



GENDER
MAINSTREAMING

*Good Practices
from the Asia
Pacific Region*

By Heather Gibb



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APEC publication number APEC#201-S0-01.1

National Library of Canada Cataloguing in Publication Data

Gibb, Heather, 1950-
Gender mainstreaming : good practices from the Asia Pacific region

Includes bibliographical references and index.
ISBN 1-896770-41-X

1. Women—Asia—Economic conditions. 2. Women—Pacific Area—Economic conditions. 3. Women—Asia—Social conditions. 4. Women—Pacific Area—Social conditions. I. North-South Institute (Ottawa, Ont.) II. Title.

HD6060.5.A7G52 2001 305.4'095 C2001-901910-6

Editorial Team: Lois Ross, Rowena Beamish
Cover & Design: Kershaw Design

Price: \$12.00

Additional copies may be ordered from:

Renouf Publishing Ltd
5369 Canotek Road, Unit 1
Ottawa, Canada K1J 9J3
Tel.: (613) 745-2665 – Fax: (613) 745-7660
Web: <http://www.renoufbooks.com>

Available in pdf format at <http://www.nsi-ins.ca>; <http://www.apecsec.org.sg>

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FOREWORD

This book has been developed by Canada on behalf of APEC's Ad Hoc Advisory Group on Gender Integration (AGGI) to assist in implementing the *Framework for the Integration of Women in APEC*. Undertaken by the AGGI as one of its four main critical tasks, the project was led by Status of Women Canada. It provides concrete examples of how gender is relevant to APEC committees and working groups. This book responds to a call by APEC officials to have access to information, in practical terms, on "how" and "why" to include gender in their work.

Gender Mainstreaming: Good Practices from the Asia Pacific Region adds to the stock of resource materials produced by AGGI to assist APEC in implementing the *Framework*. I encourage you to seek out and use these resources to assist you in putting into practice the key elements of the *Framework*: gender analysis; the collection and use of sex-disaggregated data and the involvement of women in APEC fora and activities.

I would like to take this opportunity to congratulate Canada on its significant achievement and to acknowledge Status of Women Canada in compiling and producing this quality resource. I would also like to thank the Canadian International Development Agency for its financial contribution, The Conference Board of Canada for initiating the project and Heather Gibb of The North-South Institute for her skill in ensuring that this book would be both relevant and comprehensive and for bringing this project to successful completion. Canada joins me in thanking the "economy advisors" from China, Malaysia, Philippines, Thailand and Viet Nam and all those who contributed examples.

This *Good Practices* book is another important step toward ensuring that women are involved in, and benefit from, the work of APEC. We hope that it will prove useful to you and will be the start of an ever-expanding collection of APEC gender mainstreaming good practices.

Rosemary Calder
Chair, 2001
APEC Ad Hoc Advisory Group on Gender Integration

PREFACE

As a member of Canada's delegation to APEC's Human Resources Development Working Group for many years, and later consultant to the Ad Hoc Advisory Group on Gender Integration (AGGI), I have had the opportunity to contribute to several APEC initiatives addressing the role of women. These began with a series of projects in the early and mid-1990s, and gathered momentum in 1996 with the first meeting of the APEC Women Leaders' Network in Manila. Building on the first official call in 1996 by APEC Leaders for attention to issues concerning women's participation, the APEC Ministerial Meeting on Women was held in 1998. That Ministerial Meeting, in a recommendation supported by APEC Leaders, called for measures to accelerate progress in integrating women into the mainstream of APEC processes and activities. In keeping with that purpose, the *Framework for the Integration of Women in APEC* was developed the following year by the SOM Ad Hoc Task Force on the Integration of Women in APEC.

Mainstreaming gender in programs and activities provides a framework for projects to have a positive impact for both women and men, without inadvertently jeopardizing the interests of one group while advancing those of the other. The examples included in this book demonstrate how using tools to promote gender mainstreaming can make a difference. Gender mainstreaming means analyzing all proposals related to general or sectoral policies or programs from a gender equality perspective. APEC's gender criteria are intended to guide APEC in this task. While researching APEC activities for this book, I had an opportunity to review the experiences of many APEC fora in integrating the objectives of the *Framework*. While gender issues are being discussed in some areas of the APEC agenda, there remain other areas where a gender-based approach could make a major contribution. The Finance Ministers' initiative on a new international financial architecture, for example, could integrate a gender analysis linking financial and social goals in the agenda. Such an analysis would address the social content of financial policy as well as its social impact.¹ APEC responses to the financial crisis could be enriched by analyses of the different positions of women in comparison to men, and accounting for unpaid work and informal economic activity in households and communities.

1 Diane Elson, "International Financial Architecture: A View from the Kitchen", paper presented to the International Studies Association Annual Conference, Chicago, February 2001.

In compiling this collection of examples of gender mainstreaming, efforts were made to obtain case studies from APEC economies that would illustrate gender mainstreaming in the priority areas of APEC's trade and investment liberalization and facilitation (TILF) agenda, as well as in economic and technical cooperation (Ecotech). With the exception of some initiatives targeting women exporters in trade missions, it was not possible to find good practices in areas relating to APEC's interest in capacity-building for trade facilitation. While there is a growing body of literature assessing the impact of gender and labour market changes in the organization of production linked to trade liberalization, there remain opportunities for further work targeted to specific APEC TILF priorities.

This book would not have been possible without the financial support of the Canadian International Development Agency (CIDA), and overall direction from Status of Women Canada. I would like to acknowledge the contribution of The Conference Board of Canada, which first proposed an "idea book" of good practices in gender mainstreaming, and in particular, Penny Brady, who coordinated the early stages of the project.

Many people contributed examples of good practice in gender mainstreaming. Unfortunately, not all could be included in this book. I would like to express appreciation to members of APEC's Ad Hoc Advisory Group on Gender Integration, in particular Dr. Chang Pilwha, Ewha Women's University, Korea (AGGI Chair, 2000), and Rosemary Calder, Office of the Status of Women, Australia (AGGI Chair, 2001). In addition, colleagues from APEC's Human Resources Development Working Group, Industrial Science and Technology Working Group and the Women Leaders' Network offered much appreciated input and support.

I have been privileged to meet and work electronically with five expert and enthusiastic colleagues, the "economy advisors" who researched examples of gender mainstreaming activities in their respective economies and patiently responded to my many queries. They are:

Dr Farida Habib Shah, Professor of Molecular Biology, Centre for Biosciences and Biotechnology, Faculty of Science and Technology, National University of Malaysia;

Professor Lin Zhibin, College of Rural Development, China Agricultural University, China;

Encarnacion Narciso-Raralio, Vice-President, Planning, Development and External Affairs, Philippine Women's University, and Commissioner, National Commission on the Role of Filipino Women, Philippines;

Dr Phanna Waikakul, Department of Horticulture, Faculty of Agriculture, Khon Kaen University, Thailand;

Tran Hang Giang, Director, Centre for Family and Women's Studies, National Centre for Social Sciences and Humanities, Viet Nam.

A Canadian advisory committee, many of whom have served on various Canadian APEC delegations, provided invaluable advice. I would like to thank:

Louise Bergeron-de Villiers

Julia Bracken, Canadian International Development Agency

Janet Burn, Southeast Asia Gender Equity Project (SEAGEP), Singapore

Sue Hooper, Asia Pacific Foundation of Canada (Women Leaders' Network)

Zeynep Karman, Status of Women Canada

Pamela Scholey, International Development Research Centre

Helen Trevor Thomas, Helen Trevor Thomas Consulting

MarieLyne Tremblay, Natural Resources Canada

Joanne Warren, The Conference Board of Canada

Many others have contributed, however, I would like to thank Dorothy Lele and Suzanne Thibault for their guidance and Eugenia Gallegos of The North-South Institute for assistance with Spanish translations.

Finally, I would like to thank Lois Ross of The North-South Institute for her excellent editing and skillful manoeuvring of the book through the production process.

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ABOUT THE AUTHOR

Heather Gibb is a senior researcher at The North-South Institute in Ottawa, Canada. Her current research interests include linkages between labour standards and poverty reduction, employment issues in the informal sector and gender and trade. She was a member of the Canadian delegation to the APEC Human Resources Development Group from 1993 to 1999, and in that capacity contributed extensively to that working group's activities on gender issues. She has also served as a consultant to APEC's Ad Hoc Advisory Group on Gender Integration. Her recent publications include *Time for Work: Linkages Between Paid and Unpaid Work in Human Resource Policy* (1999, The North-South Institute and APEC), *Gender Front and Centre: An APEC Primer* (1997, The North-South Institute), and *Canadian Perspectives on Labour Mobility in APEC* (editor) (1997, The North-South Institute).

INTRODUCTION

“What different results, in impact or opportunity, will this initiative have, respectively, on men and women?” This question is at the heart of gender mainstreaming. The question, raised at the outset of every Asia-Pacific Economic Cooperation (APEC) activity, sets in motion the process elaborated in the *Framework for the Integration of Women in APEC*, the guide to gender mainstreaming adopted by APEC Leaders in 1999.

The *Framework for the Integration of Women in APEC* defines the elements necessary for mainstreaming women into APEC processes and activities. Gender mainstreaming means that women and men have equitable access to, and benefit from society’s resources, opportunities and rewards and equal participation in influencing what is valued and in shaping directions and decisions.

There are three inter-related elements described in the *Framework* to guide APEC fora in gender mainstreaming: gender analysis; the collection and use of sex-disaggregated data; and the involvement of women in APEC fora and activities:

- *Gender-based analysis*: a methodology for examining the differences in women’s and men’s lives and identifying factors that explain the differences
- *Sex-disaggregated data*: data classified by sex and presented separately for women and men
- *The involvement of women in APEC*: increased participation of women in APEC fora and activities as well as increased attention to gender considerations in the identification, design and implementation of APEC activities

This “gender mainstreaming good practices” book is one of the mandated activities in the implementation strategy for the *Framework*. Its purpose is to share some experiences from APEC member economies in gender mainstreaming and demonstrate lessons learned. The book will assist APEC fora in becoming familiar with key concepts in gender mainstreaming. Member economies may

also find the publication useful in supporting gender mainstreaming at a national level. The examples illustrate gender issues in three broad issue areas in APEC's agenda: promoting small and medium-size enterprises (SMEs), science and technology and sustainable food production. Two final case studies describe initiatives addressing employment issues associated with globalization.

The book is organized into four sections, each preceded by a brief overview identifying key gender issues in the sector and relating them to the work of APEC working groups and committees. They are: SMEs (human resources development issues, access to credit, trade promotion); science and technology (capacity-building for women and increasing women's participation in non-traditional sectors); food security and rural revitalization (access to resources, credit, appropriate technology, training and mainstreaming gender in curricula); and labour markets (training for unemployed workers, gender mainstreaming to assess impact of programs). Each section has a short list of resource material, including related APEC reports. A resource list on gender mainstreaming is included at the end of the book. Each case study includes an overview of the project or activity identifying the gender concerns addressed, the objectives of the project, activities, results and lessons learned. Information is provided on the main project partners, including contact information.

Recurring themes weave through the case studies: gender issues in access to education and training; access to credit, resources, information and markets; barriers to full participation created by initiatives that do not recognize women's unpaid activities and getting institutions "right" to sustain gender mainstreaming over the longer term. Readers can quickly find the projects relevant to their area of interest by referring to the index at the end of the book.

Case studies were contributed by AGGI members, and by the five "economy advisors" participating in the project. Other projects were contributed by members of the Women Leaders' Network and partners from APEC projects over the years. "Good practice" projects had the following characteristics: they illustrated the application of gender-based analysis, use of sex-disaggregated data and initiatives to increase the participation of women; they had an impact on the policy environment, making it more conducive for gender equality; they demonstrated an innovative and replicable approach, and were sustainable.

Gender mainstreaming: perspectives from the case studies

As the examples in this book demonstrate, gender mainstreaming goes beyond tools and techniques. It requires looking at the function and structure of organizations themselves, and developing new ways of thinking and approaching policies. Several case studies describe approaches organizations have taken to mainstream gender, for example, the College of Rural Development at the China Agricultural University, and the Credit Union League of Thailand Ltd. In another, the AFL-CIO Solidarity Center integrated a gender-assessment project as a key component in evaluating the design and impact of its programs.

Strategies to promote understanding of the “why” of gender mainstreaming often include demonstrating gender issues in apparently “gender neutral” policies and programs. In Chile, the Ministry of Women’s Affairs (SERNAM) organized meetings with senior officials to demonstrate gender dimensions in public transportation. Projects described in this book illustrate initiatives intended to raise the visibility of gender dimensions in a policy or issue area. This was the objective of many of the early APEC “gender projects”. The Industrial Science and Technology Working Group, Human Resources Development Working Group, Telecommunications Working Group, Fisheries Working Group and Small and Medium-Size Enterprise Working Group have all undertaken projects of this type. The Transportation Working Group has developed a “Gender Tool Kit” containing five of the working group’s projects, showing how the application of APEC gender criteria can affect project proposals and their outcomes.

Gender mainstreaming involves the full participation of women in all aspects of life and addresses access issues to increase women’s participation in sectors where they are weakly represented. In the APEC region, governments have adopted various strategies to achieve this goal. In Hong Kong, China, a high-level Women’s Commission has been tasked with reviewing government services and identifying priorities for action. Malaysia’s “Networking Women” project describes an innovative, volunteer-led initiative to boost women’s use of information technology. Gender mainstreaming also involves adapting technology and tools to meet the needs of women, rather than women adapting to the machines. The Centre for Family and Women’s Studies in Viet Nam undertook research and field testing to identify machinery that best met the needs and economic situation of Viet Nam’s predominantly female farmers.

Lessons from the case studies

The concerns addressed in the case studies point to major changes in women's economic activities as a result of broader structural changes linked to globalization and trade and investment liberalization. These include both positive and negative impacts: increased access to paid employment in export-oriented industries is often cited as an example of a beneficial impact, however, the quality of that employment is often questioned. Women's enterprises have been supported through trade promotion activities, however, women are often concentrated in sub-sectors that have been hurt by reorganization of production prompted by global competitiveness. The APEC Women in Aquaculture project found that women's gains in small-scale aquaculture were jeopardized because investment in the sector has emphasized development of large-scale aquaculture activities where women are poorly represented.

Planners and project coordinators need tools to assist them in identifying important gender issues. Like many organizations, APEC is including institutional capacity-building with "gender information sessions" for its working groups and committees. Many of the examples in this book emphasize gender training for all participants: the institution in which the activity is located, management and staff, as well as the target audience, so that all stakeholders have the tools and knowledge to sustain a gender aware program over the long-term.

While the case studies describe projects of different sizes and in different sectors, there are issues, strategies and lessons common to all. They are:

Social and cultural expectations about women's responsibilities for care and nurturing of the family and the home (unpaid work) have far-reaching implications for their participation in other economic activities.

- In designing projects, planners and policy-makers need to understand the time and mobility implications that unpaid work presents for many women, and, increasingly, men. An APEC study on women entrepreneurs (Bang Jee Chun, 1999), for example, noted the age, marital status and presence of children in the assessment of characteristics of women entrepreneurs. This information is important in understanding and taking into account time and mobility constraints on women's participation in training programs. An example of this is the practice of AFL-CIO Solidarity Centers to hold educational programs on weekends, when women are more likely to be able to attend, and to allow women to bring older children with them.

Collecting sex-disaggregated data is the first step in identifying the respective economic roles of women and men in a sector.

- Identifying the role of women as well as men in a sector, by collecting data on participation of women and men at all levels of activity at the early project stages is critical to developing strategies that will benefit women and men equally. Sex-disaggregated data is an essential input into gender analysis. A gender analysis provides information that can be integrated into formal calls for project proposals and ensure the inclusion of line items for gender-related activities in budgets and contracts. A gender analysis at the outset of the project also establishes baseline data on women's participation against which progress can be measured.

With the support of the United States Census Bureau, APEC's Ad Hoc Advisory Group on Gender Integration held a two-week training workshop in 2001 on analysis and evaluation of gender statistics.

A strong commitment to gender mainstreaming is key.

- Effective gender mainstreaming starts with a strong commitment to an institutional policy and framework on gender equality, as well as commitment and accountability at senior levels. At the project level, the policy framework must be backed by a high level of commitment from project leaders to ensure that resources for gender-based analysis are allocated to the project at the preliminary design stage and issues relating to women's participation are included in formal requests for proposals (RFPs).

Setting targets for women's participation is an effective strategy to achieve goals.

- Setting targets for women's participation is one element that leads to successful outcomes, particularly when backed by monitoring and requirements for regular progress reports. The requirement for results helped project partners in the Oil and Gas Technology Transfer Project assess where women were actually employed in the sector and identify steps to ensure women had the necessary prerequisite training to be eligible to participate in advanced professional training.
- Targets should be set after conducting a gender analysis or survey to identify the status of women in the sector.

Gender training is critical for long-term results.

- Targets are important tools for achieving goals, but transforming successful pilot projects into sustainable programs over the longer term calls for an investment in gender training and ongoing supports to ensure an institutional framework that will reinforce women's participation. Successful projects emphasize ongoing training, at both a general and more advanced level, for institutional partners, as well as support for ongoing networking and information exchange after the project has been completed.
- Policy-makers need tools for gender analysis. Many of the projects described in this book called on outside gender experts to assist in developing tools and providing initial training.
- There is a wealth of expertise and materials in multilateral organizations such as the World Bank, the Commonwealth Secretariat and the United Nations Development Programme (UNDP). However, most projects in this book also engaged local gender experts to assist in developing training programs adapted to their specific needs.

Identifying women as participants.

- A challenge to many APEC fora in addressing participation issues is identifying women who could advise on projects, and participate both as experts and as participants. As the export promotion example illustrates, women participants can be drawn from different levels in organizations: trade missions can target women managers, as well as business owners. Re-thinking "participation" opens the door to many possibilities: executive and management training programs can include potential executives and managers, that is, target women who have talent, but have not yet received promotions. Participating organizations can be encouraged to invest in capacity-building for women to ensure women candidates for advanced training.

- APEC fora can also refer to national women's affairs ministries, national and international business and professional women's associations, as well as women's non-governmental organizations and university women's studies departments for resources. The APEC Women Leaders' Network (WLN) is establishing a database of women business and professional leaders, another important resource for APEC. Many of the case studies demonstrate successful collaborations involving government agencies, the private sector, academic or research institutions and women's organizations.

GENDER MAINSTREAMING IN SMALL AND MEDIUM-SIZE ENTERPRISES

Many governments are targeting micro, small and medium-size enterprises in strategies to boost employment and productivity. While sex-disaggregated statistics are limited, studies have shown women are major actors in this sector. Data from industrialized economies suggests that over one-third of new businesses are set up by women. In Southeast Asia, labour force statistics on self-employment show that women comprise from about one-third (Malaysia, Singapore) to two-thirds (Viet Nam) of the self-employed working in manufacturing and trade.

Since issues affecting women-owned or led businesses may be different from those affecting men, gender-based analysis can make an important contribution to overall policy and project success. Some important differences between women- and men-owned businesses are:

- Women-owned businesses are generally younger than other businesses
- Women-owned firms are generally smaller in terms of employment, number of employees and size of revenues
- Most women business owners are in their 30s or 40s, are married and have children: family responsibilities and adequate child and elder care are major concerns
- Women often have less formal education, business-specific education or work experience than men
- In some countries, there remain legal or cultural constraints on the extent to which women can lead or grow their businesses (for example, tax or legal barriers to land ownership or bank accounts; cultural expectations that women business owners defer to husbands or other family members in key business decisions) (Zheng, 1998)

These characteristics suggest several gender considerations that APEC activities aimed at promoting SMEs could address. The examples included in this book emphasize an important overall success factor: an integrated approach combining training, capital and opportunities for hands-on experience.

Access to formal training and education in business management issues, including marketing, financing, personnel matters and technology: Research shows that training programs need to take into account both the amount of time, and times of the day or week that women, who are often constrained by family responsibilities, have available to invest in human resource development. Vocational and technical training packaged in short, flexible modules has higher take-up rates by women than longer, formal academic programs.

Access to capital: Studies indicate there is usually a substantial gap in access to capital between women- and men-owned businesses. Barriers to capital may be related to women's comparative lack of experience in dealing with financial institutions, as well as financial institutions' inexperience in dealing with women's businesses; a tendency by banks not to take women's businesses seriously because of their size or sector of activity; difficulties in accessing finance in specific areas, for example, in science and technology. As described in one case study, Malaysia's TMDC Capital and Technology Research Sdn. Bhd. partnered with the Small and Medium Industries Development Corporation to reach women entrepreneurs in the field of technology. A Thai case study describes how achieving goals to increase women's participation at the decision-making level in cooperatives began with gender awareness training for staff and members.

Access to markets and information, trade promotion: Studies show that many women-owned SMEs produce products or services targeted primarily to local markets and could be exported. The International Trade Centre UNCTAD/WTO has established a gender focal point to address opportunities for technical cooperation with women entrepreneurs in trade promotion. A project for potential women exporters described in this section targeted women managers, as well as business owners, recognizing that women entrepreneurs are often concentrated in managerial levels in small businesses. The mission was backed up with an integrated program of training, business matching and mentoring involving businesswomen's associations, national trade promotion agencies and a trade facilitation agency. The TradeBuilders Virtual Mission™ offered a "trade mission" that, by relying heavily on the internet, offered substantial savings for participants in both the time and cost of participating in a trade mission.

Examples of good practice in integrating gender in trade policy and in capacity-building for trade facilitation were not possible to obtain for this book, although there is a growing body of research on gender impacts of globalization and trade liberalization. Some links to current studies are listed in the "Resources," below.

Formal and informal networks: Often networks that are available for men business owners are closed to women. However, networks provide valuable information and are key to building women's businesses. For this reason, many women are starting their own business associations. In the Philippines, the Women's Business Council was established to address gender issues in access to credit and training. Its strategies include policy advocacy, enterprise development and networking. The Women Leaders' Network was formed as a mechanism to advance gender considerations in business, science and technology, and human resources development in APEC.

Resources

Bang Jee Chun, "Women Entrepreneurs in SMEs in the APEC Region", Report to the APEC Policy Level Group on SMEs (APEC Project SME 02/98), 1999.

Canada, Department of Foreign Affairs and International Trade, Trade Research Coalition, *Beyond Borders: Canadian Businesswomen in International Trade*, 1999.
http://www.infoexport.gc.ca/businesswomen/beyond_borders/menu-e.asp

Marian Fe B. Durano, "Gender Issues in International Trade", International Gender & Trade Network. <http://www.genderandtrade.net>

International Trade Centre, UNCTAD/WTO. <http://www.unifem.undp.org/s&tech13.htm>

OECD, Conference on "Women Entrepreneurs in SMEs: A Major Force in Innovation and Job Creation", November 2000.
<http://www.oecd.org//dsti/sti/industry/smes/prod/synth.htm>

United Nations Development Fund for Women (UNIFEM),: Trade Liberalization and Women. <http://www.undp.org/unifem/trade/index.htm>

Women in Informal Employment, Globalizing and Organizing (WIEGO)
<http://www.wiego.org/>

Women Working Worldwide, <http://www.poptel.org.uk/women-ww/>

World Bank, Gendernet, <http://www.worldbank.org/gender/>

Connie Zheng, "Women's Issues in SMEs in APEC Economies", background paper on Women in SMEs prepared for the APEC, Ministerial Meeting on Women, October 15-16, 1998, Manila.

Connie Zheng, *Gender and Lifelong Learning: Enhancing the Contributions of Women to SMEs in the Asia Pacific Region for the 21st Century*, Asia-Pacific Research Institute, Macquarie University, Sydney, Australia, December 1998.

**PROJECT
TITLE**

***Collective Action among Women in Business:
The Women's Business Council, Philippines (WBCP)***

TIME PERIOD

1997 to present

BUDGET

P1.16 million (approximately US\$23,400) start-up funding from Department of Trade and Industry

The WBCP is funded from membership fees, government grants through the Department of Trade and Industry (DTI) and Technical Education and Skills Development Authority (TESDA), and other grant-giving agencies like the United Nation's Development Programme (UNDP).

**PARTNERS
INVOLVED**

Women's Business Council, Philippines (WBCP); Department of Trade and Industry; National Commission on the Role of Filipino Women (NCRFW); Technical Education and Skills Development Authority (TESDA); Land Bank of the Philippines (LBP)

OVERVIEW

The Women's Business Council, Philippines (WBCP) was formed as a result of a series of meetings between the Office of Special Concerns, Department of Trade and Industry (DTI) and businesswomen from different sectors on issues of concern to women in business. These were identified as: access to finance and credit, technology, markets, and continuing education and training. The WBCP was established to influence policy and advocate for programs that address the needs of women entrepreneurs. The Council received the endorsement of then President Fidel V. Ramos, who urged all government agencies, with DTI as lead, to give full support to the group.

OBJECTIVES

- To influence economic policies and advocacy programs to address women's business concerns in such areas as technology development, training and access to markets and finance
- To monitor the status of women in the economy and to advocate and undertake programs to advance the status of women workers, entrepreneurs, owners or executives
- To forge business alliances and establish commercial networks among women-owned, women-led or -managed businesses and with other business groups

ACTIVITIES

The Women's Business Center was set up by WBCP as a one-stop assistance centre to serve women in business, whether just starting out, or in expansion phase.

- The lending window, launched December 1999, grants women entrepreneurs and women business owners access to financial services and credit through lending programs implemented by government financial institutions and private banks. The WBCP initiative is aimed at encouraging banks to launch lending windows for women entrepreneurs and women in SMEs to support bank compliance to government requirements to allocate a percentage of credit to women entrepreneurs and to the SME sector. WBCP has succeeded in ensuring more access to credit through the launching of a Php one billion credit facility for women-owned or -led rural and non-rural based enterprises. The Land Bank has committed one billion Philippine pesos, and designed two programs: PINAY and the Rediscounting Facility for Women; the Development Bank of the Philippines, one billion; the Banco de Oro, 500 million; the Equitable Bank, 500 million; and the Small Business Guarantee Finance Corporation, 100 million.

ACTIVITIES*(continued)*

- Entrepreneurship training, including: basic business start-up courses, business improvement and survival courses, a seminar on exporting handicrafts; candle making and enterprise development, as well as courses for differently-abled and physically challenged women
- Policy advocacy for Senate Bill 75 (proposed Committee on Equal Opportunity for Women), 39 (proposed National Commission on Women) and 1334 (Promotion of Home Industries) and implementation of RA 7882 (Microfinancing for Women)
- Strategic interventions at the local and international level: The WBCP participates in the Confederation of Women's Business Councils in APEC, and the Women Leaders' Network (WLN), and contributes to strategic planning workshops on Philippine participation in APEC Senior Officials Meetings. The Council hosted the 2nd Asia Pacific Business Conference on Globalization and Transformative Leadership—Men and Women in Business: Partners in the New Economy. The conference also included business matching sessions and a trade and consumer exhibition.

RESULTS

- In 1999, more than 100 participants in training programs learned entrepreneurial and livelihood skills
- Enhanced access to credit through the launching of credit facilities for women-owned or women-led rural and non-rural based enterprises by the Land Bank of the Philippines, the Development Bank of the Philippines, Banco de Oro, and the Small Business Guarantee and Finance Corporation
- Senate bills for which the Council advocated were passed

SUCCESS FACTORS

- High level of commitment by the government and WBCP members
- Support of other government agencies, for example, Department of Trade and Industry, National Council on the Role of Filipino Women, the Land Bank of the Philippines and Technical Education and Skills Development Authority
- A clear agenda: WBCP works closely with DTI, other business groups and NGOs

REPLICABILITY

- WBCP could be replicated in other economies.

CONTACT INFORMATION

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**PROJECT
TITLE**

***Mainstreaming Gender at the Credit Union League
of Thailand Ltd, Thailand***

TIME PERIOD 1998 – ongoing

**PARTNERS
INVOLVED**

Credit Union League of Thailand Ltd; Faculty of Education, Chulalongkorn University (gender resource persons); Rajaphat Institute (training resource person); Lawyers Association of Thailand (legal literacy training); Bangkok Bank of Thailand Ltd (business training); Asian Women in Cooperative Development Forum (AWCF)

Funding support was provided by the International Labour Organization (ILO), Friedrich Ebert Stiftung (FES), Australian Aid (AusAID) and the Canadian International Development Agency (CIDA).

OVERVIEW

The Credit Union League of Thailand Ltd (CULT) was established in 1979 to promote credit unions, deliver financial and social services at the community level and support villagers in collaborative community social welfare activities. CULT is a self-governing body, whose management is elected at the Annual General Meeting. CULT is a member of the World Council of Credit Unions (WOCCL) and is registered with the Department of Cooperative Promotion, Ministry of Agriculture and Cooperation Promotion, Thailand.

More than half of CULT's 22,000 members are women, who largely live in rural areas. Although women members have a higher rate of repayment on loans than men, traditionally, women have been poorly represented on CULT governing bodies. As a result, CULT has undertaken a comprehensive program to increase women's participation at the policy- and decision-making level.

In 1996, CULT developed a policy on gender issues and women's participation. Women became eligible to become board members at the national and credit union level for the first time that year. In 1998, CULT established a gender program that provides gender training to CULT staff and to 674 credit unions all over the country. CULT also provides training for potential women leaders so they have the skills to participate on CULT governing bodies. Gender issues are included in CULT's 1999-2003 five-year plan, and its long-term plan.

OBJECTIVES

- At the policy level, make CULT policy more sensitive to gender issues
- Strengthen the capacity of women leaders in credit unions to participate effectively at the decision-making level
- Train and support women members to become credit union leaders
- Train CULT board members and staff on gender issues

ACTIVITIES

- Two-day workshops on gender issues organized by resource persons from Chulalongkorn University for male and female CULT staff. The workshops were aimed at both awareness-raising and training trainers. About 150 staff participated, in workshops of about 40 persons each.
- CULT staff from the regional and provincial level who received the gender training in turn provided training on gender issues for male and female credit union members across the country. At this level, training workshops of two to three days were held for groups of about 25 members.

ACTIVITIES*(continued)*

- Two four-day training sessions targeting women credit union members, in groups of 20 at a time, in leadership, marketing, networking and management to provide skills, self-confidence and leadership credibility to men
- Promoting and supporting women as credit union board members at the national, regional and provincial level, by encouraging women to be candidates, and giving women candidates strong campaign support

RESULTS

- The proportion of women credit union board members increased from zero to 20 per cent over a three-year period. Three of 15 national board members are now women.
- Each credit union board must now have at least one woman. There are 15 members on each board.
- A gender committee of board members was established at the national level to develop CULT policy and activities to enhance women's participation at executive levels of the credit union.
- Women have increased their connections to each other through networking and communication.
- At the policy level, a five-year plan has been developed that emphasizes empowerment of women leaders.
- A number of credit union women who have contributed to community development have received awards.

LESSONS LEARNED

- Policy-makers need tools for gender analysis — it is important to involve experts in developing these tools.
- The increased participation of women on credit union boards can result in some changes in allocations of resources. Plans developed with the contribution of women tended to address social infrastructure such as schools and water supply, and improvements to the overall quality of life, whereas men's planning activities tended to focus on capital construction projects such as roads and buildings.

REPLICABILITY

- CULT's gender policy has become a model for credit cooperatives under the government. Credit cooperatives under the supervision of the Department of Cooperative Promotion, Ministry of Agriculture and Cooperatives, as well as the Federation of Saving and Credit Cooperatives of Thailand (TRIFT), the Credit Union League of Thailand, the Credit Cooperatives of Thailand, and the Department of Cooperatives of Thailand have adopted CULT's mainstreaming policy for their credit unions.

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**PROJECT
TITLE**

***Investing in Women IT Entrepreneurs,
Malaysia***

TIME PERIOD August 1999 – February 2000

BUDGET RM 20 million (approximately US\$526,000), Ministry of International Trade and Industry (MITI)

**PARTNERS
INVOLVED** Ministry of International Trade and Industry; MTDC Capital & Technology Research Sdn. Bhd.; Small and Medium Industries Development Corporation (SMIDEC)

OVERVIEW In general, the IT industry in Malaysia is at an infancy stage. Participation by both men and women is slow, with the IT industry largely dominated by foreign companies. As men have the advantage of raising financial support from the banks, the government established this scheme as a catalyst to increase women's participation in the industry. The project was initiated by the government and publicly funded from the Ministry of International Trade and Industry. Ten million is managed by MTDC and ten million is managed by SMIDEC.

The special assistance scheme for women entrepreneurs in information technology was intended to provide greater access to financing for women entrepreneurs in the field. Although soft loans and grants are available for other businesses, IT is a new and intangible product, hence it is difficult to get loans. Sector coverage has been expanded and is specifically packaged to be more flexible and accessible to women entrepreneurs.

The project was intended as a pilot project. Five companies were selected, based on technical capability, business viability and feasibility and financial strength, since the program requires applicants to contribute as well.

- OBJECTIVES**
- To integrate more companies/enterprises owned and operated by women into the mainstream of manufacturing through inter- and intra- industry linkages (in a way to enable the company involved to diversify or build up supportive industries)
 - To enhance global competitiveness and to upgrade the technological capabilities and technical skills and expertise of companies /enterprises owned and run by women

- ACTIVITIES**
- The scheme managed by MTDC provided partial grants ranging from 50 to 70 per cent of the cost for IT-related services, education, software development, design and packaging, research and development and marketing.
 - The MTDC project also provided partial funding for technology upgrading through IT, technology licensing, expert sourcing and skills upgrading, financial assistance on rental for relocation purposes to technology parks or incubation centres.
 - The SMIDEC program provided soft loans for purchase of new plant and machinery, equipment and parts for modernization and productivity enhancement, relocation of industries, project financing and working capital financing.

RESULTS

- Five companies owned by women were awarded grants amounting to RM6.5 million.
- Participating companies reported that as a result of production improvements in quantity and quality, they were able to increase outputs, handle more orders and provide better services. Recipients said they were able to confidently market their services and products both locally and internationally. One recipient reported developing other supporting activities, making it a one-stop centre. Another company was able to secure a larger contract and expand the size of her factory. A textile company and garment factory diversified into design house software production to be used for education and training purposes by colleges and institutes of higher learning offering fashion and design courses.
- Due to the publicity generated, these companies have received product inquiries, thereby increasing their customers. Fund recipients have the opportunity to participate in SMI/SMIDEC annual exhibition fairs and overseas trade missions.

**LESSONS
LEARNED**

- There is a need to reach more women entrepreneurs in rural areas (30 per cent of applications were from rural women).
- The pilot project demonstrated that this kind of program can nurture growth and expansion in businesses. A larger pool of funds is needed, as there are many women entrepreneurs who need financing.

REPLICABILITY

- The scheme was extended for a subsequent year and several grants were awarded.
- Although the scheme can be replicated for other areas of business, there are no other schemes or spin-offs designed to support women entrepreneurs such as this one, which provide funding of this magnitude.

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**PROJECT
TITLE**

***TradeBuilders Virtual Mission™,
United States and Canada***

TIME PERIOD September 11 – November 16, 2000

BUDGET Approximately US\$50,000, plus in-kind contributions from sponsors

PARTNERS INVOLVED The virtual trade mission included 41 women-owned business service companies from Canada and the United States. It was organized in cooperation with the United States Small Business Administration (SBA); the United States Department of Commerce; the Canadian Consul General in Atlanta; Industry Canada; the Canadian Department of Foreign Affairs and International Trade; and the Foundation of Canadian Women Entrepreneurs.

Corporate sponsors who offered a combination of financial and “in kind” support included Caucus Systems, The Coca-Cola Company, Delta Airlines, King & Spalding, Eastman Kodak, Polycom, Royal Bank of Canada and UPS.

OVERVIEW TradeBuilders helps companies go global through its internet portal and virtual trade missions. The SBA Offices of International Trade and Women’s Business Ownership were the first to support and fund this pilot to test the virtual trade mission process, and help women increase their business opportunities and trade readiness.

A TradeBuilders Virtual Mission™ (TVM™) is a proprietary process that facilitates business matching in an online networking environment. It is designed for both men- and women-owned companies that import, export, are import/export ready, or are looking for joint ventures, representation, sourcing or foreign direct investment. The process mirrors traditional trade missions, but in a more affordable, convenient and efficient manner.

Studies have shown that women business owners, who often have significant family responsibilities, prefer to travel for international business only after they establish a relationship with their contacts. A virtual trade mission provides a platform for women entrepreneurs who require affordable and flexible networking opportunities.

OBJECTIVES

- The primary objective of the project was to pilot the process and technology.
- The secondary objective was to offer women-owned businesses access to new markets and networks, while increasing their trade readiness.

ACTIVITIES TVMs™ use a proprietary process and mix of communication media (virtual meetings, videoconferencing, videostreaming, business-matching engines, online directories, website links and e-mail) to help participants build business relationships. Participating companies require only simple internet hook-up via telephone, with a slow speed modem. This pilot also included face-to-face networking at the end.

Mission participants had online access to:

- Business matching
- Links to business and trade information
- Business coaching on “steps-to-a-deal”
- An international network of women entrepreneurs
- products and services offered by the organizers

ACTIVITIES
(continued)

A videoconference was hosted for participants, organizers and sponsors who wanted to network at the midpoint of the mission from sites in Atlanta, Washington, DC, and New York in the United States, and Ottawa and Toronto in Canada.

At the end of the mission, over half of the participants met face-to-face in Atlanta, Georgia, for a Deal-Signing Ceremony. Participants introduced themselves, and each set of companies shared the nature of their agreement before signing letters of intent to do business together.

RESULTS

The first TradeBuilders Virtual Mission™ resulted in 22 signed letters of intent — 54 per cent preliminary success rate. The average preliminary success rate from a traditional trade mission is 8 per cent.

The TVM™ process was profiled as a global best practice at the US COMDEX computer show, and at a 2000 conference on women entrepreneurs, globalization, and the knowledge-based economy hosted by the Organisation for Economic Co-operation and Development (OECD) in Paris, France.

**LESSONS
LEARNED**

TradeBuilders can improve the TVM™ process by:

- Focusing on specific industry sectors to improve business matching opportunities.
- Coaching participants on e-commerce tools to increase comfort levels building a global network of public and private sector support for TVMs™, for both men- and women-owned businesses.

The pilot project exceeded its success criteria by demonstrating that:

- Trade missions can be done virtually and result in agreements in a compressed timeframe.
- There is strong demand for affordable, internet-based trade missions from both public and private sector organizations.
- The technology worked well, but can be further improved.
- The concept was well received by all stakeholders.

REPLICABILITY

- The pilot project generated global demand from governments, corporations, associations and SMEs interested in more cost-effective trade. TradeBuilders will conduct new TVMs™ in 2001 in North America, Latin America, Asia and Europe.

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**PROJECT
TITLE**

***Promoting Potential Women Exporters in the
Philippines, Thailand, Viet Nam and Canada***

TIME PERIOD 1999 – 2000

BUDGET Funding was provided through the Trade Facilitation Office Canada and project partners.

**PARTNERS
INVOLVED** Philippines: Women’s Business Council, Philippines and the Philippine Trade and Training Centre; Thailand: Department of Export Promotion and the Business and Professional Women’s Association of Thailand; Viet Nam: Viet Nam Chamber of Commerce and Industry; Canada: Trade Facilitation Office Canada (TFOC) and the CanAsian Business Women’s Network of the Asia Pacific Foundation of Canada.

OVERVIEW TFOC has established a target of 30 per cent for women’s participation in its programs, a percentage that is consistently surpassed. In cooperation with the CanAsian Business Women’s Network, TFOC undertook an integrated program of marketing assistance aimed at small and medium-size companies owned or managed by women in the Philippines, Thailand and Viet Nam. The program included seminars in each client country organized by the businesswomen’s network in cooperation with the export promotion offices or trade training institutes of the respective country, business matching with potential Canadian importers through correspondence, and an exporter trade mission to Canada. High-end, hand-crafted giftware was selected since this is a sector where women are substantially employed. The program targeted managers as well as owners to ensure female participation at the highest decision-making level.

- OBJECTIVES**
- Promoting the capabilities of women entrepreneurs in Southeast Asia to export to the Canadian market through an integrated program of training, business matching and mentoring
 - Institutional strengthening of women-owned or managed SMEs through contact with and exposure to product and market specialists
 - Increased awareness of gender policy issues in the manufacturing and export business and the development of coping strategies through contact with members of the participating women’s associations

- ACTIVITIES**
- Seminars on exporting high-end, hand-crafted giftware to Canada were held in Manila, Philippines; Ho Chi Minh City, Viet Nam; and in Bangkok and Chaingmai, Thailand. The seminars, led by a TFOC export marketing expert and an experienced importer, were very structured and provided specific information on the Canadian market, distribution channels, import regulations and advice on finding and dealing with the overseas buyer. They were followed by one-on-one consultations between TFOC officials and participants. Two follow-up in-depth “how to export” training workshops were held in Viet Nam for women entrepreneurs with less export experience.
 - A market brief providing specific information on the Canadian market for high-end, hand-crafted giftware was prepared by TFOC in advance of the seminars.

ACTIVITIES

(continued)

- Information on the companies and their products were featured in the TFOC newsletter for Canadian importers, and companies with export-ready products were invited to visit Canada.
- A mission to Canada was organized to coincide with a major international gift show. Eleven participating women exporters met with 20 to 40 Canadian importers each over a one-week period. Individual meetings were organized with importers of giftware in major Canadian cities, and a briefing and tour of the warehouse of one of Canada's leading importers of Asian-made giftware was included in the itinerary.

RESULTS

- Four Vietnamese companies and one Thai company have already reported initial sales with ongoing shipments expected.

LESSONS

LEARNED

- Women entrepreneurs participating in the mission learned from each other and gained confidence in accessing the international market and negotiating contracts.
- A challenge for producers of traditional hand-crafted products is adapting their products and design to meet the needs of the international market and lifestyles while still making use of traditional skills.
- Visiting the importer warehouse and walking the trade show provided much valued competitive intelligence on design, quality and price.

REPLICABILITY

- TFOC may partner in future with the World Bank to provide a similar export marketing assistance program for high prospect companies in the Mekong Delta region.

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PROMOTING WOMEN'S PARTICIPATION IN SCIENCE, TECHNOLOGY AND TELECOMMUNICATIONS SECTORS

Trade liberalization can have a beneficial impact on productivity, technology adoption and investment, all foundations for long-run growth. The OECD's 2001 *Growth Report* stresses narrowing the digital and knowledge gap in strategies to increase growth. It recommends that governments invest in human capital and focus efforts on increasing the use of new technology. The World Bank has also drawn attention to the importance of telecommunications links, access to computers and software, relevant content and training to bridge the "digital divide".

APEC economies are not benefiting fully from women's skills and competence in science and technology fields. While the lack of sex-disaggregated data obscures the actual as well as the potential contribution of women, such data as exists points to disproportionately low participation rates by women in science and technology, and marked gender differences in career paths. In many economies, fewer young women than young men obtain formal education, and of the number who do, an even smaller proportion obtain training in science and technology. Barriers to women's advancement in science and technology persist in education, the workplace and in research. APEC's Industrial Science and Technology Working Group (ISTWG) has drawn attention to continuing male bias in children's computer games and school curricula, as well as attitudes of parents and teachers which may discourage girls from selecting careers in science and technology. In the workplace, stereotypes about women's qualifications or appropriate careers for women persist. In research, women are not visible as scientists, with implications for promotions and grants. The comparative absence of institutional support and networking for women in science and technology also hinders women's entry (or re-entry, after a period of absence) into science and technology careers (Katepa-Kalala, 1998).

In response, many organizations have developed task forces or focal points to recommend steps they could take to increase women's participation in science and technology. The International Telecommunications Union has created a

Task Force on Gender Issues, for example. APEC's ISTWG and Telecommunications and Information Working Group (TELWG) have identified human resources development as priorities. Building on the activities of its Ad Hoc Group on Gender, Science and Technology, the ISTWG has decided to establish a Gender Science and Technology Advisory Board to serve as a gender focal point and identify do-able steps for the working group on gender matters.

The examples in this section illustrate how the collection and analysis of sex-disaggregated data assisted in identifying opportunities in a technology transfer project to achieve policy goals to increase women's participation. Targets were set and steps taken to ensure enough women candidates qualified for advanced training opportunities. A second example describes an innovative approach to acculturating women, who in some economies have lower levels of IT literacy than men, in the use of IT through a multifaceted promotion and training initiative designed to reach a diverse population. A third describes a low cost/high yield program involving local universities and student volunteers, with some private sector support, in a program aimed at encouraging school girls to pursue higher education and careers in science and engineering.

Resources

APEC Industrial Science and Technology Working Group, Ad Hoc Group on Gender and Science and Technology, *Moving Gender onto the Science and Technology Agenda: A Book of Good Practices*, Industry Canada, 2000.

Perpetua Katepa-Kalala, ed., *Proceedings of the APEC Experts' Meeting on Gender, Science and Technology*, March 10-11, 1998, Manila, Philippines, APEC Secretariat, Singapore (APEC#98-IT-04.1).

C. Heather Menzies, "Women and the Knowledge-Based Economy and Society", Status of Women Canada, March 1998.

Darunee Tantiwiranond and Shashi Ranjan Pandey, "Building Gender Capital in APEC: Gender Stocktaking of Industrial Science and Technology Working Group Projects", Women's Action and Research Initiative (WARI), Pathumthani, Thailand; APEC Secretariat, Singapore (ISTWG-AHSGA-18.A.2.08) and The Conference Board of Canada, Ottawa, Canada, July 2000.

"Science and Technology and Women", background paper for the APEC Ministerial Meeting on Women, October 15-16, 1998, APEC Secretariat, <http://www.apecsec.org.sg>

World Bank, "Gender and the Digital Divide Seminar Series"
<http://www.worldbank.org/gender/info/digitaldivide.htm>

Networks

International Conference of Women Engineers and Scientists brings together engineers, scientists, social scientists and students at an international conference held every three years. <http://www.icwes12.org>

International Telecommunications Union Task Force on Gender Issues
<http://www.itu.int/ITU-D-Gender/>

Japan Women Engineers Forum is a network of women engineers in Japan. It organizes seminars and an annual career day for girls aimed at encouraging them to enter science and technology fields, and undertakes surveys of women engineers in Asia.
<http://www.s-nakahara.com/jwef/eng/jhome-e.html>

Women in Global Science and Technology (WIGSAT) offers policy and resource links on gender, science and technology. <http://www.wigsat.org/>

**PROJECT
TITLE**

Networking Women: Empowering Women through Information Technology, Malaysia

TIME PERIOD

June 2000 – July 2001

BUDGET

RM630,000 (approximately US\$166,000) from the Ministry of Science and Technology and Environment (one year)

**PARTNERS
INVOLVED**

National Council of Women's Organizations (NCWO), Ministry of Science Technology and Environment, National Information Technology Council (NITC)

OVERVIEW

The goal of Malaysia's National Information Technology Agenda (NITA) is to increase the development and use of information technology in all sectors. Under the NITA, the number of IT courses offered at universities increased and many new universities were created to increase overall knowledge in IT. One initiative undertaken under the Agenda was the setting up of the National Information Technology Council (NITC). Developing an "e-community" is one of the five priority sectors identified for development by the NITC. In light of the comparatively low levels of IT literacy among women in Malaysia, and to narrow this digital divide, a project targeting acculturation of women in the use of IT was one of seven pilot projects undertaken in the e-community sector.

OBJECTIVES

Broad objectives

- To increase awareness and IT literacy among women in all walks of life
- To form an electronic community of women through community-based organizations targeted and/or run by women in order to facilitate partnerships, as well as resource and information sharing
- To raise public awareness on gender-specific and community issues via IT and the internet
- To provide computer infrastructure and training

Specific objectives

- To create awareness on the potential uses and advantages of IT among women from all walks of life
- To create a portal for women
- To provide hardware and software to 15 participating organizations
- To provide websites and web pages to organizations to enable them to use IT for more widespread advocacy and dissemination of information within them and between other women's organizations
- To provide "training for the trainer" in use of basic tools for internet and e-mail usage and updating webpages for each participating association
- To disseminate information about the project and organizations through production of a book (in two languages) and CD-ROM
- To also disseminate information and create awareness through video in order to reach women who do not have access to the internet or a PC
- To publish a simple user-friendly manual on the use of the internet, e-mail and other basic tools, preferably in two languages

ACTIVITIES

- A computer, printer and relevant software were installed on the premises of each of the 15 participating associations.
- The project set up websites for 12 of the 15 associations (three already had their own), as well as websites for the Science and Technology Commission of the National Council of Women's Organizations (NCWO), the champions of the project.
- A website and portal for the main NCWO were set up.
- A forum on "Women and IT" was held with an exhibition of relevant tools and information on IT to demonstrate the potential of IT and networking among women. About 350 participants attended the forum. A workshop was held on the second day to get input on issues and what projects can be implemented. A second workshop might be held the following year if funding can be secured. The forum, and the project as a whole, was well

ACTIVITIES*(continued)*

covered on TV, and by newspapers in all local languages. At the forum, free T-shirts promoting the portal were given away in return for completed questionnaires for the research.

- In addition to mail-outs to non-participating organizations, the project was publicized through notices in the media and newspaper coverage of activities.
- A three-day workshop on website design and updating, and a ten-day training program (online and face-to-face) with a potential to earn a diploma in IT (in association with Cambridge University, England) were conducted. The first three-day course was divided into two groups to accommodate different women's schedules. Two women from each participating association were trained.
- Two research projects: "The impact of IT on Women in Malaysia" and "The Role and Status of Women in Science and Engineering in Malaysia", will be completed and reports published toward the end of 2001.
- The project produced a training video with voice-over in two languages.
- The project also produced a book highlighting again the uses of IT and other relevant information and a simple manual on the use of the internet. Both were published in two languages.

RESULTS

- The forum created much publicity about women and IT and it was suggested that it run annually.
- The workshop generated several recommendations on overcoming challenges and ways to promote IT among women.
- The project is still in the initial stage. Overall, it is expected to result in an increase in the number of women who are aware of the use of IT, as well as an increase in IT skill levels among women. There will also be an increase in the use of the women's portal, based at NCWO (www.newwomen.net).
- There remains a need for sex-disaggregated data on the impact of IT on women, to obtain indicators that will assist the relevant agencies to identify strategic interventions to enhance the participation of women in the IT sector.

LESSONS LEARNED/SUCCESS FACTORS

- This project depended substantially on volunteer labour. Critical to its success was a "champion" who could dedicate time to the project.
- Each participating association also needs to select motivated and dedicated representatives as their "champions".
- Financial sponsors are essential: government, non-government, international and/or corporations.
- The pilot phase relied on a team of volunteers. To ensure sustainability, some kind of dedicated institutional support is necessary that can ensure commitment and finance. Ideally, a sponsor should be in place from the outset but this is not easy, as sponsors normally would like to see the product first.
- Working in a one-year time frame presents challenges as well as opportunities: It is difficult to get prompt responses from participating associations, which are themselves voluntary organizations. However, working within a short time frame has also meant that objectives are achieved quickly.

REPLICABILITY

- The program is easily replicated for different groups of organizations: the Women's Affairs Department in Sarawak (East Malaysia) and the ASEAN Council of Women's Organizations have expressed interest in replicating it.
- One of the participating associations is a women entrepreneurs' group, whose website may serve as a resource for other women who want to start in business.

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**PROJECT
TITLE**

Pathmakers, Canada

TIME PERIOD 1986 to present

BUDGET C\$5,000 per year (approximately US\$3,290), funded through universities and colleges (individual participating universities and colleges put up C\$1,000 each). Some funding is provided by the private sector (Telesat provided C\$2,500 in 2000). The NSERC (Natural Sciences and Engineering Research Council of Canada)/Nortel Chair provides the remaining funds if and when needed.

**PARTNERS
INVOLVED** University of Ottawa, Carleton University, Algonquin College, the Ottawa-Carleton school boards and all their schools in the Ottawa, Canada region.

OVERVIEW The Pathmakers program addresses the under-representation of girls and women in science, technology and engineering. It is a free program for schools in Ottawa, Canada, where volunteers demonstrate science and engineering concepts in classrooms. The "Pathmaker" who serves as a role model is a female post-secondary student who is preparing for a career in science, technology, mathematics or engineering. Although the project is aimed at both girls and boys, the volunteers make special efforts to reach girls and to show them that they can enjoy and achieve success in these fields of work.

OBJECTIVES ■ To increase the enrolment of women in post-secondary programs in science and engineering

- ACTIVITIES**
- Teams of Pathmakers from Carleton University, University of Ottawa and Algonquin College in Ottawa visit elementary and secondary schools in the region from October to May. They are role models who encourage young people to stay in school, to maintain studies in science, technology, mathematics and engineering, and to explore career choices in occupations where there are strong job opportunities.
 - The presentations, which are discussed with the teacher prior to the visit, are adapted to all levels, for female and male students, from kindergarten to grade 12. Volunteer Pathmakers are recruited by sending a letter to all female university and college students in science, engineering and technology. Volunteers fill in a profile and schedule which is then entered into a database.
 - To request a visit, teachers fax a request form to a contact person (currently, the Dean's office in the Science Faculty at the University of Ottawa). A part-time student is hired by the NSERC/Nortel Chair to match requests with volunteers whose schedule fits the requested time and day. A two-hour training session is provided to all volunteers in September. At the end of the year, recognition is provided to the volunteers. Many of the volunteers participate during the last three years of their study program (we avoid first year students) and several even continue when they are in the workplace.
 - The program has produced a manual describing how to run Pathmakers, with suggestions of demonstrations for class presentations.
 - Posters and flyers are distributed to all schools at the beginning of the school year and the information is also available at the NSERC/Nortel Chair's website.

RESULTS

- The number of women applicants to one of the local engineering undergraduate programs increased by 80 per cent in one year, reaching an overall enrolment of 25 per cent. This progress has been maintained with equal numbers of women applying in the past two years. The increase was 40 per cent of new female applicants at the other university. No data is yet available for the colleges.
- Teachers reported high satisfaction and many repeat requests over several years. The number of requests has risen from 20 per year in 1996 to nearly 100 since 1997.

**LESSONS
LEARNED/
SUCCESS
FACTORS**

- The students in schools discover opportunities and the girls and young women see successful women entering science, engineering and technology sectors. The volunteers develop their communication skills and feel very good about recruiting more women into their programs.

REPLICABILITY

- Anyone can develop such a program. The manual is on the website. The program is very successful and for the small amount of funding required, achieves a great deal of progress toward the increased participation of women in science, engineering and technology.

**CONTACT
INFORMATION**

<http://www.carleton.ca/cwse-on/pathmakers>

**PROJECT
TITLE**

Gender Mainstreaming in Oil and Gas Technology Transfer, China and Canada

TIME PERIOD 1993 – 2001

BUDGET Gender mainstreaming was a program focus in a C\$29 million (approximately US\$19,061,000) Oil and Gas Technology Transfer Project

**PARTNERS
INVOLVED** Ministry of Foreign Trade and Economic Cooperation, China; Canadian International Development Agency (CIDA); China National Petroleum Corporation (CNPC); five participating research institutes and training centres in China; TransCanada Pipelines; D&S International Consultants

OVERVIEW The goal of the Oil and Gas Technology Transfer Project was to assist China in developing its oil and gas resources. The project involved technology transfer and training opportunities in China and Canada. The training component focused on developing the technical capabilities of five selected research institutes in China. The gender mainstreaming policy of the project funder, CIDA, was instrumental in ensuring the project included objectives for women's participation.

OBJECTIVES

- As part of the systematic approach to human resources development in the Oil and Gas Technology Transfer Project, the gender mainstreaming objectives were to improve women's participation as equal partners in the oil and gas industry in China and Canada.
- The policy target of CIDA was 30 per cent participation by women at all technical and management levels in the Oil and Gas Technology Transfer Project, including English language training, technology transfer and management development.
- The third objective was to create awareness of women's issues for all participants in the project.

ACTIVITIES

- A gender analysis was undertaken at each participating research institute during the project design phase to establish baseline data. A follow-up survey was undertaken by the project's executing agency in the final year of the project to assess change.
- Based on the preliminary gender analysis, a target was set of 30 per cent for participation by women in all the training programs. The project manager based in Beijing was responsible for ensuring the target was achieved among the candidates proposed by the institutes for advanced training.
- A coordinator was appointed at each institute for liaison purposes, to monitor and report on women's participation in the program and at the institutes, and to organize activities.
- Midway through the program, the five participating institutes each established a Women's Professional Development Committee (WPDC), made up of professional/technical women and women managers. The WPDCs organized activities to support the professional development of women, for example: training in English and computer skills, gender awareness training and seminars by senior professional women.
- Gender training workshops were offered by CIDA for the coordinators from each institute.
- A month-long gender equality awareness Professional Attachment Program (PAP) was held in Canada for participants from all the institutes and the national project managing institution, and CNPC. The PAP covered gender analysis tools and approaches, the situation in Canada, women in the energy sector as employees and end users, diversity management, change management and action planning.

RESULTS

- The target level of 30 per cent women's participation was maintained or exceeded by all participating institutes.
- Many participants in the Canadian technical training programs, male and female, received subsequent promotions. Female participants felt the 30 per cent target allowed them many opportunities they would not have otherwise received.
- Career opportunities for women improved: three women supported by the project were promoted into leadership positions; one was promoted to College Dean.
- There was improved awareness of gender issues and differences, especially among women and in senior management levels in the participating research institutes. At one institute, the WPDC has established six different groups addressing gender issues, including one for men. The men's group deals with situations where men are in the minority, for example, the Foreign Languages Department, as well as with changing traditional attitudes of men.
- The participating institutes are aware of the need for women's professional development through training opportunities and the importance of promotions, both as recognition of women's abilities and allowing realization of their capabilities.
- One institute has instituted job counseling for women graduates on a regular basis, in recognition of their greater difficulties in finding employment in the sector.
- Some initial skepticism about gender equality initiatives was overcome by the end of the project as all participants recognized there were positive professional benefits (more qualified personnel), that women were being taken seriously and their morale improved.

LESSONS LEARNED

- A corporate policy promoting gender equality is essential to ensure gender equality objectives will be integrated into projects. A high level of commitment by the project team leaders and the project executing agency is important to ensure implementation of policy requirements that benefit women.
- Setting realistic targets for women's participation is important. Having a proportion of training spots reserved for women meant that participating institutes had to ensure they could supply enough qualified women candidates. The requirement to report regularly on progress in achieving targets helped in maintaining progress.
- Gender sensitization and awareness building at participating institutes should be done at the same time as discussions on setting targets for women's participation.
- The length of the project (eight years) meant there was sufficient time to address some key barriers to women's participation. In this case, women needed time to acquire English-language skills that would enable them to participate in training in Canada. The comparatively long implementation period also meant that participants could begin to see the results from the project in terms of promotions, and thus were encouraged to work hard to ensure that targets were met.
- Networking among WPDCs, sharing information and some level of ongoing support is important for sustainability.

REPLICABILITY

- The gender mainstreaming components of this project can be replicated in other sectors and economies.

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REVITALIZING AGRICULTURE: WOMEN AND FOOD PRODUCTION

Women make up over 50 per cent of the agricultural labour force worldwide; in Southeast Asia, women provide up to 90 per cent of the labour for rice cultivation. However, women's contribution to and role in food security is often underestimated and overlooked because much of their labour consists of unpaid labour in fields that produce for the household rather than the market. As a result, it goes unrecorded in national statistics. This unrecognized economic resource represents an efficiency loss for the household, society and the economy as a whole.

Studies have shown that men and women have different access to resources, and tend to benefit differently from the outputs and income from their labour. Increasing market-orientation of agricultural production favours large-scale commercial farming and export cash cropping, traditionally the domain of men, over household subsistence production, traditionally the domain of women, and has a negative impact on women's livelihood. APEC's Women in Aquaculture project found that as aquaculture activities in Southeast Asia have become more intensive and commercial in nature, women's access to training, market information, and additional natural resources to pursue their activity has been reduced. As a result, women lose control over benefits they had secured earlier through their participation in, and management of small-scale aquaculture activities.

Several APEC fora have begun to address issues relating to agriculture and food production. The Fisheries Working Group is concerned with sustainable development of aquaculture. The Agricultural Technology Cooperation Working Group (ATCWG) is engaged in training on agriculture, finance and agricultural cooperation systems. In addition to projects to assist in facilitation and growth of regional trade in food products, cooperation in research and development and dissemination of food-related technology, the APEC Food System initiative has called for action on rural education.

The Group on Economic Infrastructure's initiative, "Regional Integration for Sustainable Economies" (RISE) has a mandate to identify ways to build economic prosperity for people living in lower density areas, and to develop a diversified and competitive food system. Included in the questions in RISE's call for project proposals is: "Who is served?" by the proposed project, a question fundamental to gender analysis. The ATCWG has begun discussing agricultural finance and cooperative systems, and rural issues. In Japan, where women make up about 60 per cent of farmers, the Ministry of Agriculture has begun integrating gender issues in rural revitalization initiatives. Research on Korean farmers also suggests that professional development for women farmers should be part of any strategy to ensure sustained agricultural growth in a changing environment.

The themes and strategies described in this section have many parallels with those in the sections on SMEs and IT: they demonstrate a range of approaches to addressing barriers in access to education and training, finance, markets and information, including gender analysis as a first step, collection and evaluation of sex-disaggregated data and setting targets for women's participation.

The Women in Aquaculture project has produced a "capability framework for women in aquaculture" which can be used by other organizations wishing to assess women's contribution to the sector. This information is important to ensure that issues relating to women's participation will be included in subsequent RFPs.

The collection and analysis of sex-disaggregated data is a tool that makes gender issues visible. One useful indicator of a "good practice" is its take-up rate by women and men, however, this requires regular collection and evaluation of sex-disaggregated data. The US Department of Agriculture became aware of trends toward increasing numbers of female farm operators through sex-disaggregated data collected in its census; however, similar data on use of farm programs revealed that women were disproportionately under-represented in accessing those programs.

Addressing barriers to women's participation often includes steps to support women's confidence, leadership skills and networks, as the Japanese gender equality in agriculture and Australian rural women's leadership bursary program case studies illustrate. Gender mainstreaming initiatives in Thailand's credit unions (*page 20*) also include capacity-building for women.

Developing institutional capacity to recognize and address gender issues is an important element in creating and sustaining enabling conditions to advance policy goals for women's participation. Gender training for all is important early in the project implementation stage. The College of Rural Development in China provides basic gender training to all new staff; Japan's gender mainstreaming initiatives include study sessions on gender equality for agricultural committees, reinforcing parallel activities by agriculture cooperatives.

Setting targets for women's participation and regularly monitoring progress toward achieving those goals is an important success factor. Local committees and agriculture cooperatives in Japan are setting goals for women's participation. In the United States, loan funds are targeting exclusive use by women farmers to ensure that loans correspond with the percentage of farmers in a state who are women.

Resources

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Commonwealth Secretariat, *Gender Mainstreaming in Agriculture and Rural Development: A Reference Manual for Governments and Other Stakeholders*, London, UK, June 2001.

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Malene Felsing, Cecile Brugere, Kyoko Kusakabe and Govind Kelkar, "Women for Aquaculture or Aquaculture for Women?" *INFOFISH International*, March 2000.

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<http://www.un.org/womenwatch/daw/documents/amrw.html>

Youngcock Kim and Yiseon Kim, "Korean Women Farmers: Their Role in Farm Work and Potential to be Professional Farmers", *Women's Studies Forum 2000*, Korean Women's Development Institute, Seoul, Korea.

**PROJECT
TITLE**

Women in Aquaculture, APEC Fisheries Working Group

TIME PERIOD September 1999 – January 2001

BUDGET US\$53,850 from APEC (FWG 03/99); GBP14,000 (approximately US\$20,000) from the United Kingdom Department for International Development

PARTNERS INVOLVED APEC Fisheries Working Group; Ministry of Agriculture, Fisheries & Forestry, Australia; the Institute of Aquaculture, University of Stirling, United Kingdom; Gender and Development Studies, and the Institute of Aquaculture, Asian Institute of Technology, Bangkok, Thailand; Asian Development Bank; related government ministries, research institutes, women's and non-governmental organizations in China, Indonesia, Malaysia, Philippines, Thailand and Viet Nam.

OVERVIEW As aquaculture becomes more intensive and commercial in nature, the role of women in the sector has often been adversely affected. The purpose of the APEC Fisheries Working Group project was to examine the issues involved, identify barriers to women's full participation in, and benefits from the sector and propose policy measures to address those barriers.

The project focused on rural women in inland and coastal communities in China, Indonesia, Malaysia, Philippines, Thailand and Viet Nam. The study revealed considerable diversity in the extent to which women are involved in or are in control of aquatic resources in these economies, however, in common are issues related to access to credit, access to large water bodies, access to training and to market information.

The study found that as aquaculture activities grow in scale and intensity, women's access to training, market information and additional natural resources to pursue their activity is reduced. As a result, women lose control over benefits they had secured earlier through their participation in, and management of small-scale aquaculture activities.

- OBJECTIVES**
- To define and describe the role of rural women in aquaculture and the potential opportunities available to women in the sector
 - To identify key issues relating to the role of women in aquaculture in developing economies
 - To identify education, training and extension strategies that would address access issues so that women could take potential opportunities in aquaculture as they arise
 - To propose a strategy that would allow the APEC Fisheries Working Group to decide how best to promote and contribute to the involvement of women in aquaculture

- ACTIVITIES**
- Gender issues in aquaculture development were reviewed to define the context and key factors affecting women's participation in, and benefits from, aquaculture activities.
 - A "capability improvement framework for women in aquaculture" was developed, to assist in identifying or monitoring women's access to, participation in and control over aquaculture activities.
 - Field-testing and discussions on the capability improvement framework for women in aquaculture were conducted to test its relevance and applicability at the grass-roots level.
 - Additional funding from the United Kingdom Department for International Development allowed the initially planned end-of-project workshop to become a larger forum involving policy-makers and project planners participants from 11 economies. Workshop participants discussed project findings and formulated recommendations on how to best involve women in aquaculture, ensuring them benefits and empowerment through the activity.

ACTIVITIES*(continued)*

- The project outcomes were presented to the APEC Fisheries Working Group in May 2001 to identify next steps. The final report is available from the APEC Secretariat, and project results are to be made available on the internet.

LESSONS LEARNED

- Gender analysis by institutions and organizations working for the development of aquaculture would help to ensure that workshops, meetings, training and extension programs are organized in such a way that women can participate. Good practices would include: training and extension programs that recognize women's time use, household responsibilities, literacy levels and daily chores, and involving women in technology development and technological design to help ensure that these are suited to women's needs and physical capacity.
- There is a need for indicators to support regular monitoring of women's involvement, to facilitate evaluation of initiatives and identify any need for re-focusing.
- A mechanism is needed that would expose women to more extensive market information and link them to a wider market network.

REPLICABILITY

- The capability framework for women in aquaculture could be used by grass-roots development organizations promoting aquaculture, as well as larger-scale project implementing agencies and government bodies wishing to assess the level of contribution of women to the activity. The framework is not specific to a particular type of aquaculture activity, and is flexible enough to monitor women's benefits from their participation in pre- or post-harvest aquaculture activities.

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**PROJECT
TITLE**

Promoting Gender Equality in Agriculture, Japan

TIME PERIOD

Five years (Japanese Fiscal Years 2000 – 2004)

BUDGET

The project is funded by the Ministry of Agriculture, Forestry and Fisheries of Japan. In the fiscal year 2000, the budget was approximately US\$1.35 million, and in 2001, approximately US\$1.23 million.

**PARTNERS
INVOLVED**

All 47 prefectures and about 300 municipalities (ten per cent of all municipalities in Japan).

OVERVIEW

In Japan, about 60 per cent of farmers are women. They play a prominent role in food production, however, the value of women's contribution is not well reflected in their level of remuneration, or in the roles women play in decision-making bodies.

Farming is done by individual family farms, and traditionally, husbands represent families. Customary views on the roles of men and women probably account for the low level of women's participation in decision-making organizations such as agricultural cooperatives. For example, in 1999, women made up only 1.6 per cent of the membership of agricultural committees, an administrative body responsible for transfer of ownership of and conversion of farmland, and advising on management and improvement of agriculture. The measures to promote gender equality in rural areas are aimed at improving women's participation as partners in farming and in decision-making processes. The initiatives have far-reaching implications for sustainable agriculture management, women's land ownership and revitalization of rural communities through support for new product development and employment opportunities.

The Ministry of Agriculture, Forestry and Fisheries' gender mainstreaming initiative reinforces steps by Japan's agriculture cooperatives to formulate gender equality goals. The cooperatives have set goals to increase the proportion of women members in cooperatives to 25 per cent by 2003, compared with 13.6 per cent in 1999; raise the percentage of women representatives to ten per cent, up from just under two per cent in 1999, and ensure a minimum of two women members on all committees.

OBJECTIVES

- Improving women's social and economic status through increased participation of women in decision-making processes in rural areas

ACTIVITIES

The project promotes participation of rural women on local committees and agriculture cooperatives by setting criteria and goals for women's participation in deliberative bodies and farm management.

- Formulating goals for participation of women at the community level
- Conducting study sessions to increase knowledge and understanding of gender equality concepts and practices
- Promotional activities, organizing symposia and other events, for example, celebrating "Rural Women's Day", on March 10 every year

RESULTS

- The project is a pro-active initiative to promote the participation of women. Expected results include increased participation of women in decision-making in communities, appointments of larger numbers of women to advisory committees, greater visibility of women's contribution to farm management and increased numbers of women entrepreneurs in the agriculture sector.
- The Ministry of Agriculture, Forestry and Fisheries has been supporting plans by rural women to start new businesses, such as producing new products using unique local materials, selling them in farmers' markets and operating family-run inns for tourists.

**LESSONS
LEARNED**

- Establishing goals for the participation of women is an effective strategy to increase numbers of women on decision-making bodies. It can also contribute to related activities that reinforce gender mainstreaming objectives; in this case, municipal authorities are also in the process of formulating gender equality goals.

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**PROJECT
TITLE**

***Appropriate Farm Machinery for Women Farmers,
Viet Nam***

TIME PERIOD January 1989 – December 1990

BUDGET The research budget was US\$10,086. Thirty researchers conducted surveys and tested the impact of the introduction of small scale machinery in three rural communities in Viet Nam.

**PARTNERS
INVOLVED** Centre for Family and Women's Studies (CFWS), Viet Nam; Coopération internationale pour le développement et la solidarité (CIDSE)

OVERVIEW Viet Nam's population is more than 78 per cent rural. Poverty is overwhelmingly a rural phenomenon: 90 per cent of Viet Nam's poor live in rural areas, and 80 per cent of the poor are farmers. Women make up more than 54 per cent of Viet Nam's farmers. The Centre for Family and Women's Studies and CIDSE sought to identify appropriate, small scale, low-cost technology that would help women farmers increase their productivity and reduce time and labour expended on farming activities.

- OBJECTIVES**
- To identify small scale machinery appropriate for female farmers in rural areas
 - To increase farm productivity and reduce the intensity of work of female farmers in rural areas
 - To free up women's time for education and training, caring for their children and participating in cultural and spiritual activities

- ACTIVITIES**
- Research was conducted to explore the availability and usefulness of small scale, semi-mechanized machinery which is reasonably priced, and which could be produced in Viet Nam.
 - Surveys and in-depth interviews were undertaken with women farmers on the impact of the introduction of this machinery in terms of social relations, with a view to making recommendations for production or processing machinery which could most fruitfully be semi-mechanized.
 - CIDSE provided funding for farm machinery. Based on the survey results and recommendations, CFWS purchased machinery from local Vietnamese suppliers.
 - Various kinds of machinery were tested in three rural communities.
 - A report and recommendations were published in the Centre's journal, "Women's Studies" (in Vietnamese).

- RESULTS**
- Interviews with women farmers indicated increased productivity with the use of small-scale, semi-mechanized machinery.
 - Women farmers reported their workload had been reduced and the work was less arduous.
 - Women farmers reported they had more time for caring for children and participating in cultural and spiritual activities.

**LESSONS
LEARNED/
SUCCESS
FACTORS**

- Interviews and qualitative assessments indicated that the most useful machines for women farmers are semi-mechanized water pumps, motors for weaving machines, pedal-operated machines, transplanting equipment, weeders, sprayers, fertilizer spreaders, grinders, decorticators, spinners and dryers.
- In order to evaluate the impact of the introduction of small-scale machinery, it is important to conduct detailed studies on the specific needs of female farmers for machines. Evaluation of the impact of the use of small-scale machinery should take into account both productivity effects (the amount of time required to do a task) and impact on social relations.

REPLICABILITY

- The findings from this research are likely applicable to farmers in poor countries, who need small-scale, reasonably priced farm machinery that can be produced locally to keep initial purchase and repair costs down. Women farmers need machinery that is appropriate to their products.

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**PROJECT
TITLE**

***Targeting Loan Funds for Women Farmers,
United States***

TIME PERIOD

1992 – ongoing

**PARTNERS
INVOLVED**

United States Census Bureau; United States Department of Agriculture (USDA)

OVERVIEW

The Agricultural Census is conducted every five years by the Census Bureau (Commerce Department) and analyzed by the USDA. The Census began collecting gender-based data in 1978. In 1991, USDA began collecting gender-based data in its annual economic survey of farms. Data analyses in the early 1990s identified a trend toward increasing numbers of female farm operators. However, these farms were on average smaller and had lower household incomes than male-operated farms. Despite regulation changes in 1992, which should have assisted women applicants, women continued to be under-represented in some farm programs. While women represented about nine per cent of all farmers, they held only two per cent of all USDA farm ownership loans. As a result, the USDA undertook further measures to ensure more equitable distribution of loans.

OBJECTIVES

- To determine the reasons for under-representation by women farmers in some USDA farm programs
- To increase participation by women farmers/ranchers in the USDA's Small Farmer/Rancher Outreach Training and Technical Assistance Program

ACTIVITIES

A study of gender bias in farm programs was undertaken. Assistance is provided to women family farmers in the form of loans and loan guarantees to assist in purchasing farmland, livestock and equipment and materials necessary for a successful farming operation.

Efforts made to increase the amount of assistance provided to women farmers include:

- Beginning in 1992, targeting loan funds for exclusive use by women farmers (loans must correspond with the percentage of farmers in a state who are women)
- Outreach efforts to publicize programs and resources available
- Establishing goals to encourage field offices to make loans to women farmers
- Simplifying the application process for women applicants seeking assistance
- Reducing the security requirement for emergency disaster loans; this helped make low-interest loans more accessible to women farmers affected by a natural disaster

RESULTS

- USDA's Farm Service Agency increased the amount of money lent to women farmers by 65 per cent from 1995 to 1999. This percentage represents an additional 1,702 loans made to women for maintaining or expanding their farm operations.
- An additional benefit from the initiative has been the production of data which makes it possible to analyze women's contribution to agricultural production and economic support for farm households.

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**PROJECT
TITLE**

***Rural Women's Network: Rural Women's Leadership
Bursary Program, Australia***

TIME PERIOD 1997 – 2002

BUDGET Total cost per annum is AUS\$50,000 (approximately US\$26,000). The Minister for Agriculture and the Minister for Women's Affairs each contribute \$20,000, to provide 20 \$2,000 bursaries awarded annually. The Department of Natural Resources and Environment (DNRE) provides \$10,000 for program administration and implementation (including the award presentation ceremony). Usually 20 rural women in the State of Victoria receive a leadership bursary each year but in some years women have forwarded joint applications and have been permitted to share a bursary equally.

**PARTNERS
INVOLVED** Rural Women's Network, Department of Natural Resources and Environment, Department of Agriculture, and the Office of Women's Policy in the Department of Premier and Cabinet, all departments of government in the State of Victoria, Australia.

OVERVIEW DNRE's Victorian Action Plan for Women in Agriculture and Natural Resources is a multifaceted plan to support skills development and to promote women's leadership in rural and regional industries and in their communities. Research commissioned by DNRE identified a wide range of skills required, including leadership and public speaking training, political lobbying and business training to allow women to participate with confidence on industry boards and decision-making committees. Some of the common barriers to rural women obtaining or developing these skills to their fullest potential included distance from course providers, travel costs, course fees and time away from the family business and home. There was also an identified problem with the accessibility of information regarding course details.

OBJECTIVES

- To provide recognition and incentives and to overcome some of the major barriers to rural women's participation in training and to enable them to take a more active and effective role in their industries and communities, particularly in decision-making roles. This process enables women to retain control of choosing the most appropriate courses for them, increase skill levels and most importantly, acquire the self-confidence to achieve.

ACTIVITIES The Rural Women's Network (RWN) is a small unit located within DNRE, with a mandate to assist rural women in taking a more active and influential role in government decisions affecting rural communities. Its activities are guided by input from the RWN Reference Group drawn from rural community groups and the Victorian Women in Agriculture and Resource Management Advisory Team (VicWARM), a collaboration of women leaders in the relevant industries and state government officials. VicWARM liaises with the various divisions in the Department of Natural Resources and Environment to provide practical advice on gender mainstreaming in the development of policy and the work practices of the Department. RWN works in two key areas:

- community development and support of rural women to enhance their confidence, leadership skills and networks
- government and departmental advice on policy and program development and delivery

ACTIVITIES*(continued)*

RWN also works to promote recognition of the important contribution women make to rural industries and communities. It encourages the government and industry organizations to consider ways of making their work structures and practices more friendly and inclusive of women's needs and family responsibilities.

RWN advertises, selects and manages the leadership bursary program (and a business training bursary program) on an annual basis. It also advises, encourages and supports the bursary recipients as required. A wide range of courses is offered by institutions, foundations and commercial interests in which women can enrol. RWN has produced a directory of these courses to bridge the information gap. It also retains the role of approving the appropriateness of courses selected by the bursary recipients.

RESULTS

Since the project began in 1997, women's participation on agricultural and resource management-related boards and committees has risen from less than 14 per cent to just under 20 per cent in the State of Victoria. Women are beginning to participate at decision-making levels on what have in the past been male-only sectors such as the fishing industry. Interviews were conducted with program participants in 1999 to evaluate the programs undertaken by the women and a collation of statistical indicators of success will be conducted in late 2001. Many of the women said the program had an effect on their personal lives such as honing skills to facilitate community development, mentoring others and bringing new fresh ideas, innovation and direction to their industries, including in exporting and value-adding. The cultural diversity and number of younger rural women (under 30) are beginning to increase due to more direct marketing to these target groups.

**LESSONS
LEARNED/
SUCCESS
FACTORS**

Relatively small amounts of money which are carefully targeted provide powerful incentives to overcoming barriers. Similarly, well-targeted information can open opportunities for specific groups.

REPLICABILITY ■ The program can be replicated in other states of Australia.

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**PROJECT
TITLE**

***Integrating Gender and Development into the Curriculum
of the College of Rural Development (CORD), China***

TIME PERIOD 1998 – ongoing

**PARTNERS
INVOLVED** The College of Rural Development (CORD) at the China Agricultural University (CAU), with the Ford Foundation. CAU started its Women and Development initiatives in 1990 and had the first Women and Development Project supported by Ford Foundation in China. In 1998, Ford supported the institutional development of CORD as a whole with a focus on curriculum development on gender and development.

OVERVIEW With more than ten years experience in rural development, CORD has 37 staff, 12 graduate students, and 220 undergraduate students. CORD has developed the first higher education curriculum for rural development studies in China. CORD's focus on people-centered and sustainable development recognizes the significance of gender issues in development. Gender and development has become an important concern in all CORD research, teaching, training and consultant work.

CORD's goal is to train professionals who know how to manage rural development processes. Its mandate is to: develop appropriate approaches for participatory rural development in China; prepare young graduates with development theories and practical skills for carrying out rural development work; promote and undertake action-oriented interdisciplinary and holistic research for sustainable rural development; and undertake consulting activities that promote sustainable rural development in China.

The decision to integrate gender and development in the curriculum was jointly taken by CORD leadership and CORD staff as a whole. In addition to teaching and training other people and other institutes on participatory approaches to development, CORD also adopts such approaches in its day-to-day management.

- OBJECTIVES**
- To mainstream gender into the agricultural educational system
 - To develop the awareness, knowledge and skill of students in the area of gender and development

- ACTIVITIES**
- In the early 1990s, China Agriculture University leadership started to recruit women staff to focus on gender and development study.
 - The College of Rural Development at China Agricultural University was established in 1998.
 - Gender training, covering basic concepts, theory and approaches, is provided to all new staff. More advanced seminars on specific gender issues such as gender and property rights and land tenure are also offered by CORD staff or outside experts.
 - Gender and Development was established as one of the core courses of the curriculum.
 - Gender and development issues have also been mainstreamed into the course content of many key courses, including Development Sociology, Introduction to Development Studies, Sociology in English and Project Planning.
 - The college has taken steps to maintain a gender balance in the recruitment of students and staff.

RESULTS

- The program has started to institutionalize gender and development issues into the educational system.
- Gender awareness issues have been raised among future decision-makers in the area of agriculture research and development.
- Some of the graduating graduate students are now working in the Ministry of Agriculture; others are working at the Provincial Agricultural Bureau.
- The college has not opened formal courses to women farmers, but college staff provide training for many women farmers when they undertake development projects. The content of the training has to be tailored to the needs and site-specific situation.

**LESSONS
LEARNED**

- Leadership by the educational system is essential in integrating gender issues into the educational system. CORD leadership and many staff received overseas training in development programs, in which gender and development was always one of the components. This background training assisted CORD in including gender considerations in institutional development.
- Field experience is an essential way to build knowledge for higher education. CORD leadership and staff were able to draw from their research and consultancy field experience, which provided insight and understanding on gender roles, and gender-specific problems, to build up curriculum relevant to Chinese students.

REPLICABILITY

- Eight other agricultural universities have adapted the CORD curriculum for their programs.

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ADJUSTING TO STRUCTURAL CHANGE: TOWARD A GENDER AWARE APPROACH

The two examples in this final section shift the focus from the project level to broader policy responses to system-wide structural changes in labour markets associated with economic liberalization. Gender-based differences in access to education, training and resources that have been highlighted in the earlier case studies underlie the different impacts of structural change on men and women. These include disproportionate loss of employment and income by women and a shift by women laid off from formal sector work into informal economic activity; and a greater likelihood of girl children being removed from school to assume household duties when mothers work outside the home.

In its assessment of the Asian financial crisis, APEC's Economic Committee drew attention to the distributional effects of the crisis' adverse shocks, noting that women were disproportionately affected by layoffs and loss of income. The Committee's report on the social impacts of the crisis concluded that responses should be developed in the context of longer-term development challenges, as most of the social impacts were in fact, long-standing problems that were aggravated by the crisis.

Studies on the labour impacts of trade liberalization, particularly for Latin America, suggest that unskilled labour is more likely to suffer layoffs than skilled labour. This not only highlights the importance of an adequate safety net, but points to the continued importance over the longer term of increasing the supply of skilled labour through investment in education and training. Since women are more likely than men to lack marketable, technical skills, national employment strategies could include women as a special target group within relevant programs. Strategies for gender mainstreaming can include gender-specific target quotas. As well, funds to promote equal opportunities for girls and women in choosing career and training options, completing vocational training and returning to formal employment can be made available to women at least in proportion to their share in unemployment and/or long-term unemployment.

Mexico's program of training fellowships for unemployed workers described in this section was developed in response to the severe unemployment and under-employment that resulted from the 1984 peso crisis, and targets low-skill workers. While it did not initially target women, factors contributing to women's proportionately high take-up rate include the program's focus on practical skills and the ability of participants to earn money while on training.

Evaluating the impact of programs presents an opportunity for organizations to identify whether their programs are reaching groups most in need of services. The AFL-CIO Solidarity Center's gender assessment project described here was a part of a broader program review that included a focus on the impact of gender-sensitive program design on outcomes. This case study describes the steps the organization took to develop institutional capacity for gender awareness and gender-based analysis.

Resources

APEC Economic Committee, November 2000, "Building the Future of APEC Economies: Move Forward on the New Economy and Entrepreneurship", <http://www.apecsec.org.sg>

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L. Lean Lim, *More and Better Jobs for Women and Men: An Action Guide*, ILO, Geneva, 1996.

Andrew McKay, L. Alan Winters and Abbi Mamo Kedir, "A Review of Empirical Evidence on Trade, Trade Policy and Poverty", Report to the UK Department for International Development as background document for the Second Development White Paper, June 2000.

OECD, *Labour Market Policies and the Public Employment Service*, Paris, July 2000.

**PROJECT
TITLE**

***Training Fellowships for Unemployed Workers
(PROBECAT), Mexico***

TIME PERIOD 1984 – ongoing

BUDGET The program is a federal government program, coordinated with state governments, with an annual budget of approximately US\$140 million.

**PARTNERS
INVOLVED** The program operates within the framework of the National Employment Service and is integrated with state employment services. Key partners are the Employment Department of the federal Ministry of Labour, the Public Education Ministry and state-level Labour Executive Committees which are made up of local chambers of commerce, managerial associations, government organizations, trade unions and training institutions.

OVERVIEW The program was designed in response to the severe un- and under-employment in the wake of the 1984 Mexican peso crisis. The program was originally designed to provide skills to support temporary work for laid off workers, but today is geared to giving the un- and under-employed qualifications for full-time employment in the productive sector, as well as skills for self-employment and small business creation. The program includes academic training at local schools, technical training and on-the-job training. Participants receive a scholarship, financial support to cover transportation costs and accident insurance. The program prioritizes individuals who are the sole source of income for their family. While the program does not target women specifically, 57 per cent of those participating are women. Women entering the labour market often do not have technical skills, and PROBECAT has become a successful mechanism for women to obtain necessary training.

OBJECTIVES ■ The program provides training for unemployed and under-employed workers so they will have the necessary skills required for employment in industry.

ACTIVITIES Training is delivered through various mechanisms, according to the needs and interests of the participants. All trainees receive a scholarship for the period of the training, as well as a travel allowance and accident insurance. Curricula and standards are based on government-approved technical standards of work performance or on approved institutional standards defined by the academic sector. There are four programs offered:

- *Academic Training* takes place in a classroom in an educational institution recognized by either the Ministry of Education and/or the Ministry of Labour.
- *Mixed Training in Small and Medium-Size Enterprises* is provided on the request of the business sector. Training consists of courses specifically designed to meet the technical competencies required by workers for employment. Employers supply materials and physical infrastructure, and the Ministry of Labour provides the grant (minimum salary). While there is no obligation for employers to hire trainees, about 70 per cent of trainees receive permanent placements.
- *Self-employment Training*: This takes place in classrooms of academic centres and is similar to the academic training, although the selection criteria for grant recipients is adjusted to accommodate those interested in working independently. This type of training is geared toward knowledge and skills to develop self-employment.

ACTIVITIES*(continued)*

- *Local Employment Initiatives Training:* An example of this kind of initiative is the pilot project *Plan de acción: Más y mejores empleos para las mujeres de Méjico* (Action Plan: More and Better Employment Opportunities for the Women of Mexico). With the support of PROBECAT, this technical cooperation program involves the ILO, the National Institute for Women, the Ministry of Labour, workers' and employers' associations, research institutions and women's organizations. The objectives are to achieve sustainable growth, create employment, reduce unemployment, improve workers' salaries and provide training programs so that workers can access more productive and better paying jobs. The project has two programs aimed at ensuring women receive fair treatment and equal opportunities to education, training and employment, as well as full expression of their rights. One program aims to improve working conditions and employment opportunities for women working in *maquilladoras* (export processing zones); the other seeks to ease the transition from informal home-based employment to work in the formal sector.

RESULTS

- Of the four programs, the mixed training program has had the highest success rate in terms of employment outcomes, in part because of the cost-sharing arrangement between government and employers. As well, the specific training needs of employers are met, and young job seekers receive practical working experience while training. The program targets the productive infrastructure of micro and small enterprises and promotes work placement for graduates in those enterprises.
- In the period 1998-2000, women represented approximately 57 per cent of those participating in the program.

**LESSONS
LEARNED/
SUCCESS
FACTORS**

- The emphasis on practical skills training is an important factor to promote employment.
- The grant, travel allowance and accident insurance make it possible for low-income people to benefit from the programs.
- Part of the program's success is linked to the ability of participants to earn money while on training.

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**PROJECT
TITLE**

***Gender Assessment Project, AFL-CIO Solidarity Center,
United States***

TIME PERIOD

1999 – ongoing

BUDGET

A special one-time budget was allocated to launch the Solidarity Center gender assessment staff training and to enable headquarters teams to travel to field offices. Future costs of training of headquarters and field staff will be integrated into program design and will take place at regional staff conferences.

**PARTNERS
INVOLVED**

Field representatives and staff from the Center's regional programs in Asia, Americas, Africa and Europe; project management from the Center's Office of Program Operations in Washington, DC

OVERVIEW

The AFL-CIO Solidarity Center's mission is to advance and strengthen the rights of workers around the world and to foster the development of free, independent unions. The Center's programs promote and protect basic human and worker rights. Currently, the Center supports 28 full-time field offices and additional program activity in 60 countries worldwide.

Globalization, economic liberalization and open markets have drawn women into the workforce in unprecedented numbers, and today, men and women are represented in the workforce in approximately equal numbers. However, women are much more likely than men to work in low-skilled, low-paid, part-time jobs, and in service sector jobs which are expanding in the global economy. In this context, the impetus for the gender assessment project came from a decision to examine the design and impact of Center-sponsored programs on trade union women and men. A long-term objective of the initiative is to introduce new ways of viewing program impacts, by establishing an organizational understanding of the differences between gender programs and women's programs, and the impact of gender-sensitive program design on outcomes.

Empowering women on the job and in their unions strengthens all workers and all unions. Gender equity supports an infrastructure of improved access to training and information, and increased levels of economic and civic participation through which working women can better represent themselves within their unions, in their workplaces and in their communities.

ACTIVITIES

- A two-day training workshop was held at the outset. A consultant with expertise on gender issues brought a practiced international perspective and provided orientation and training to Center staff. Because the gender assessment project was the first undertaken by the Center, staff training to develop understanding of the subject, process and terminology was necessary.
- The framework survey was developed by workshop participants on the second day of the training session. The survey became the standard instrument that all team members used to collect information during their assessments of programs in the eight countries selected. Country selection criteria were based on field office presence, length of overall program presence and geographic balance.
- During a six-month period following the training workshop, the AFL-CIO Solidarity Center reviewed the gender impacts of selected programs in eight countries, chosen from each of the Center's four regional programs. Center staff visited eight countries, accompanied by field representatives. All assessment staff used the same framework survey to collect information during their visits. Two programs in each country were examined: one focused on women, and one which involved both men and women. Assessment teams were asked to gather supplementary documents related to the programs which would support their descriptions and analyses.

RESULTS

- The most striking result to date has been the broad awareness-raising which has occurred among staff throughout the Center, both in Washington, DC and in its 28 field offices. Although most staff have not yet participated in subsequent training, they are prepared to do so in order to understand the concepts more fully and anticipate useful components for integrating gender into current and future program design.
- A written Solidarity Center gender policy was developed. The gender policy calls for regular staff training and creation of a gender assessment committee to continually review program design.

LESSONS LEARNED

- The gender focus of programs was strongest where trade unions perceived women workers as key to their survival, either because unions need to increase their membership, or because they were trying to organize sectors where women workers predominate.
- Consistent support from the Solidarity Center has had the effect of promoting partner commitments to gender equity. Targeting alone has not been found sufficient to promote equity in the workplace. Long-term institutional approaches that build gender awareness into all aspects of the Solidarity Center's programs are needed.
- If programs did not include a specific focus on women's and men's different needs and priorities, those differences were not reflected in the project activities or outcomes. Critical to gender-sensitive program design and implementation is the assurance that both women and men have appropriate access to project benefits.
- The assumption that improving conditions for all workers will necessarily improve conditions for women workers overlooks the effects of gender discrimination, which tends to depress women's wages, hours and working conditions. As a result, gains for both men and women are weighed down by the drag of discrimination and increases must be negotiated from lower starting points.
- A written gender policy signals institutional commitment to programs which are gender sensitive and which promote gender equity.
- Staff training at regular intervals is needed as an integral part of staff development. An initial one-day periodic workshop for headquarters staff and similar training for regional field staff, followed by shorter, annual refresher seminars are recommended.
- A gender impact program design checklist should be developed for use by all program managers to help mainstream awareness of gender issues in program planning.
- A standing, cross-regional headquarters committee should be established to review programs, refer resources to regions to strengthen their gender capacity, oversee planning and implementation of annual training and monitor new ideas and issues as they develop.
- The Center believes that staff and partner training is the single most important effort to implement its written gender policy. The gender review committee at the headquarters level will provide the program oversight necessary to assure that gender is integrated as much as possible into program design throughout Center program activities.

REPLICABILITY

- The gender assessment project can be replicated by other organizations.

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GLOSSARY

AFL-CIO	American Federation of Labor-Congress of Industrial Organizations
APEC	Asia-Pacific Economic Cooperation
ASEAN	Association of Southeast Asian Nations
AGGI	APEC Ad Hoc Advisory Group on Gender Integration
CIDA	Canadian International Development Agency
CORD	College of Rural Development, China
Ecotech	APEC's program for Economic and Technical Cooperation
FWG	APEC Fisheries Working Group
HRDWG	APEC Human Resources Development Working Group
ILO	International Labour Organization
ISTWG	APEC Industrial Science and Technology Working Group
IT	Information Technology
NCWO	National Council of Women's Organizations, Malaysia
OECD	Organisation for Economic Co-operation and Development
PROBECAT	Training Fellowships for Unemployed Workers, Mexico
RFP	Request for Proposal
RISE	Regional Integration for Sustainable Economies (a project of APEC's Group on Economic Infrastructure)
SME	Small and Medium-size Enterprises
S & T	Science and Technology
TELWG	APEC Telecommunications Working Group
TFOC	Trade Facilitation Office Canada
TILF	APEC's program for Trade and Investment Liberalization and Facilitation
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNIFEM	United Nations Development Fund for Women
WBCP	Women's Business Council, Philippines
WLN	Women Leaders' Network (An international network of women, primarily from the business, science and technology and academic sectors, which meets annually in the APEC host economy)
WTO	World Trade Organization

GENDER MAINSTREAMING RESOURCES

Websites

Eldis Gender Guide <http://nt1.ids.ac.uk/eldis/gender/gender.htm>

Institute of Development Studies, IDS Research (IDS organizes its work thematically, but also allows for interdisciplinary work on cross-cutting issues like gender)
<http://www.ids.ac.uk/ids/research/index.html>

International Development Research Centre, Gender and Sustainable Development Unit
<http://www.idrc.ca/gender/>

International Labour Organization Gender Website
<http://www.ilo.org/public/english/bureau/gender/>

ILO, SEAPAT (Southeast Asia and the Pacific Multidisciplinary Team), "Gender Mainstreaming: A How-To Manual"
<http://www.ilo.org/public/english/region/asro/mdtmanila/gender/>

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<http://www.oecd.org/media/release/genderconclusions24nov.2000.htm>

Pacific Islands Forum Secretariat, 2000, *Good Practices in Gender and Development in the Pacific*. Pacific Islands Forum Secretariat, Fiji <http://www.forumsec.org.fj/>

Status of Women Canada <http://www.swc.cfc.gc.ca>

United Nations Development Programme (UNDP), Gender in Development,
<http://www.undp.org/gender/policies/guidance.html>

UNDP, Gender Mainstreaming Information Pack
http://www.sdn.undp.org/gender/capacity/gm_info_module.html

UNIFEM, Trade Liberalization and Women <http://www.undp.org/unifem/trade/index.htm>

Women Asia: The Business Network Connecting Women in Asia and North America
<http://www.womenasia.com/>

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Gender Mainstreaming in Development Planning
Gender Mainstreaming in Finance
Gender Mainstreaming in Public Service
Gender Mainstreaming System Handbook
Gender Mainstreaming in Trade and Industry

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