



East Africa Dairy Development

In partnership with



STRATEGY FOR INTEGRATING GENDER IN EADD

Acknowledgements

Several people were involved in the development of this strategy. Beatrice Ouma, the Regional Information Officer, EADD; Jemimah Njuki, Sociologist and gender specialist at ILRI; Isabelle Baltenweck, Agriculture Economist, ILRI; Michael Muthui, Gender Focal Person, EADD, Kenya; John Musisi, Gender Focal Person, EADD Uganda; and Joseph Karake, Gender Focal Person, EADD Rwanda. Kristin Grote, of the Bill and Melinda Gates Foundation provided useful comments on the strategy.

Acronyms

EADD	East Africa Dairy Development Project
DFBA	Dairy Farmers Business Associations
ILRI	International Livestock Research Institute
CP	Chilling Plant
GFP	Gender Focal Person
OPBS	Operation and Planning Budgets
TOT	Training of Trainers
WLAP	Women's Livestock Access Project
DIG	Dairy interest Groups

Citation

EADD, 2009: Strategy for Integrating Gender in EADD. East Africa Dairy Development Project.

Contents

1	Introduction and Rationale of the gender strategy	4
2	Strategic Objectives	5
3	General Approach	5
4	Key issues to be addressed by the Gender Strategy	6
4.1	Staff level	6
4.2	Chilling Plant (marketing level)	6
4.3	Group Level	7
4.4	Household/production level	7
5	Key strategies to address specific gender issues	7
6	Implementation Process	12
7	Monitoring and Evaluation	14

List of Tables

Table 1:	Key issues at staff level and potential strategies to address them	8
Table 2:	Key issues at chilling plants and potential strategies to address them	10
Table 3:	Key issues at farmer group and DFBA level and potential strategies to address them	11
Table 4:	Key issues at production level and potential strategies to address them	12
Table 5:	Specific roles and responsibilities for implementation of the strategy	13

1 Introduction and Rationale of the gender strategy

Livestock production serves various crucial roles in the livelihoods of marginalized and poor people. It contributes to local diets, provides cash, draught power, organic fertilizer, and is a means of transportation of heavy equipment. Those whose livelihoods are most dependent on animal husbandry are the poor, especially women. Women especially play an essential role in animal production. However, women are often left out of extension activities and training opportunities. Men often have access to more opportunities for receiving information, training and extension services in the community than do women.

There is an increasing awareness of the important and long-standing traditional role of women in small-scale dairying all over the world. For small farmers, dairy production is a family operation where each member contributes to, and benefits from, the different activities involved in different ways. Dairying provides women with a regular daily income, vital to household food security and family well-being. Women are not only centrally involved in milk production, but also in collection, processing and marketing of dairy products. In the past, most projects and programs were directed towards men and changes introduced frequently resulted in higher labour input by women, while at the same time their control over the production process and its output diminished.

At production level, gender inequalities in divisions of labor, responsibility, and decision making within the household which limit women's access to and control resources, the extent and terms of their engagement and the returns to their labour. At the macro level, effective participation of women in group and market activities is constrained by their low decision making power, lack of voice and lack of access to financial resources.

It is now an accepted fact that unless gender biases are tackled, there is a danger that the promotion of dairy production and marketing will lead to accumulation and business development by men, while women who lack access to finance and are constrained by gender divisions of labour and responsibility as well as social norms of appropriate behavior, will be left out at the different levels of production market and social/ group engagement.

Despite this recognition and the increasing interest by research and development organizations to address gender issues, one of the main challenges is in identifying the gender issues and practically applying the results of gender analysis and implementing strategies that address these issues. This strategy is informed by three main analytical activities:

- ❖ Analysis of a baseline report carried out in Kenya, Rwanda and Uganda
- ❖ A Consultative meeting between the EADD gender focal persons from the 3 countries and the ILRI technical team
- ❖ Consultations and discussions with staff and partners in EADD.

The goals of this strategy are to:

- (i) Generate economic and social gains to both men and women and their families from dairy production and marketing including increased incomes and improved household well being
- (ii) Overcome gender-based barriers that constrain dairy productivity and market participation e.g through tailoring services to the needs of both men and women
- (iii) Promote equality of opportunity according to gender differences and needs e.g in access to services, membership in groups and shareholding in chilling plants
- (iv) Increase the effective participation of both men and women in project activities such as training, group leadership etc

The strategy is guided by several principles:

- ❖ That increasing women's participation and benefits from research and development and providing more equitable access to all factors of production: land, labor, water, credit, and information for women contributes to poverty reduction and to improvements on family welfare
- ❖ That changing the attitudes of staff working with communities and building their capacity in social and gender analysis and in identifying and implementing strategies to address constraints to women's participation is a crucial component for integrating gender
- ❖ Ensuring that gender action plans and provisions are implemented and demonstrating results leads to institutionalization of gender within projects and organizations
- ❖ That there is need to look beyond women's role as farm laborers, and women's participation in the form of numbers towards increasing their participation as farmer-entrepreneurs and as equal partners in the programmes

2 Strategic Objectives

The objectives of this strategy are to:

- (i) To increase the effective participation of women in project activities
- (ii) To achieve a more equitable access to project and program resources including skills training, technology, and other services
- (iii) To improve practical benefits for women such as increased income, assets (including shares), greater financial security, and more livelihood options
- (iv) Achieve progress toward more gender equality, including changing decision making patterns in the household, membership in and leadership of community-based organizations, marketing institutions (chilling plants) and other community activities

3 General Approach

Due to the fact that the project is in the implementation stage, we take an approach of gender Integration rather than gender mainstreaming. This involves identifying and then addressing gender differences and inequalities during program or activity design, implementation, monitoring, and evaluation. Since the roles and relations of power between men and women

affect how an activity gets carried out, attending to these issues on an on-going basis should both achieve more sustainable development outcomes and also achieve greater gender equality. A five stage approach has been identified.

- (i) Identification of key gender based on baseline data and field experiences
- (ii) Identification of potential strategies to address key issues
 - Discuss with farmer groups and staff
 - Develop indicators to measure progress and effectiveness of these strategies
- (iii) Implementation of proposed strategies
- (iv) Monitoring and assessment/ occasional studies to evaluate the effectiveness of these strategies
- (v) Documentation and sharing of experiences and lessons

4 Key issues to be addressed by the gender strategy

The key issues are grouped into 4 categories;

4.1 Staff level

The key issues identified under this level include:

- (i) Attitudes towards gender issues are not always positive and there exists gender stereotypes amongst staff that get transferred to the work with groups and communities
- (ii) Majority of staff have low skills on how to deal with the gender issues and how to integrate gender in their work
- (iii) Women trainers(EADD staff) are seen as threats/rebels when working at community level
- (iv) Lack of awareness by staff of sexual harassment issues and a lack of clear policy on this
- (v) No clear guidelines and strategies for maintaining a healthy work-life balance by staff

4.2 Chilling Plant (marketing level)

- (i) How to make the services of the CP more tailored to meet women's needs and subsequently encourage and create incentives for women to become shareholders in the CP as currently there are very few women shareholders
- (ii) Milk is delivered to CPs by women but money is collected by men/husbands. As a result, some women divert milk from the chilling plants
- (iii) Diversion of milk to informal traders who pay on delivery as opposed to the chilling plants that pay once a month or every 2 weeks

4.3 Group Level

- (i) Low and ineffective participation by women in meetings and project activities
- (ii) Low registration of women in groups. While joint registration has been taken up, it has its own shortcomings and names are on paper but women still do not participate
- (iii) Women not actively taking up leadership roles and when they do, they are taking the roles of treasurer or Secretary in groups

4.4 Household/production level

- (i) Women lack assets-means of production and assets such as land, financial capital, livestock etc. it's therefore difficult for women to invest in cows and land that do not belong to them
- (ii) Low access and use of improved technologies, inputs and services by women and female headed households
- (iii) Move from pastoralists' to intensive system of farming is increasing women's workload have no additional revenue leading them to resist this change despite the other benefits of intensification (zero grazing).
- (iv) Decision making at the production level still largely remains with men
- (v) Cultural issues concerning women's involvement in production, e.g insemination in Rwanda and milking in both Uganda and Rwanda inhibit women from participating and benefiting from these activities.

5 Key strategies to address specific gender issues

The proposed strategies are both of strategic and practical nature. It also should be recognized that often, strategic interventions are needed first to achieve participation, access to resources, and practical benefits for women. For example, supporting women's membership in community-based organizations can lead to women receiving training and new technology and having access to financial and other services. They are able to participate in project activities, access resources, and benefit from increased income, savings, and improved infrastructure. In some cases, women are encouraged to participate in community decision making. These are new roles for women that contribute to changing gender relations. Men's approval and support for women's participation is also an important positive change. Sometimes, these interventions lead to other strategic results, such as increased access to political representatives, expanded social and economic networks, increased access to other services such as extension beyond the life of the project, greater decision-making power in the household and increased self-esteem and self-confidence.

Table 1: Key issues at staff level and potential strategies to address them

Key Issue 1: Attitudes towards gender issues are not always positive and there exists gender stereotypes amongst staff that get transferred to the work with groups and communities		
	Specific Issues	Potential strategies
a)	Lack of a clear understanding to EADD staff of the importance of gender in our activities, and why it is important to the groups we are working with. (EADD is should not be addressing gender issues because of the Bill and Melinda Gates Foundation but because it is important to integrate gender issues into our work)	<ul style="list-style-type: none"> • Hire a Gender and Youth Expert, based at Regional level to work with country GFP to implement the gender strategy and youth strategy. This will encourage dedication to have both gender and youth issues addressed,. • Every EADD Partner Organisation should have a gender focal person to form a gender working group at country level. The working group should be spearheaded by the current EADD gender focal point (GFP). NB: there is need to understand that such experts are resourceful persons, but the sole responsibility to implement gender and youth activities/programs is a sole responsibility of all EADD staff.
b)	Gender issues have not been taken seriously especially by staff at both planning and implementation level, thus stereotyping among EADD staff is a common practice	<ul style="list-style-type: none"> • EADD Operation and Planning Budgets (OPBS) should reflect gender issues in all activities both at the regional, country and DFBA levels Recognise that gender issues are embedded in all EADD activities
c)	Lack of a clear budget line to meet activities related to gender issues under the EADD project The team identified that there is a budget line when it comes to organizing trainings for mobilizations but there is no budget line for staff gender trainings, special gender programs at DFBA levels and GFP meetings	<ul style="list-style-type: none"> • Each country should have a clear budget line to meet activities related to gender issues under the EADD project.
Key issue 2: Women trainers(EADD staff) are seen as threats/rebels when working at community level		
a)	Attitudes towards female staff	<ul style="list-style-type: none"> • Staff recruitment in EADD project to encourage women to freely apply and be considered for positions which were formerly considered for men. The job advertisements should be in a way that they encourage women to apply for the positions
d)		<ul style="list-style-type: none"> • Start a mentoring program for staff using both male and female mentors cutting across partners and countries for both male and female staff
Key Issue 3: Majority of staff have low skills on how to deal with the gender issues and how to integrate gender in their work		
a)	EADD staff lack a clear understanding of gender issues while conducting EADD activities like field days, setting up demonstration plots, breeding, and trainings.	<ol style="list-style-type: none"> 1. Technical training to focus on gender integration, e.g farmer trainers, community mobilizers, training AI technicians, working with organisations to integrate gender aspects. 2. Review all EADD training modules to include and integrate gender aspects. This will be done with the help of ILRI and gender training consultants. Some

		<p>resources will need to be set aside for this.</p> <ol style="list-style-type: none"> 3. Gender training for EADD Staff 4. Gender training for community mobilisers who largely interact with EADD clients. 5. Recruitment of ToTs/AI Technicians should be gender sensitive especially in areas where culture does not hinder women’s participation in these activities <ul style="list-style-type: none"> • Encourage women participants when we send the messages for recruitments/trainings • EADD can consider facilitating female trainers (through part payment of cost, discount on kits) as an incentive for them to participate as trainers and service providers
b)	<p>Lack of facilitation skills for both female and male staff during trainings and meetings on gender inclusion, i.e</p> <ul style="list-style-type: none"> • Special skills required on how to get female staff to talk in groups and in meetings. • Skills required on how to get female farmers to contribute during trainings, meetings and other project activities 	<p>On participation of female staff:</p> <ul style="list-style-type: none"> ○ Training on assertiveness and communication skills for female staff ○ Choice of staff “social activities” and venues that do not hinder especially female staff from participating ○ Use of proper and gender sensitive language in all official and non official communication within the work environment
Key Issue 4: Lack of awareness of sexual harassment issues and a lack of clear policy on this at the project level		
c)	<p>Existence harassment and discrimination in the workplace</p>	<ul style="list-style-type: none"> • Conduct rigorous gender awareness training by an external consultant, possibly WOCAN. EADD GFP and the WLAP staff will largely participate in guiding WOCAN in developing training modules. Issues of harassment and discrimination the workplace will be tackled by these trainings • Develop code of conduct in EADD project that builds on existing partner code of conducts. • Establish an EADD help line which can be used by victims of harassment. It important that the helpline be manned by a trusted individual which does not have to be EADD staff. It can be external.
Key Issue 5: No clear guidelines and strategies for maintaining a healthy work-life balance for staff		
a)	<p>No clear guidelines and strategies for maintaining a healthy work-life balance by staff</p>	<p>To be included in a HR policy for the project building on practice of partner organizations</p>

Table 2: Key issues at chilling plants and potential strategies to address them

Key issue 6: How to make the services of the CP more tailored to meet women’s needs and subsequently encourage and create incentives for women to become shareholders in the CP as currently there are very few women shareholders		
a)	No information on the extent to which the services being offered by the chilling plant are tailored to or are meeting the needs of women farmers and how they can be tailored to achieve this	<ul style="list-style-type: none"> • Evaluate the services being offered by the chilling plants, how they are offered and the extent to which they are meeting the needs of women • Have some more focused discussions with women on the knowledge/or lack of it on shares, their perceptions and constraints to share purchase • Training of farmer groups and women in particular on benefits of being a share holder. The technical partner working on this to develop a training programme that targets women on benefits of being a shareholder. • Three strategies to be pilot tested for their effectiveness in getting women to become shareholders (after discussions with farmers) <ul style="list-style-type: none"> (a) Tailor services being offered to the chilling plants to meet specific needs of women (e.g the payment system) and monitor extent to which women buy shares based on this. In addition; (b) Use women groups who open a group supply number to which they contribute milk (instead of cash contributions). Part of the income from this is then used to buy shares for the group members. (c) Propose to a few chilling plants to test a subsidised price for shares to women (d) Set up a revolving fund for women • Closely monitor and document changes in women membership across all the DFBA’s / co-operatives
b)	Fewer women buy shares, e.g women headed households or when husbands are working away. Women lack money to buy shares.	
Key Issue 6: Milk is delivered to CPs by women but money is collected by men/husbands. As a result, some women divert milk from the chilling plants. Money is also diverted due to the payment schedule of the chilling plant (monthly/ or bi weekly)		
a)	Although joint registration has been implemented, it has its own short comings in that names are on paper but women still do not receive the money from milk sales	<ul style="list-style-type: none"> • Group discussions with women on possible solutions • Test strategies such as group registration of women in the chilling plants
b)	Payment system through bank accounts which are in the names of men/husbands and therefore women do not access the money	<ul style="list-style-type: none"> • Evaluate feasibility of payment systems which women are more likely to have access to e.g Mpesa, ZAP. This will be based on an assessment of ownership of mobile phones by women. Explore other systems of payment e.g cash payments in the event that mobile phone ownership for women is too low. The idea is to have multiple methods of payment that women have access to. • A monitoring system of women’s benefits and share of income from milk going to them
c)	Women keep more and have more control of milk sold in the evening to informal markets compared to milk going to chilling plants	<ul style="list-style-type: none"> • Combine both formal and informal milk marketing to ensure women do not lose control of milk income. • Encourage registration of women in the chilling plants

Table 3: Key issues at farmer group and DFBA level and potential strategies to address them

Key issue 7: Low and ineffective participation by women in meetings. Men dominate participation during group formation. Men turn out in meetings even though women have the required skills		
a)	Men dominate participation during group formation at DIG/DMG level Men turn out in meetings even though women have the required skills. Low Registration of women into DMG/DIG/DFG	<ul style="list-style-type: none"> • EADD team to come up with mobilizations strategies specifically targeting women • Increase women’s awareness during mobilisation • Train ToTs specifically tasked with mobilizing women and set target for them • EADD should directly involve women in the mobilisation campaigns as its been tested that women are better champions for themselves • Continue and put more emphasis across sites on the use of existing women groups as mechanisms for mobilising g women
	Women usually speak after men in meetings and other community activities	<ul style="list-style-type: none"> • Training on good facilitation skills for staff/TOTs working with the groups (see above under staff level) • Training on leadership, assertiveness and facilitation skills to women and women leaders of DFBA’s and using them as change agents to the community. • Sending out clear messages on the importance of women in the whole dairy chain, for every one’s recognition and appreciation • Packaging the message on women’s contribution in dairy development/farming at household level
	Gender issues not discussed/ appreciated at DFBA level despite having a gender and youth focal person in the committee	<ul style="list-style-type: none"> • Awareness creation of gender issues at DFBA’s after an assessment of current knowledge and attitudes • Have a gender sub-committee at the DFBA level chaired by the gender rep into the DFBA but including other members of the committee. In addition have a process through which this committee can interact with groups to get the gender issues. • Motivate members of this committee through regular supervision, meetings and provision of technical support and information
Key issue 8: Low registration of women in groups. While joint registration has been taken up, it has its own shortcomings and names are on paper but women still do not participate		
a)	Men are the decision makers when it comes to registration in groups.	<ul style="list-style-type: none"> • Sensitization to both men and women during the group formation processes of the benefits of having more than one registered member of family. • More actively combine use of women groups and mixed groups
Key issue 9: Women not actively taking up leadership roles and when they do, they are taking the roles of treasurer or Secretary in groups		
a)	Women not taking up leadership positions in groups and DFBA’s/ co-operatives	<p>Gender sensitization to the executive committee</p> <ul style="list-style-type: none"> • Empowerment training for women leaders/ potential leaders that includes basic training on leadership skills, organizational and facilitation skills • Develop a mentoring system for women leaders and potential leaders that include exchange visits to groups led by other women • Strengthen roles taken by women leaders by making them participate in sub-committees.

Table 4: Key issues at production level and potential strategies to address them

Key issue 10: Cultural issues concerning women’s involvement in production, e.g insemination in Rwanda, milking is considered a male domain in Uganda and Rwanda.		
	Cultural issues and attitudes preventing women from participating in some of the project activities as farmer trainers or service providers	<ul style="list-style-type: none"> • Targeted gender training in groups • Exposure visits for both men and women to areas/ sites where women are successfully participating in some of the activities.
	Households selecting young men (as opposed to young women) for training as farmer trainers and service providers	<ul style="list-style-type: none"> • EADD to set aside a sponsorship programme for young women at community level to participate in some of the training as farmer trainers and service providers
Key issue 11. Decision making at the production level still largely remain with men		
	Low women decision / joint decision making in livestock issues	<ul style="list-style-type: none"> • Targeted gender training in groups • Exposure visits for both men and women that demonstrate benefits of shared decision making and women’s involvements e.g visits to successful dairy women farmers
Key issue 12. Move from pastoralists’ to intensive system of farming where women have higher workload with no revenue. Women are thus resisting change		
a)	Added labour for women e.g feeding and watering of cows in intensive and zero grazed systems and yet no additional income for them	<ul style="list-style-type: none"> • Analyse the labour issues involved in shifts from pastoral system to the intensive system for women
Key Issue 13. Women lack assets-means of production, eg land, women are considered as property, women do not own cows, and it is therefore difficult for women to invest in cows and land that do not belong to them		
a)	Low use and access of technologies by women	<ul style="list-style-type: none"> • Targeting women with improved technologies and for TOT training • Subsidise women to be TOT in technologies or interventions where there is low use by women • Integrate technology evaluation system that integrates gender issues in order to know what women’s perceptions of the different technologies is and be able to address these.
b)	Low ownership of cows by women	<ul style="list-style-type: none"> • Investigate the potential use of women’s groups discussed above a mechanisms for women to own cows, or have a pass on scheme for cows through their group membership (from sale of milk or from a revolving fund) •

6 Implementation Process

The overall responsibility of planning, implementing and monitoring of the gender strategy and women empowerment activities rest with the EADD Country Project Managers. They will report periodically on progress at regional level. The table below shows the specific responsibilities of the different partners and staff in implementing the gender strategy.

Table 5: Specific roles and responsibilities for implementation of the strategy

Who?	Key roles and responsibilities
The regional gender specialist	<ul style="list-style-type: none"> • Lead the implementation, monitoring and evaluation of the gender strategy at regional level • Work with Country Programme managers to ensure gender strategy is integrated at country level with the project staff and staff of partner organizations working in the project • Act as a central source of advice and support to the country teams in implementing the strategy • Organise and source for trainers on gender for EADD staff and partners • Review of activities to ensure gender issues are sufficiently integrated into the annual work-plans and budgets • Report on progress of implementation of the gender strategy and the impacts of the project on gender relations and other gender issues to the Regional Director
EADD country project Managers	<ul style="list-style-type: none"> • Overall responsibility to sensitise staff on the gender strategy • Overall responsibility for the implementation, monitoring and reporting on the gender strategy • Co-ordinating with other partners to ensure all activities being implemented by partners (e.g TOT's etc) have integrated gender as per the strategy • Ensure implementation of the actions agreed at country level, making sure that all gender activities are incorporated into OPBs and that all EADD staff get the support they need • Organise for country level training of staff on gender and ensure all relevant staff are trained on gender • Integrate gender considerations in the annual evaluation of staff
Country gender focal persons and gender task force	<ul style="list-style-type: none"> • Convene the country gender task force composed of representatives from the partner organizations and organise occasional meetings (quarterly) of this task force to review progress on implementation and integration of gender into specific project activities. • Identify country needs for capacity building on gender issues amongst staff, DIG and DFBA's • Promote best practices (as outlined in the strategy) and identify what more needs to be addressed at DIG/DFBA level. • Facilitate the strengthening of gender committees and the mechanisms for interactions of these committees with DIGs and other committees within the DFBA • With the support of country programme managers and the Regional gender advisor, sensitise other staff on the issues covered in the gender strategy • Report on gender indicators outlined under the monitoring and evaluation framework
Partner organizations (Heifer International, ILRI, Technoserve, ABS, World Agroforestry Centre)	<ul style="list-style-type: none"> • Integrate gender into their activities (including training, mobilisation, implementation, dissemination etc) with the support of the regional gender resource person and country gender task force • Appoint a representative to the country gender task force • Recommend staff (management and field staff) working on the EADD project for gender training • Enforce the implementation of the gender strategy by their staff working on the project

Who?	Key roles and responsibilities
Monitoring and Evaluation team	<ul style="list-style-type: none"> • Review with the support of the regional gender specialists the indicators and milestones of the project to ensure meaningful gendered indicators (that go beyond numbers of men and women participating) are included • Work with the regional gender specialist and the country gender focal persons to develop indicators (and incorporate community indicators) for monitoring and evaluating the effectiveness of the proposed strategies in addressing gender issues • Organise and budget for occasional studies to review progress of implementation and the effectiveness of the proposed strategies in addressing the key gender issues

All chilling plant, group and production level strategies will go through a process of discussion with the relevant groups (DFBAs, DIG's) to elicit further strategies and discuss with the groups including with women their potential for success as well as the indicators to use for measuring the success of these strategies.

7 Monitoring and Evaluation

To enable monitoring of the strategy and verification of the achievement of objectives, the strategy will be shared by all staff and partners in order for them to have a thorough knowledge base for selectively integrating gender issues into project work plans and routine activities

The M&E team will need to revise specific gender impact indicators building on the current realities on the ground. The impact indicators will be integrated into the existing EADD M&E system and will regularly form a basis for reviews at all project levels. Responsibility for monitoring rests with the M&E department, who can call upon a gender specialist for support. It may be important that an external evaluation be carried out to review the implementation of this strategy. This will provide a critical assessment of the progress made as a basis for further development of the strategy as EADD prepares for subsequent project phases.

Every 3 months, all EADD Country Gender Focal Persons will meet to review progress, and agree on further work.

Every six months, all EADD Country Project Managers and Gender Focal Persons will meet to review progress and make progress report to the relevant stakeholders.

-END-