

An Introduction to Gender Equality Mainstreaming (GEM) within the Agricultural Institute of Canada

Updated January 2010

Welcome!

Welcome to the exciting exploration and advancement of gender equality mainstreaming within the Agricultural Institute of Canada (AIC). The voluntary contributions in time, knowledge and interest of AIC committees, working groups and individual members have been essential in advancing this endeavour and are sincerely appreciated.

Gender Equality Mainstreaming is an inspiring area of work for AIC since studies have shown that it has clear and measurable benefits – making organizations stronger and more effective. Gender equality mainstreaming encompasses all aspects of organizational expression from program and partner choices, to communicating innovations and celebrating successes. It necessitates close examination of how the organization conducts its affairs and challenges assumptions on how it does so.

This package includes documents that will serve as reference points for you in the work ahead. They include:

[Gender Equality Mainstreaming \(GEM\) Working Group](#)

[History of Gender Equality in AIC](#)

[Definition of Gender Equality in AIC](#)

[AIC Gender Equality Policy](#)

[Scope of Influence](#)

[What is Gender Mainstreaming?](#)

[Gender Sensitive Indicators](#)

[Value and Benefits](#)

[Gender Equality Resources](#) – CD and AIC Website

Gender Equality Mainstreaming (GEM) Working Group

Since 2008, Gender Equality mainstreaming within AIC has been guided by a Gender Equality Mainstreaming (GEM) Working Group composed of volunteer members representing a wide cross-section of the organization. The following provides information on the terms of reference for this working group and, in turn, how its work is integrated within AIC's operations and programs.

Members

1 AIC Board Member who is a member of the Board of Directors' Gender Equality Committee

Glenn Dickson

1 Staff Contact Person

Tom Beach, International Program Coordinator

7 AIC Individual Members

1. Dinah Ceplis
2. Mona Cornock
3. Bob Eilers
4. Josée Owen
5. Sandra Landsburg
6. Kim Shukla

(1 more to be identified)

8 AIC Members from AIC Partner Organizations

1. Beny Mwenda (Tanzania Society for Agricultural Education and Extension)
2. Mary Sayi (Tanzania Society for Agricultural Education and Extension)
3. Patrick Kumah (Ghana Institute of Horticulture)
4. Patricia Aboe (Ghana Society for Animal Production)
5. Shifaya Maraikar (Soil Science Society of Sri Lanka)
6. Yeshi Chiche (Ethiopian Society of Soil Science)
7. Pham Thi Nhung (National Institute for Soils and Fertilizer Branch of the Vietnam Society of Soil Science)
8. Usha Pokharel (Sustainable Agriculture Development Program – Nepal)

1 Representative from each of AIC's committees or activity areas

Including, but not limited to: Honours and Awards Committee, Scientific Journals Committee, Conferences, Accreditation Committee, Discussion Papers and Membership

Goal

The GEM Working Group will lead and undertake activities that result in the adoption and integration of the AIC Gender Equality policy. The goal of the policy is: "That males and females have equal conditions for realizing their full human rights and potential to contribute to the development of AIC and its programs, and to benefit from the results."

Objectives

1. To strengthen the capacity of AIC's Board of Directors to promote and implement the Gender Equality policy through increased awareness and understanding of the benefits and advantages of mainstreaming Gender Equality in AIC.
2. To ensure that AIC's structures (Board of Directors, members, committees and staff) budgetary and policy frameworks support its vision of Gender Equality.
3. To ensure that the programmatic choices AIC makes support its vision of Gender Equality.
4. To ensure that the partnership choices AIC makes support its vision of Gender Equality.
5. To ensure that the success of AIC Gender Equality work is conveyed to others in the contemporary agricultural community.

Scope / Jurisdiction

1. The GEM Working Group will report activity, progress, and results and make recommendations to the CEO of AIC through the AIC staff member assigned to work with the Working Group.
2. The Working Group will address gender mainstreaming at three levels: the Organizational, the Program and the Results.
 - The Organizational level includes the aspects that guide and govern how things are done – structure, practice, process and policy.
 - The Program level puts the policy and process into action and includes management, consultation, monitoring, analysis and reporting.
 - The Results level measures the results and reports on them and includes determining baseline information and measuring results. Gender Sensitive Indicators will be used to help measure the results of the activities at both the organizational level and the program level and the Scope of Influence document will be referenced to determine the level of results that can be expected.

Guidance from the Board / Lead Group

As the governing body of AIC, the Board of Directors is vested with the overall accountability and responsibility for the implementation, monitoring and evaluation of this policy.

NOTE: The AIC Board of Directors has created a Board Gender Equality Committee to oversee responsibilities related to Gender Equality.

The CEO will ensure that decision making within AIC is done with reference to any policy or strategy adopted by the board regarding Gender Equality and its definition, scope, policy and strategy.

The AIC Board of Directors will decide on key measurable indicators, request regular reports on Gender Equality and review them on a semi-annual basis to ensure the organization is achieving progress.

Resources and Budget

Resources are limited to the International Program budget to support Gender Equality and will cover conference calls, some consultant support and some travel expenses.

Governance

The Working Group will operate primarily by consensus except when consensus is not possible at which point it will use majority vote to determine decisions.

Relationships to other committees

The Working Group will operate under the principles, definition and vision outlined in the Gender Equality Policy and strive for the objectives described in the policy.

The Working Group will receive overall direction from the AIC Board of Directors through the AIC Gender Equality committee.

The Working Group will work in collaboration with other committees to identify and undertake activities to reach Gender Equality targets and indicators.

At a time deemed appropriate by the GEM Working Group, the concept of Equality will be expanded to ensure that AIC is inclusive for all by incorporating diversity objectives into its mandate.

Reporting to the organization

The AIC staff person on the Working Group will coordinate activities, is responsible for communication, and will report to the AIC CEO. The CEO will report to the Board of Directors.

History of Gender Equality in AIC

Historically, AIC reflected the agricultural sector in Canada and for many years was primarily a male environment. Over the years, while the number of women in the agricultural sector increased, the number of female members in AIC did not increase correspondingly, nor was the increase of women in the agricultural sector reflected in how AIC operated.

- Prior to 1995, as a federation of provincial institutes of agronomy and scientific societies, AIC membership numbered several thousand, but there is no available information on the breakdown of membership along gender lines for that period. In 2009, no longer a federation, AIC had 354 individual members of whom 66 are women (16%).
- Between 1920 and 2009, three out of 84 Presidents and one Executive Director/Chief Executive Officer were women.
- Of the 400 AICV Fellowship Awards granted since 1921, four were received by women (1%). Of the 12 AIC Young Agrologist Awards since 1995, five recognized women (42%).

Not unlike many organizations, AIC demarcated Gender Equality into specific areas – its employment policies as required by the provincial labour law, and its international development programming as required by CIDA contribution agreements.

Leading by Example

Over the past two decades, the AIC International Twinning Partnership Program (ITPP) has included an objective to reflect the role of women within its endeavours. This was a responsive inclusion based on CIDA’s gender equality in development programming policies.



In the preliminary stages of preparing its current five-year proposal, AIC and its programming partners took a proactive step forward in defining one of the five ITPP objectives as “to advance the representation and voice of women as participants and beneficiaries of agricultural endeavours”. This objective supported both the global Millennium Development Goals of the United Nations and CIDA’s goals for Gender Equality at both the institutional level and

at the development level. Within the program proposal, AIC further defined a plan in stating that “during the course of this proposal, at an organizational level, AIC will undertake an institutional analysis to advance gender awareness within its structures, personnel and policy frameworks. The process will be one that will engage partner organizations, both in Canada and internationally, and AIC members, board and staff.” Leading by example, AIC committed itself to work on Gender Equality in its own administration, governance, activities and programs, and became a leader amongst organizations in doing so.

GETT Going

In 2006, AIC International Program staff circulated a request to Canadian and project partner groups for volunteers to sit on a Gender Equality Task Team (GETT) and confirmed eight people (five women and three men, half the group from Canada and half from partner countries, plus two staff and two Board members). The first task of the GETT was to assist in developing an RFP to provide AIC with professional support in conducting an institutional analysis, and in organizing and facilitating a Roundtable and workshop on Gender Equality. Two consultants with strong professional backgrounds in Gender Equality and with knowledge and experience in the agricultural sector were engaged.

Institutional Assessment

By the fall of 2006, the Institutional Assessment had been conducted and a report prepared with the following seven recommendations:

1. Develop a shared understanding of gender equality, particularly as it applies to AIC’s mandate and work.
2. Define a scope for addressing gender equality in AIC’s work and organizational structure.

3. Undertake a survey to better identify the membership (and non-membership) base along lines of gender (including age, experience, educational background, work focus, regional background, needs, priorities, and constraints).
4. In line with Recommendation 3, it would be useful to undertake a survey on academic and workforce trends disaggregated along gender (including age, regional background, educational background, ethnicity, etc.) and other relevant lines.
5. As part of the process towards the development of an organizational strategy on gender equality, it is important to raise the awareness of, and develop the capacity to mainstream, gender equality – both in terms of institutional and programming aspects of AIC’s work.
6. In line with Recommendation 5 is the need to address the aspect of the development of gender-sensitive indicators and data collection, both at the institutional and development levels.
7. Explore the possibility of an internship program to promote the talents and skills of young agrologists (men and women) both in Canada and overseas.

When delivering the recommendations, the consultants stressed that gender mainstreaming is a long-term commitment and suggested that AIC should review the recommendations, reflect on the implications of each one, and commit to what is feasible and meaningful in the short-term and in the long-term. The full report of the Institutional Assessment can be obtained by contacting iadp@aic.ca.



GE Roundtable, Edmonton, 2007

GE Roundtable

In conjunction with the 2007 International Partners’ Meeting and the AIC annual conference, the GETT and consultants organized a Gender Equality Roundtable and invited representatives from development and agricultural organizations and those who have worked in Gender Equality to share insights, experiences and ideas. The Roundtable took place in Edmonton with great participation from AIC members, partners, staff, Board and

invited participants from other agricultural and development organizations. Bios of the presenters and their presentations are available by contacting iadp@aic.ca.

A GE Policy for AIC

The Gender Equality Roundtable identified three key recommendations from the Institutional Assessment to focus further work of the GETT:

- produce a common *definition* of Gender Equality relevant to AIC;
- determine the *scope* of activities and programs that AIC is involved in and what it can influence; and
- define *indicators* to measure the results of what it can influence.

GETT sub-groups first worked on the definition and scope which helped in the next step – writing a draft Gender Equality Policy for AIC. The Board of Directors Gender Equality Committee (i.e. the AIC Board Members on the GETT) was formed in April 2008. It agreed to work with AIC staff on initial policy limitations and to examine the implications to AIC governance system.

When developing the Gender Equality Policy, the GETT began with a vision and what it means in practical terms.

AIC's Gender Equality Vision –

- Males and females have equal conditions for realizing their full human rights and potential to contribute to the development of the organization and its programs, and to benefit from the results.
- AIC is recognized more broadly (i.e. beyond Board, staff, committees) as a leader in Gender Equality.

In practical terms, this means –

- Gender Equality is clearly reflected in the structures, budgets, and policies of AIC.
- Program choices and decisions of Board, staff, committees are guided by AIC's vision for gender equality as outlined in the gender policy and will act as evidence of its implementation.
- AIC ensures Gender Equality is considered in partnership decisions. Gender Equality is an integral part of partnership choices.

The AIC Gender Equality Policy (following in this package) was presented to the AIC Board of Directors at their August 2008 meeting.

From Policy to Results – GEM leads on

Before disbanding, the GETT completed their final task in defining the Terms of Reference for the Gender Equality Mainstreaming working group. Nine members of the original GETT have agreed to continue to give of their time and talents through membership in the GEM. The broader based composition of the GEM (as detailed in the Terms of Reference) will bring a comprehensive perspective to the work of mainstreaming Gender Equality within all facets of AIC.

Definition of Gender Equality in AIC

Gender equality in AIC is the state in which women and men enjoy the same status in the organization. It involves males and females sharing equally in the power, decision making, work and benefits from the organization and its programs. It applies to the internal dynamics and programs of the organization and extends to the partnerships and scope of influence of the organization. AIC will not assume gender equality already exists and once achieved, males and females will have equal conditions for realizing their full human rights and potential to contribute to the development of the organization and its programs, and to benefit from the results.

AIC Gender Equality Policy

(Presented to the AIC Board of Directors, August 2008. The Board passed a Limitations Policy and the AIC CEO approved the following operational policy)

1. Background

Committing to gender equality is a long term process that demands commitment to change on both the individual and organizational levels and means committing to a process of learning, analysis, reflection and action.

Historically, AIC reflected the agricultural sector in Canada and had many years of being a primarily male environment. While the number of women in the agricultural sector increased, the number of female members in AIC did not increase correspondingly nor was the increase of women in the agriculture sector reflected in how AIC operates. AIC continues to be largely gender blind.

The Institutional Analysis conducted in 2007 highlighted the key areas of gender inequality and the major barriers within AIC, most importantly the lack of awareness, knowledge and understanding of Gender Equality. The analysis identified the need to put in place a policy to guide AIC and its partners to work toward Gender Equality

2. Definition

Gender equality in AIC is the state in which women and men enjoy the same status in the organization. It involves males and females sharing equally in the power, decision making, work and benefits from the organization and its programs. It applies to the internal dynamics and programs of the organization and extends to the partnerships and scope of influence of the organization. AIC will not assume gender equality already exists and once achieved, males and females will have equal conditions for realizing their full human rights and potential to contribute to the development of the organization and its programs, and to benefit from the results.

3. Principles

- 3.1 Gender Equality is a human rights issue. As a Canadian organization at the forefront of agricultural policy, AIC has the opportunity and obligation to lead by example.
- 3.2 AIC will not assume Gender Equality already exists and will use gender analysis to evaluate gender gaps and implement changes to close the gender gap.
- 3.3 AIC will be inclusive and build ownership by facilitating ways for partners, members, board and staff to lead, support and monitor the process.
- 3.4 AIC will promote and support organizational change that contributes to Gender Equality. AIC will engage in a process of learning, analysis, reflection and action to accomplish this.
- 3.5 AIC will actively promote positive images of women and men and their needs, interests and views.

4. Objectives

- 4.1 To ensure that AIC's structures (Board of Directors, members, committees and staff) budgetary and policy frameworks support its vision of Gender Equality.
- 4.2 To ensure that the programmatic choices AIC makes support its vision of Gender Equality.
- 4.3 To ensure that the partnership choices AIC makes support its vision of Gender Equality.
- 4.4 To ensure that the success of AIC GE work is conveyed to others in the contemporary agricultural community.

5. Implementation Strategy

- 5.1 Gender mainstreaming will be the primary strategy by which AIC implements its Gender Equality policy. Gender mainstreaming addresses Gender Equality at both the Organizational and the Program levels.
- 5.2 The organizational level includes structure, practice or process and policy, the aspects that guide and govern how things are done. It is at this level that systemic problems exist which must be resolved to enable Gender Equality to progress.
- 5.3 The program level puts the policy and process into action and includes management, consultation, monitoring, analysis and reporting.
- 5.4 AIC's strategy for gender mainstreaming seeks to ensure that the Gender Equality Principles are used in planning, implementation, analysis, monitoring and evaluation, reporting and communications.

6. Accountability and Measurement

- 6.1 As the governing body of AIC, the Board of Directors, is vested with the overall accountability and responsibility for the implementation, monitoring and evaluation of this policy.
- 6.2 The CEO will ensure that decision making within AIC is done with reference to any policy or strategy adopted by the board regarding Gender Equality and its definition, scope, policy and strategy.
- 6.3 The AIC Board of Directors will decide on key measurable indicators, request regular reports on Gender Equality and review them on a semi-annual basis to ensure the organization is achieving progress.

Scope of Influence

The principle of gender equality (GE) is embraced by AIC. The scope of mainstreaming GE within AIC has three main thrusts which are best described in relation to the level of influence AIC exerts. Where AIC's influence is great, as in its own governance and policies, AIC sets and implements its GE agenda. In equal partnerships with shared decision-making responsibility AIC has a moderate influence, and is able to set GE as a principle guiding the partnerships into which it enters. In more casual associations, AIC exerts a weak influence to affect change in the other organization, but has a tremendous opportunity to educate and act as a role model for GE at an institutional level. At all these levels of influence, AIC holds itself accountable that its actions and decisions are gender conscious.

GE - Scope Levels of Influence	GE - Scope parameters (policy implementation)				
AIC	Intent	Ability to Implement	Degree of Control	Accountability	Decision making responsibility
<p>1. HIGH (Focused) AIC has sole responsibility, decision making and control, primarily in the domain of organizational functions. This area includes: vision, bylaws, policies, governance, board, staffing and membership. It would also include activities that are fully AIC's, such as AIC's Honours and Awards.</p>	<p>HIGH - We can do!</p>	<p>HIGH – AIC's GE strategy and indicators will be based on our capacity (skills and resources) to successfully implement and monitor results.</p>	<p>HIGH – AIC control and engagement encompasses policy, implementation (strategy) and assessment (indicators).</p>	<p>Indicators established, measured, monitored and analyzed for outcomes.</p>	<p>Fully responsible for implementation Internal (President & BOD make decisions)</p>
<p>2. MODERATE AIC has shared responsibility, decision making and control. In these equal partnerships AIC can firstly decide to be involved or not, then negotiate, bargain and compromise. Examples would be the production of the scientific journals, the International Twinning Partnership Program, the Accreditation Program, conferences and discussion papers.</p>	<p>GOOD - We will do!</p>	<p>HIGH to MODERATE – as above, but partners' needs and/or expectations may exceed AIC's capacity, or the converse.</p>	<p>MODERATE – partners acknowledge shared GE interests and activities; consultation and negotiation implied.</p>	<p>Selected indicators developed for partnership, joint monitoring for outcomes.</p>	<p>Joint (if 2 partners) - mutual responsibility for implementation (Program Managers)</p>
<p>3. LOW (Broad) AIC has very limited responsibility, input to decision making or control. AIC can firstly decide to be involved or not. Because it does not have any control to negotiate or bargain in these partnerships, it must use its knowledge, status and credibility to influence the other partners' decisions. Examples would include speaking at another organization's conference, implementing service contracts for other organizations, sponsoring an event, or reviewing/editing a publication for another organization.</p>	<p>GOOD - We should do!</p>	<p>HIGH to LOW – AIC's ability to implement according to strategy will be high, e.g. serve as a role model to encourage and promote GE issues, benefits and awareness, but what can be implemented and/or influenced may be low.</p>	<p>LOW – AIC exercises choice in selection of partners and in what the GE strategy parameters will be, but acknowledges indirect influence, little to no negotiation, and limited control.</p>	<p>Develop indicators of mutual benefit to demonstrate GE - measure and monitor to assess outcomes</p>	<p>External - joint or multiple (if more than 2 partners) - final decision may rest with the partners (Project Leaders)</p>

What is Gender Mainstreaming?

(the following content is based on excerpts from the Commonwealth on Learning, Gender Policy)

In July 1997, the United Nations Economic and Social Council (ECOSOC) defined the concept of gender mainstreaming as follows:

“Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality.”



Gender mainstreaming, as an organisational strategy, ensures that gender equality is considered as an integral part of all policies and programmes. This implies that interventions are analysed from a gender perspective and the implications of how these impact on women and men are understood before decisions are made. It is more than adding a "women's component" or even a "gender equality component" into an existing initiative, activity or organisational process. Mainstreaming goes beyond increasing women's participation; it means that the experience, knowledge and interests of women and men are central to the organizational agenda.

AIC's strategy for gender mainstreaming seeks to ensure that Gender Equality principles are used in planning, implementation, analysis, monitoring and evaluation, reporting and communications.

For more detailed information on definitions of mainstreaming and mainstreaming strategies, go to: <http://www.col.org/resources/micrositeGender/Pages/mainstream.aspx> as well as to the AIC CD of Gender Equality Resources.

Gender Sensitive Indicators

(the following content is based on excerpts from UNESCO, Gender Mainstreaming)

Indicators are used to measure and monitor the achievement of expected results and targets and help establish the “success” of an endeavour. They also serve to produce knowledge on the basis of which management and policy-makers can make informed decisions.

If indicators are not gender-responsive, i.e. designed to capture the gender gaps we are seeking to eliminate, it is unrealistic to expect to effectively reduce them.

Indicators are usually described as either quantitative, or qualitative.

Quantitative indicators refer to the numbers and percentages of women and men or organisations involved in or affected by any particular group or activity. Quantitative indicators draw on sex disaggregated data systems and records that have been examined during processes of policy or project planning. The availability of quantitative baseline data means that indicators usually include some element of *target setting*.

Qualitative indicators are vitally important. It is not enough to know that women are participating in an activity; the *quality* of their participation and experience, whether in organizational level meetings, conferences or as contributors to or users of professional publications, is all-important.

Qualitative indicators (as well as quantitative indicators relating to visible change) should be developed in conjunction with the participating partners, or beneficiary, groups. It is only possible to set targets for qualitative change if baseline data is available. This requires baseline surveys. Where baseline data is available on experiences and perceptions, targets for qualitative change can be set. For example: At least 50% of women participating in organizational committees report active involvement in management and decision making by the end of Year 2 (from a baseline of 10% at the start of the work).

Where baseline data is not available, or is not easily aggregated into numbers and percentages, it is necessary to resort to general statements of improvement. For example: Significant improvement in staff knowledge, skills and attitudes on mainstreaming gender equality by the end of Year 3.

More detailed information on Gender Sensitive Indicators can be located on the AIC CD of Gender Equality Resources.

Value and Benefits

Gender equality is a reflection of diversity within an organization. And studies show that diversity provides tangible benefits, as noted in these excerpts:

“The benefits of diverse leadership can be truly impressive in their impact on organizational effectiveness and community strength. In the case of organizations, for example, an American Management Association study of more than 1,000 US corporations, found that diversity in ethnic backgrounds, gender and ages on senior management teams “consistently correlates to superior corporate performance.” *The Value of Diverse Leadership*, Conference Board of Canada, November 2008.

“...diversity can encourage a more balanced view of problems and an increased richness of decision making through consideration of different viewpoints and perspectives.” *The Business Case for Diversity*, Barbara J. Bowes, (2007).

“Diversity has also been shown to strengthen the overall corporate culture, enhance corporate reputations, act as a recruitment and retention tool, enhance service levels, reduce turnover, lower absenteeism rates and improve a company’s global management capacity...Diversity creates a sense of worldliness that would otherwise not be possible.”
Managing Gender Diversity: Five Secrets for a Manager’s Toolkit, Kurt K. Weiss, 2008.

CD of Gender Equality Resources

In 2007, as part of a GE consultancy, a CD of Gender Equality Resources was prepared for AIC. A copy of the CD is available on request from: iadp@aic.ca.

Gender Equality Resources on AIC Website

In 2009, AIC began development of a reading list of gender equality resources related to agriculture, the sciences, and organizational benefits. In addition to the GE Resources on CD, the website includes many new articles and connections and is updated regularly. Refer to <http://www.aic.ca/gender/resources.cfm> for links to articles.

This document was assembled and edited by AIC International Program staff members. The GEM Terms of Reference, Definition, Policy and Scope of Influence are the products of the AIC Gender Equality Task Team (2007-2008).