD Liaison Committee. The division discussed their strategy formulation process and experience at the APM. They have responded to specific requests for additional information on this process, e.g., from the Director-General of the Social Sciences Division. They firmly believe in the capacity



## GENDER MAINSTREAMING AND DEVELOPING COMPETENCE WITHIN DIVISIONS:

### THE ISSD GENDER AND INFORMATION STRATEGY

In November 1993, the ISSD adopted its Gender and Information Strategy. This was the culmination of months of internal ISSD preparations, a training workshop and collaboration with the GSD Unit.

This initiative originated with the solicitation of inputs and contributions from ISSD project officers. These discussions indicated considerable interest among divisional staff as well as some discomfort about its practical implications at the programme and project levels. During the division's regular monthly meetings, discussions on the gender dimension generated many questions from the staff, and some divisional needs were identified. To respond to these, a Gender Training Workshop was held in March 1993. The objective was to identify and clarify the gender concerns as they relate to information systems, and to provide an easy introduction to the gender vocabulary.

At the Workshop, a consultant (trainer) and the GSD Unit acted as facilitators. Several issues and concerns relating to gender and information came up, including:

- The need for better understanding of the issue of gender considerations;
- The need for guidelines on specific elements to look for in incorporating the gender dimension;
- The difference between gender balance among project staff and gender consideration in projects;
- The relevance of gender issues in the division's activities;
- The extent to which the collection of gender disaggregated data is an appropriate and satisfactory response to the gender issue; and
- The need for a clear understanding that gender is different from sex, that it is socially constructed and results in different social, economic, political and legal circumstances and consequences for men and women.

The Strategy was designed so that it will relate to the objectives of both the division and the organization. Its stated goal is to *"improve the effectiveness and development impact of ISSD supported interventions by introducing a strategy to ensure that gender considerations are routinely taken into account in both content and implementation of projects and programmes."* It lists objectives to improve the quality of information projects and the appropriate methodology and design that will meet the needs of the users, facilitate a clear identification of the gender considerations in a given ISSD programme or project, and sensitize by making special efforts to engage in more gender-related projects. The Strategy envisions that the two new ISSD SED programmes, the Information Capacity Building and Information Policy Research, will be used as main conduits for its implementation. It also calls for using the regular monthly ISSD Programme Management Meetings as a forum to discuss gender issues. The ISSD Director-General has emphasized that one of the measures of effectiveness should be how projects deal with gender, and not how many project leaders are women. The number of questions being asked within the division, and the focus on gender issues at the monthly divisional meetings indicate a willingness to learn.

The method for developing this Strategy was to engage in a sequential and evolutionary process to ensure an internal identification of needs and to articulate questions and responses relevant to the ISSD. The Workshop was an important component of this process. Throughout the process, the guiding principle was the need to work towards developing a competence within the division.

building objective, initially for staff and eventually, for the partners in the recipient countries. They have produced some useful documents, especially *Draft Gender Analysis in ISSD Projects* and *Highlights from the ISSD Gender Training Workshop*. Finally, they have considered, but decided against, publishing the Strategy primarily because the process of formulation and the content of the Strategy itself are so specific to the division.

## The Project Level

At the project level, some project officers can identify the inherent gender connections because of the nature of their work and its relationship to communities and people. For example, if a project requires an analysis that is based on a community, participatory, or human perspective, the gender issues might be considered. In these instances, despite the lack of explicit statement at the policy level, gender analysis is considered to be an essential component of the project. Some project officers feel that their activities are intrinsically gender neutral and their projects can be implemented in a gender neutral way. Other project officers assume that gender will be considered if there are women researchers on the project teams. As a result, many divisions try to incorporate a gender awareness into their work by asking certain questions:

- How many women researchers are involved in the project?
- How many women did the project train?
- Do Centre activities such as awards and fellowships reflect a 50/50 split between males and females?
- Does the project target women as participants or beneficiaries?
- Does the project engage women in project design and implementation?

Given the recognition that the gender issue is more recognizable at the project level than at the broad conceptual level, project officers interviewed cited examples of projects where the gender perspective was best highlighted. Some examples include:

1. ENR's snail farming project in Nigeria - to develop an easy-to-understand technique for the rearing of the giant African snail, in order to provide a protein source at affordable prices for the rural poor. This project targets women as trainees.
2. ENR's non-edible oils project in Burkina Faso - to develop techniques for the extraction and storage of oils to generate income for the rural population in Burkina Faso. This project targets women's groups.
3. ENR's women and biodiversity of food crops and medicinal herbs project - covering four case studies in four ecological zones in Africa to examine women's role in conserving food germplasm and herbal medicines.
4. HSD projects with the Global Commission on Women's Health.
5. Workshops on women's health in Montevideo and Nairobi. These were co-sponsored by the GSD Unit. The anticipated effects of these workshops is to promote sustainability, culturally appropriate projects, and more equity.
6. The Gender, Science and Technology initiative being planned jointly between the HSD and the President's Office, with the objective of preparing a Gender and Health framework for inclusion in the work of the UN Commission on Science and Technology for Development (UN-CSTD).
7. The HSD's Global Initiative for Traditional Systems (GIFTS) of Health. This project was also cited as a good example of effective intra-Centre collaboration (between HSD, the GSD Unit and ENR). Plans are underway to expand it into a hemispheric conference in September 1994.

8. HSD's essay competition on women and tropical diseases - a collaborative arrangement between IDRC and WHO. The Centre's role is to provide funds, evaluate the entries, and publish the essays. HSD collaborates with the GSD on this project.
9. ISSD's preparations for a gender and media conference as one of the activities for the Beijing Conference.
10. SSD's micro impacts of macro-economic policy (MIMAP) project. The SSD is consciously encouraging this type of examination in South Asia and the Caribbean. With this project they would expect the gender component to be incorporated.

### **C. EXAMPLES OF COLLABORATION AND MISSED OPPORTUNITIES**

One of the programmes that the GSD Unit is required to engage in during the 1993-1996 period is to strengthen divisional capacity to produce gender knowledge. This imposes a requirement for the Unit to collaborate with the divisions. The Corporate Programme Framework also envisages a high level of interaction between programme staff. Project officers interviewed for this baseline analysis were asked to give examples of projects which epitomize inter-divisional collaboration, and those that highlight missed opportunities. Following are some of the examples given.

#### **Examples of Inter-Divisional Collaboration on Gender**

1. The workshops in Montevideo and Nairobi.
2. The competition on women and tropical diseases.
3. EVIS - Evaluation Information system - which is coming up with list of projects and how they meet some IDRC corporate objectives.
4. The activities (spearheaded by the President's Office) relating to the UN Commission on Science and Technology for Development, which has put gender on the CSTD's agenda, and produced a 2-Volume Guidebook.
5. The collaboration between the GSD, ISSD and the President's Office's on Information Science And Technology and Gender.
6. The GIFTS project.
7. The ISSD Gender and Information Strategy.

#### **Missed opportunities**

ENR - Some of the large technical projects (such as hydroelectric dams, etc.) were cited as ones in which the consideration of community and gender issues have not been perfect. With the new emphasis on the community impacts of projects, the need for more specific targeting of men and women becomes imperative in order to avoid more missed opportunities.

HSD - The project involving the development of the contraceptive vaccine was cited as a threat to effective collaboration. The concerns of women's health advocacy groups have raised questions about the appropriateness of this project. The HSD needs help from the Unit in order to understand the different social policy and gender viewpoints, and to fill in non-health science policy gaps (precisely the multi-disciplinary approaches that the Centre encourages). This project is considered to present a prime opportunity to discuss contraceptive research in the context of gender, ethical and moral issues and such relevant social policy issues as power relationships between men and women. The differing

opinions regarding the value of the R & D itself, the potentially harmful uses to which the vaccine can be put, and lack of effective communication between the division and the Unit have led to a blurring of the issues, heightened tensions, and different interpretations. The HSD recognizes the important role that dialogue can play in diffusing this tension, and they are preparing to hire a consultant to delineate the issues.

SSD - The debate over the relevance of gender mainstreaming in macro-economic and trade policy is cited as posing a threat to the two offices involved to benefit mutually from disciplinary expertise. The SSD's position is that there are some subsets of basic macro-economic policy activities and projects for which there are no prima facie gender connections. Since there is no clear corporate mandate for gender mainstreaming in all projects, there is no requirement to consider gender issues in these types of projects (the assertion is made that the 1993-1996 Corporate Programme Framework does not make an explicit case for gender mainstreaming in all projects). There is general agreement among both the division and the Unit that this is an area that needs further study. The SSD is concerned that there are many macro-economic issues that are difficult for non-economists to understand. Therefore, their preferred solution will be to identify trainers with economics credentials to conduct whatever training is required - in order to enhance project effectiveness and to avoid jeopardizing project officers', researchers' and their research partners' understanding of an important issue. They are proposing a workshop in the fall. As this is an issue that ought to be dealt with as a divisional response to an internally identified issue, they consider the role of the Unit in these circumstances to be limited to providing information and partnership.

ISSD - This division's main concern is that gender mainstreaming is a complex issue and there is a danger that it might be reduced into a numbers game if the focus continues to be on delineating gender balance among project staff, project implementers and researchers.

#### **D. THE GSD UNIT AND LIAISON COMMITTEE: PERCEIVED ROLE AND IMPACT**

All the project officers interviewed know of the existence of the GSD Liaison Committee. However, there is insufficient awareness of its mandate or terms of reference, even among some Liaison Committee members. Some of the perceived roles (actual and potential) of the Committee include:

- Plays an advisory role;
- Serves as liaison between the divisions and senior management on gender issues;
- Disseminates information;
- Raises consciousness of gender issues;
- Acts as a steering committee for gender policy;
- Plays a support role to the GSD Unit;
- Encourages the sharing ideas on how to meet the challenges and struggles;
- Keeps alive the consciousness of gender in IDRC; and
- Facilitates short term workshops within divisions on project-specific gender issues.

Project officers commented that the Committee's potential impact is sharing information and helping them help each other. However, there was unanimous concern about the untapped potential residing in the Committee. It is considered to be a potentially useful mechanism through which disagreements can be avoided or diffused, but it has not

been effective on those that have arisen so far, primarily because meetings are not frequent enough. This lack of regular interaction has led to a situation in which opportunities to sort out divisional and/or ideological differences have not been adequately addressed in a timely manner.

Almost all members felt that the Committee has not had as much impact as anticipated. Its existence has not resulted in building gender research capacity within the Centre. Some felt that the ISSD effort was laudable but that its particular experience was not replicable in other Divisions. Each Division has to start with an internal identification of needs (a process that both the Unit and the Committee should assist with).

Others thought that there could be similarities between the GSD Liaison Committee and the Ethics Committee, as the gender questions in a way are similar to ethics questions. In other words, gender questions, like ethics questions, should not be brought up at a late stage in the project process. Having the GSD Liaison Committee operate as the Ethics Committee does would be an effective way to encourage the inclusion and consideration of gender issues at an early state (e.g., PIM stage). This will ensure contact points with the Committee at an early stage as administratively possible, and make the interaction with the Committee a more constructive and less bureaucratic process.

Project officers discussed some of the problems and limitations of the Unit and the Gender Liaison Committee, and the following concerns were raised:

### **The GSD Unit**

1. Lack of clarity on the Unit's goals and activities, resulting in information gaps on the Centre's internal gender activities.
2. Lack of explicit statement of the gender mainstreaming imperative. It is subsumed in such important Centre concerns such as grassroots participation, household food security, local knowledge, natural resources management, community participation, but it is not always clear as to what it actually means for programmes and other types of projects where the relationship is not immediately obvious.
3. Lack of understanding of the Unit's external outreach and networking role, coupled with the lack of feedback on the Unit's interaction with outside groups. As a result, project officers have difficulty communicating their views to the Unit regarding how they can help the Unit best represent them to some outside groups.
4. Lack of tools and clear guidelines on the gender perspective at the divisional levels.
5. The Unit's message has not been effectively distilled through to the divisions - creating a "communication gap" that has resulted in a lack of common understanding of what is expected respectively from the Unit, the Committee, or the divisions.
6. Difficulties with the location of the GSD Unit in the Corporate Affairs division has created a potential danger of the Unit being viewed as a "gender police".
7. The GSD's perceived heavy travel schedule is considered to hinder effective collaboration. Many felt that this was the result of the small size of the Unit's staff, and not having multiple officers in the Unit that allow for one officer to cover for the traveling staff member.
8. Insufficient bi-lateral consultation between the Unit and individual divisions to assist with the assessment of each division's needs and concerns.
9. Difficulty in operationalizing the Unit's numerous activities.

10. Lack of clarity on the policy and activities relating to the Beijing initiative.
11. Lack of information on the Beijing process itself.
12. Difficulty in balancing the varied demands on the Unit and the tendency that this may dilute the potential impact of the Unit's work.

### **The GSD Liaison Committee**

1. Multiple (and not adequately defined) objectives of the Committee.
3. Difficulty in understanding the Committee's **importance** and **relevance**.
4. Lack of clarity on the nomination process to the Committee - some members are not familiar with the Committee's terms of reference.
5. The Committee's ineffectiveness in transmitting its activities back to the divisions.
6. The Unit's and the Committee's work do not appear to be systematic.
7. Infrequent Committee meetings, coupled with inadequate strategizing within the Committee.
8. Inadequate follow up on Committee decisions means that often, strategic linkages do not happen.
9. Lack of publicity about the Committee's work. There is a need for more collaboration between the Committee members and their divisional colleagues.
10. The Committee acts more like a political group, and does not focus sufficiently on the cross-generalization of its work.
11. The Committee does not appear to have senior management support (either in the form of a mandated resolution of Board of Governors and senior management, or in the form of senior management representation on the Committee).
12. Lack of gender balance on the Committee - representation appears to be based on gender.

### **E. OTHER ISSUES**

The following additional issues emerged:

**Advantages and Disadvantages of locating the Unit in Corporate Affairs Division:** The perceived advantages are to highlight the centrality of the gender issues to the organization's core themes, and to avoid the risk of gender being seen as relating to only one aspect of the Centre's work, e.g., gender as a social science issue. However some staff members expressed the need for a mechanism to ensure the presence of disciplinary specialists associated with each division. The one-person staff of the GSD Unit cannot perform all of these functions, and access to a pool of gender specialists with disciplinary experience would be useful (e.g., a consultants' roster showing gender experts with economics, health, information science and environment experience, etc.).

**The Appropriateness of the Unit's Project Funding Role:** As the Unit's role is to work within IDRC to build an internal competence, all project staff have to be able to engage in gender analysis. If the Unit focuses only on project development, the gender mainstreaming method will not spread and will not keep the issue of gender foremost in IDRC's work. It may also hinder the ability of the Unit to blend into the organization more and to help make gender more prevalent institutionally. The Unit's role in raising consciousness through training is thought to be key to the divisions, its role in funding projects is thought to be of less significance.



**The Gender Mandate and the 1993-1996 Corporate Programme Framework:** A concern was expressed that the Unit was attempting to impose a gender mainstreaming mandate for all projects without it being clear in the Corporate Programme Framework that this is required. It is argued that to mainstream would restrict and restructure programmes already approved in the Corporate Programme Framework. This position raises some fundamental concerns that need to be clarified at the senior management level.

**The Meaning of Gender Mainstreaming:** There are differing levels of understanding of what gender mainstreaming means - some think that it implies a process which goes beyond the simple integration of gender into projects or the designing of gender-specific projects. Some opinions were expressed as to the fact that the substantial advocacy on the gender mainstreaming mandate should be complemented with a clear definition of what the concept and the process means.

**The Relevance of Gender Balance on IDRC Staff and the Gender Mandate:** Many staff members discussed the need for the gender message to be reflected in the Centre in terms of its hiring, human resources development and administrative policies. Some advocated the need for an explicit statement on this subject (including policy and guidelines) at the Senior Management Committee level.

\* \* \* \* \*

It is clear from the foregoing that the divisions and the Unit are still not structurally and conceptually in step with each other on the concept of gender and gender mainstreaming. Some consider that the Unit's resources, role and visibility needs to be strengthened. Others feel that the Centre has not promoted enough research that cuts across divisional boundaries in defining the Centre's concept of gender mainstreaming. Many recognize the need for some systematic and structured effort within each division to scrutinize and put into operation the gender mandate. Others feel the need for guidelines for internal (divisional) evaluations of progress on gender mainstreaming within the division.

There is certainly a problem with the gender mainstreaming message not coming through clearly in the strategy documents. The message of permeation is neither structurally a part of the system nor a part of the focus of activities. Neither the Unit, nor the GSD Liaison Committee has been effective in responding to these emerging problems, primarily because their roles, relevance and importance in helping the Centre with its basic gender research issues, have not been understood nor clarified. The limited resources of the Unit, and the lack of optimum interaction between the Unit, the GSD Committee and the divisions, have been contributory factors.





### PART III

## CONCLUSIONS AND IMPLICATIONS FOR POLICY AND ACTION

*"Gender is recognized as being an important component of the Centre's work. But gender itself as a concept is evolving. What it means (for the Centre) at the corporate, conceptual, and operational levels is not yet understood."*

Pandu Wijeyaratne, Senior Programme Officer, HSD

#### A. CONCLUSIONS

The observations quoted at the beginning of each section highlight the level of diffusion of the gender message within the Centre. They indicate the need for greater conceptual understanding of gender as a development variable, as well as a need for greater clarity about the role and activities of the GSD Unit and the Liaison Committee. The Unit and some divisions do not appear to be on the same track. Rather, they appear to be on parallel tracks. In some cases, there appears to be no linkage between the two in terms of philosophy, common purpose as to corporate imperatives, and understanding of the concept of gender mainstreaming. The following main observations can be made:

- The Centre's gender objective is to strengthen programme officers' capacity and ability to understand and carry out gender-sensitive research. The lynch pins of the GSD Unit's strategy to meet this corporate objective are *gender perspective* and *gender mainstreaming*, but they are not defined in any documents;
- The Centre's management policy manual calls for the appraisal of projects' social and gender impacts, but there is no indication as to how this requirement is enforced, and it is mandatory only for projects over \$100,000 CAD; and
- The GSD Unit recognizes that there is a "difference between conducting research on women's issues and integrating sensitization of gender perspectives into actual conceptualization and development of projects," but not all programme staff appreciate this difference. Projects identified by project officers as exemplars of the integration of the gender perspective reinforce this difference in perception - they are all essentially projects designed especially for women, and not mainstream projects with a "gendered" perspective.

There have been some marked successes and achievements on gender issues within the Centre. There is a heightened awareness of the importance of gender in the Centre's work. There is a willingness to explore the policy implications of the gender mandate, and to understand its conceptual underpinnings and the methodological framework in which it can operate. Programme officers are very open to learning about gender mainstreaming both conceptually and methodologically in order to enhance the effectiveness and sustainability of their work. They are committed to ensuring that Centre activities or the Unit's work do not become a token contribution to GSD. Specifically, the following successes and achievements can be highlighted:

### **Divisional Successes**

There are many successes in individual divisions, such as the SSD's gender strategy. However, successes in some divisions do not appear to be easily transferable across divisions due to the different mandates, circumstances and levels of awareness of the relevance of gender to achieving the divisional mandates. Therefore, while the ISSD experience is very laudable and promising, there is no guarantee that the process might work in other divisions. Each division's response to the gender mandate has to evolve from within.

### **The GSD Unit's Achievements**

The GSD's major achievements are at the level of individual projects that it has funded, as well as with activities where it has been at the centre of projects implemented by other divisions. The Unit has been a visible presence in some of the training sessions and workshops on gender. It has worked closely with the Regional Offices, the divisions, and the President's Office. It has played a catalytic role in many external activities which have resulted in placing the Centre in a good position with regard to gender concerns. The Unit's presence on the Canadian National Committee has had a positive impact on helping to shape the Canadian policy for the Fourth World Conference on Women. The collaboration with SAREC has resulted in transferring IDRC's mainstreaming technique, giving a clear message that research institutions of stature are looking up to IDRC.

Therefore, the Unit's successes have been in training, networking, outreach. Of course, more remains to be done in each of these three areas, and with training in particular, internal weaknesses have to be addressed. With research, the Unit's impact has been limited for three reasons: first is the fact that a needs assessment has not been undertaken to enable a determination of research needs on a division by division basis; second is the limited staff resources - the one-person Unit is an inadequate resource to deal with the magnitude of the mandate; and third is the limited budget available for the Unit to fund research projects. This latter issue is a deliberate policy response by CAID to steer away from the easy route of spending research money. Instead, this budgetary limitation forces the Unit to implement the mainstreaming mandate by working closely with the divisions, and ensuring that divisions have ownership of these gender-sensitive research projects. In all four areas of the Unit's mandate, there is a need to secure support from all the divisions as well as positive reinforcement from senior management.

Despite these divisional successes with gender, and the Unit's own achievements, the Unit still has to overcome the double hurdle of building gender capacity, competence and confidence among divisional staff, and to respond to emerging problems.

### **Double Hurdle**

Some programme staff do not fully understand the concept of gender, and often deal with research partners that are sometimes gender blind. This situation poses a double hurdle for the Unit in implementing its task of building gender research capacity within the Centre. The GSD Unit's role in overcoming this double hurdle could be the initiation of systematic assistance to the divisions to provide them with useful gender analysis tools. Advocacy alone will not work. Interactions with academic and research institutions to identify a pool of talent and expertise that IDRC can call on in given circumstances are important.

### **Emerging Problems**

With regard to emerging problems, the GSD Liaison Committee is considered to have a potentially powerful role to play (as well as a potential for effective multi-disciplinary collaboration), but this potential is not tapped in a meaningful way. Many project officers consider that these emerging problems can be solved by the force of the intellectual argument in support of gender mainstreaming within the organization. There appears to be widespread support for the need to generate dialogue, to examine the issue from various angles, to identify the best experts available to conduct research and training sessions for staff and to use case studies. However, the operational difficulties that have presented genuine obstacles arise from the lack of effective internal mechanisms to resolve problems and the perceived lack of internal resources and expertise to accomplish the training that is required.

The fact that these types of problems are not only emerging but are also a shared concern among IDRC staff underscores the major strides and accomplishments of the Unit in particular, and the Centre as a whole. There is consensus that the next important steps in the evolutionary process involving gender mainstreaming should involve practical follow up, especially to conduct solid research and to identify gender analyses and research methodologies that will lead to research projects that "gendered" from the start.

## **B. IMPLICATIONS FOR POLICY AND ACTION**

These conclusions have specific implications for policy and action. This baseline analysis has identified areas where the Centre's gender activities have been successful, and areas where they have not realized their potential. Gender is recognized as one of the Centre's cross-cutting issues. However, there has been no systematic effort to elaborate the gender mandate at the programme level. Mainstreaming is difficult to understand at this level, both conceptually and methodologically. There is a need for clarity as well as a level of specificity beyond the fact that mainstreaming is the right thing to do. According to some officers, staff members are overwhelmed with work, and the gender mainstreaming requirement could be the "straw that breaks the camel's back," if it is not handled well. The GSD Unit cannot handle all the responsibilities due to its limited resources.

Some staff members think that senior management input would be most appropriate. However, management needs to give a stronger message other than an indication of its gentle or subtle bias in favor of gender, and sending good signals such as placing the Unit in the Corporate Affairs Division. There are obvious responses that can be made to the emerging problems at different levels: the GSD Unit level, the Committee level; the divisional level, and the senior management level. From a policy perspective, the responsibility of each group at each level should be clearly articulated. The list below

summarizes some suggestions as to appropriate responses that came up in the discussions with staff:

- GSD Unit level - clarification of the unit's work, sharing of Unit's workplan and trip reports to facilitate communication, strengthening the Unit's capacity in each division's area of specialization (a consultant's roster with disciplinary experts would be useful);
- Committee level - improving organization and streamlining to enable better tracking of projects, focusing on strategizing during meetings, rapid circulation of meeting minutes, holding regular meetings to ensure full coverage of agenda items, ensuring full representation of all sub-units within each division, promoting gender balance on committee, and securing senior management representation on the Committee;
- Divisional level - improving the conceptual framework for gender mainstreaming, asking relevant questions, such as "is the choice of project appropriate, and if so how can they be better formulated from a gender perspective?", articulating the divisional mandates' relationship to gender; and
- Senior management level - adoption of a clear policy statement, identification of enforcement strategy for gender mandate, ensuring that the GSD Unit's resources are commensurate with the mandates and the tasks with which it is charged, and random selection of projects for evaluation of gender mainstreaming.

The foregoing suggestions indicate programme officers' concern with the need for improved profile and strengthened resources for the Unit in order to help it to put in place both **substantively** (defining gender mainstreaming, defining the conceptual framework, identifying methodologies to enhance the decision making and research management process, etc.) and **administratively** (e.g., a workplan over the next 18 months), a programme to ensure that the gender aspects of the Centre's work will meet the goals of effective research for development and enhance the sustainability of its work. These suggestions will ensure that at each of the four levels, each group can contribute towards developing and/or strengthening divisional capacity for critical thinking, analyses and intellectual rigor on the gender mandate.

## APPENDICES

# Appendix I

## Members of the GSD Liaison Committee

### 1. Divisional Liaisons

<u>Name:</u>	<u>Title and Office</u>
Alison Ball	Reference Specialist Library CAID
Tracey Goodman	Research Officer Evaluation Unit CAID
Jan Hatcher-Roberts	Programme Officer Health Systems Programme HSD
Yianna Lambrou	Senior Programme Officer Environment and Natural Resources Division
Jennifer Loten	Programme Intern Gender and Sustainable Development CAID
Elizabeth (Betsy) McGregor	Senior Researcher and Analyst President's Office
Paul McConnell	Director Programme Coordination and Development ISSD
Necla Tschirgi	Programme Officer Social Policy Programme SSD
Rosina Wiltshire	Senior Programme Officer Gender and Sustainable Development Programme CAID



## **1. Regional Focal Points**

<b><u>Name:</u></b>	<b><u>Title and Office</u></b>
Fay Durant	Regional Programme Officer Information & Communication Systems & Networks LARO
John Graham	Regional Programme Officer, ENR ASRO
Kabiru Kinyanjui	Senior Programme Officer, Education EARO
Tshitshi Mbatha	ROSA
Eglal Rached	Senior Programme Officer, ENR MERO
Ratna Sudarshan	Research Officer SARO
Sibry Tapsoba	Programme Officer, SSD WARO



## Appendix II

### List of IDRC Officers Interviewed

<u>Name:</u>	<u>Title and Office</u>
Alison Ball*	Reference Specialist Library CAID
Pierre Beemans	Director General CAID
Don de Savigny	Senior Programme Specialist Health, Society and Environment HSD
Philip English	Director Economic and Technology Policy Programme SSD
Tracey Goodman*	Research Officer Evaluation Unit CAID
John Hardie	Director Policy Planning Group President's Office
Jan Hatcher-Roberts*	Programme Officer Health Systems Programme HSD
Anwar Islam	Programme Officer Health Systems HSD
Yianna Lambrou*	Senior Programme Officer Environment and Natural Resources Division
Jennifer Loten*	Programme Intern Gender and Sustainable Development CAID
Elizabeth (Betsy) McGregor*	Senior Researcher and Analyst President's Office

\* Member of the Gender and Sustainable Development Liaison Committee

## **List of IDRC Officers Interviewed (Cont'd)**

<b>Paul McConnell*</b>	<b>Director Programme Coordination and Development ISSD</b>
<b>Martha Melesse</b>	<b>Research Assistant ISSD</b>
<b>Chris Smart</b>	<b>Director Special Initiatives Programme CAID</b>
<b>Terry Smutylo</b>	<b>Head, Evaluation Unit CAID</b>
<b>Necla Tschirgi*</b>	<b>Programme Officer Social Policy Programme SSD</b>
<b>Pandu Wijeyaratne</b>	<b>Senior Programme Officer Health, Environment and Tropical Diseases HSD</b>
<b>Rosina Wiltshire</b>	<b>Senior Programme Officer Gender and Sustainable Development Programme CAID</b>
<b>Pierre Zaya</b>	<b>Programme Director Technology and Environment Programme ENR</b>

**\* Member of the Gender and Sustainable Development Liaison Committee**

## **Appendix III**

### **QUESTIONS USED IN INTERVIEWS WITH IDRC DIVISIONAL STAFF**

#### **SECTION ONE**

##### **Generic Questions for All Divisions/Offices**

#### **1. MANDATES AND/OR TERMS OF REFERENCE AND RELATIONSHIP TO GENDER**

a) What are the mandates and/or terms of reference of your division or office, and how do they relate to gender?

b) What role does gender playing your division/office's work in terms of

- policy development/priority setting?
- issues briefing and information activities?
- programming/project funding?
- budget allocation within the division/office?

c) How widely is this role recognized within IDRC, and what is being done by your division/office for more widespread recognition of its gender-related work?

#### **2. IMPACT AND EXAMPLES AT THE PROJECT LEVEL**

Select a project/program implemented by your division and describe if and how it effectively incorporated the gender dimension.

#### **3. IMPACT OF THE GENDER UNIT AND LIAISON COMMITTEE**

##### ***a) For non-GSD Liaison Committee Members***

What do you know of the Gender Liaison Committee?

What impact do you think the Committee has had on:

- meeting the objectives of the GSD Unit?
- the Centre's work generally

What impact has the Unit or the Liaison Committee had on your work?

What can be done to strengthen the Committee's contribution?

***b) For Committee Members***

What impact has your participation in the GSD Liaison Committee had on:

- your work personally?
- the division/office's work generally?

How do you communicate the work of the Committee to your division/office?

What can be done to strengthen the Committee's contribution?

**4. ACTIVITIES IN ANTICIPATION OF/PREPARATION FOR FOURTH WORLD CONFERENCE IN BEIJING**

What initiatives/activities are your division/office planning to contribute towards IDRC's preparations for Beijing? Do they involve:

- information initiatives?
- policy/priority setting?
- project implementation?
- budget/resource allocation?
- training?

**5. EXAMPLES OF INTERACTION WITH THE GENDER UNIT**

Give examples of coordination, cooperation or effective interaction with the gender unit that resulted in linking gender effectively in your activities, both at Headquarters and at the regional levels. They could be general or specific to the following four areas of the Unit's work:

- Research
- Training
- Networking
- Outreach

Give examples of missed opportunities for effective interaction with the Gender Unit or to integrate gender effectively in your activities.

## **SECTION TWO**

### **SPECIFIC QUESTIONS FOR INDIVIDUAL DIVISIONS**

#### **1. CORPORATE AFFAIRS DIVISION**

- a) What are the reasons of the location of the GSD unit in the CAID, and what impact has that had on meeting the Centre's overall objectives?
- b) What impact do you think the GSD Liaison Committee has had on:
  - meeting the objectives of the GSD?
  - the Centre's work generally?
- c) What role do you think IDRC should play in relation to the preparations for the Fourth World Conference in Beijing and the World Social Summit in Copenhagen?

#### **2. ENVIRONMENT AND NATURAL RESOURCES DIVISION**

- a) In the minutes of the GSD Liaison Committee, there is reference to the Division's gender activities, especially with regard to the WEDNET project and others. Please elaborate.
- b) What plans are underway with regard to the Division's needs for information and a refresher course on gender analysis?

#### **3. HEALTH SCIENCES DIVISION**

- a) Elaborate on the Health Science's Division's role in the two international health workshops in Nairobi and Montevideo
- b) What is the status of the collaborative venture with CIDA on the World Bank's essential health packages, especially, what is the gender component?
- c) What is the status of the request by the Women's coalition to the Health Sciences Division to prepare a presentation for Beijing?

#### **4. INFORMATION SCIENCES AND SYSTEMS DIVISION**

- a) How and with whom was the ISSD'S Gender Strategy developed?
- b) Give examples of Objectives 5.2.1 through 5.2.6 of this Strategy, e.g.
  - How have gender considerations been taken into account for ISSD projects from identification to evaluation?
  - What are some of the basic set of questions used to help clarify gender issues?
- c) What is the status of the sensitization and training component of the Strategy?
- d) How widely has this Strategy document been distributed within the Division and within IDRC?
- e) How was the document received/reacted to?
- f) How has the implementation of this Strategy worked?

#### **5. SOCIAL SCIENCES DIVISION**

- a) In the minutes to the GSD Liaison Committee, there is reference to a concern within the Social Sciences Division with regard to the need for greater clarity on the meaning and implications of mainstream of gender into development. How was that problem resolved? What role did the Gender Unit play in that process of clarification. What are some examples of practical follow-up that project officers need?
- b) Elaborate on the Division's role in the MIMAP project and the Palestinian Women's projects. What prompted these projects?

#### **6. PRESIDENT'S OFFICE**

- a) Please describe the origins and content of the Gender, Science and Technology Committee at the UN and how it relates to your office's and the GSD's mandates and terms of reference.
- b) What are the explicit policy statements on IDRC's gender policy and where are they stated at the following policy levels:
  - Governing Board / Executive Committee?
  - Senior Management?



- Program/project implementation level?
- Project evaluation level?
- Resource allocation (budgetary) level?
- Administrative (human resource development) level?



## **Appendix IV**

### **QUESTIONS FOR THE GENDER AND SUSTAINABLE DEVELOPMENT (GSD) UNIT**

#### **TERMS OF REFERENCE AND MANDATES**

1. When was the GSD Unit established?
2. What are the mandates and/or terms of reference of the Unit?
3. What role does gender play in the Unit's work in terms of:
  - policy development/priority setting?
  - issues briefing and information activities?
  - programming/project funding?
  - budget allocation
4. How widely is this role recognized within IDRC, and what is being done by the Unit to ensure more widespread recognition of its work and mandate?
5. What are the Terms of Reference of the GSD Liaison Committee, and when was it established?

#### **FUNCTIONS OF THE UNIT**

6. What are the functions of the Unit? Please give specific examples in each of the following areas:
  - policy?
  - research?
  - project implementation / monitoring?
  - networking?
  - outreach?
  - other?

#### **STRUCTURE**

7. What is the structure of the unit within IDRC's organization set up? Is it a:
  - staff, i.e., support role?
  - line, i.e., operational?

8. What mechanism(s) is (are) in place to enable the Unit to interact with and influence the work of the:
  - Divisions at Headquarters?
  - Regional Offices?
9. Who are the Regional Gender Focal points (names and titles)?
10. Is the GSD Liaison Committee the same as the Gender Steering Committee?

### **IMPACT OF THE GENDER UNIT AND LIAISON COMMITTEE**

11. What role does the GSD Liaison committee play in discharging the Unit's mandates and functions?
12. What impact do you think the Committee has had on meeting the objectives of the GSD Unit and the Unit's work generally?
13. How do you communicate the work of the Committee to the Centre staff?

### **PREPARATIONS FOR THE FOURTH WORLD CONFERENCE ON WOMEN - BEIJING**

14. What is the Centre's policy with regard to the Beijing Conference and what role has been officially assigned the Unit in relation to implementing this policy?
15. What initiatives/activities are the Unit planning to contribute towards IDRC's preparations for Beijing?
16. What is the Unit's workplan with regard to Beijing?
17. What has been done to inform the organization as a whole as the Unit's Beijing related activities and mandates?
18. What resources does the Unit have for these preparation, and how do they involve collaboration with the other Divisions?
  - budget / resource allocation?
  - training / information?
  - other?

## **AGENDA 21**

19. Is the IDRC the only Agenda 21 implementing agency in Canada? Is not, who are the others and what is the status and level of collaboration, interaction between the Unit and this (ese) agency(ies)?
20. What role did the GSD Unit play in IDRC's analysis of Agenda 21?
21. What work is the Unit engaged in with the Women's Caucus at the national level on the Foreign Policy Bill?

## **ASSESSING THE UNIT'S WORK**

22. Give some examples of ways in which the Unit has been effective as a catalyst within IDRC in the areas of :
  - Research
  - Training
  - Networking
  - Outreach
23. Give some examples of ways in which the Unit has effectively leveraged its resources in support of its activities in the areas of :
  - Research
  - Training
  - Networking
  - Outreach
24. Give examples of coordination, cooperation or effective interaction with the other Divisions in order to link gender effectively in IDRC's work, both at Headquarters and at the regional levels.
25. Give examples of missed opportunities for effective interaction with the Gender Unit or to integrate gender effectively in your activities.
26. What are the outcomes/examples of projects that provide useful lessons about the prerequisites and conditions for appropriate gender mainstreaming at IDRC?

## **IMPACT AND EXAMPLES AT THE PROJECT LEVEL**

27. Select a project/program implemented by the Centre and describe if and how it effectively incorporated the gender dimension, such as:
  - targeted gender as an important consideration
  - engaged women in project design and implementation
  - assessed the positive/negative implication of the project based on gender.



**Appendix V**

**REPORT OF THE GENDER WORKSHOP AT THE FIRST  
ANNUAL PROGRAMME MEETING (APM)**

## The IDRC's (First) Annual Programme Meeting

### The gender workshop.

This workshop was designed upon a set of objectives and priorities established at committee meetings, and in consultation with regional focal points, and a gender training consultant. General objectives of the session are as follows:

- The session would be an internal exercise, focusing around the growing body of gender based and sensitive work being done through IDRC projects, in order to begin to establish a constituency around the issue, to highlight gender as central to IDRC's commitment to the equity principle.
- Gender Liaison Committee members and Regional focal points would share success stories of how gender was being operationalised in specific contexts, and would discuss the various strategies developed to be relevant to
- The session would introduce and provide an opportunity to discuss IDRC's major initiative to support input into the forthcoming 4th World Conference on Women, Beijing 1995. The presentation would highlight the interwoven contributions across regions and division to this initiative.

30-35 people took part in the session.

Major issues and recommendations arising from the session:

- the critical importance of training and sensitising researchers and policy and proposal reviewers. Officers themselves must be able to understand and carry out gender sensitive research. We must also reflect upon how IDRC can have an impact on researchers with whom we work who may not be trained or aware, or even open to gender sensitivity. Pre-workshops were recommended as a means of sharpening tools, and examining perspectives.
- the need to examine and employ existing operational measures to ensure the incorporation of gender. It was suggested that the Themes might function well as frameworks. Other strategies employed include the use of a scoring sheet when evaluating proposals; replacing the word «people» with men and women in IDRC documentation, memos, PIMS, summaries etc. This sheds greater light on project impact by desegregating by gender as a matter of policy.
- IDRC's commitment to gender requires more than just the adoption of a research methodology, its incorporation will also require that IDRC's culture, and institutional side must reflect this commitment.



- Regional Managers could be approached to initiate an assessment of progress towards gender integration in their regions. Each of the divisions could also be responsible for a similar exercise. Interest was expressed in visits by the Senior programme officer to the regions, to facilitate discussions on tools, mechanisms and approaches that would operationalise the commitment to gender in specific regional contexts.

The sharing of on-going work from the regions was an extremely empowering process. Major areas of focus across IDRC's regions and divisions include capacity building, women and education, women's indigenous knowledge, and women and health.

The session concluded with a discussion of the upcoming 1995 World Conference on Women. The initiative is an excellent expression of IDRC's centre-wide commitment to gender. Now part of the INTESEP Theme, the initiative embodies the multidisciplinary, cross-cutting nature of gender as a research imperative. The Centre's contribution represents a collaboration across all regions and divisions and is an important step towards building the constituency that will respond to the corporate commitment to gender integration.

Throughout the two week APM gender was raised consistently as a key element in IDRC's work. The opening and closing address, plenaries thematic sessions, and particularly the evaluation session all highlighted the issue.

**Appendix III**

**GSD PROGRAMME INFORMATION BROCHURE**