



Gender capacity assessment report for the Livestock and Fish CGIAR Research Program in Uganda

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More pork by and for the poor project: Catalysing emerging smallholder
pig value chains in Uganda for Food Security and Poverty Reduction

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Acronyms

CapDev	ILRI Capacity Development Unit
CGIAR	Consultative Group on International Agricultural Research
CSO	Civil Society Organization
DCDO	District Community Development Officer
DVO	District Veterinary Office
FGD	Focus Group Discussion
GALS	Gender Action Learning System
ILRI	International Livestock Research Institute
ISU	Iowa State University
KII	Key Informant Interview
KKCU	Kaboneera-Kyanamukaaka Cooperative Union
LAF	Livestock and Fish
M&E	Monitoring and Evaluation
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MGLSD	Ministry of Gender, Labour and Social Development
NAADs	National Agricultural Advisory Services
NGO	Non-governmental Organization
NRP	National Research Partners
OXFAM	Oxford Committee for Famine Relief
PELUM	Participatory Ecological Land Use Management
PPM	Pig Production and Marketing
SNV	Netherlands Development Organization
SPVC	Smallholder Pig Value Chain
TI	Transition International
VC	Value chain
VEDCO	Volunteer Efforts for Development Concern

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We would like to acknowledge our partners for their participation and invaluable insights on gender capacities at the environmental, organizational and individual levels and LAF for the funds.

Executive summary

The objective of the Uganda mission was to conduct an assessment of the gender capacities of LAF partners in the Uganda Pig Value Chain and identify capacity development needs for appropriate interventions. The gender capacity assessment tools that were developed by TI for ILRI were used to collect the data in Uganda between the 28th April and 5th of June 2015. The tools were implemented at organizational and individual levels using two different data collection techniques to assess organizational and individual level gender capacities. An interview guide was used to collect organizational level data through focus group discussions while questionnaires were administered for the individual level interviews. The following six development partner organizations were assessed; Iowa State University (ISU) Uganda Program in Kamuli District Veterinary Office (DVO), Masaka; DVO Mukono; Volunteer Efforts for Development Concern (VEDCO) in Kamuli; Kaboneera-Kyanamukaaka Cooperative Union (KKCU) in Masaka; and Pig Production and Marketing (PPM) Limited in Mattuga. One national research partner, Makerere University, was also assessed. In addition, key informant interviews were also held with gender experts from SNV Uganda; Village Enterprise; District Community Development Officer (DCDO), Mukono; Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) veterinary office; VEDCO; and Makerere University to assess the gender enabling or disabling environment including downstream and upstream policies, rules, regulations, power relations and social norms that influence the Uganda pig value chain.

Almost all the partners except Food Science and Technology of Makerere University were development organizations as LAF Uganda Smallholder Pig Value Chain mainly works with development partners to test “best-bet interventions for upgrading the value chain”. From these assessments, it was found that most partners apart from VEDCO, scored low in core capacities for gender analysis and strategic planning. Most of them however collect sex-disaggregated data about their beneficiary participation in project activities but have limited capacity to conduct gender analysis. These partners lack mechanisms to ensure gender is taken into consideration in analysis, programming and leadership with exception of VEDCO that has a gender policy and gender experts at both the board and management level. A gender responsive M&E system was also lacking in many organizations assessed. VEDCO has the capacity to develop and implement joint gender advocacy materials with other organizations such as PELUM¹, Food Right Alliance, Climate change alliance; and use research outputs and other material to advocate for gender equality. This core capacity received the highest scores in general. All the assessed organization, with the exception of VEDCO, did not have capacity in gender transformative approaches at all.

VEDCO had scored highest in more than one third of the six core gender capacities and it the organization could be useful for building the capacities of, and sharing their experiences with other partners in line with existing tools and methodologies. This is a starting point to a networking drive and knowledge sharing on gender issues. The GALS approach is one of the GTA tools and methodologies that should be shared by VEDCO. LAF’s gender strategy could be used as a guideline to develop a gender strategy for other partners with clear activities, expected results, indicators, roles / responsibilities, and budget.

¹ <http://pelumuganda.org/>

Objectives

The gender capacity assessment aims to analyze the current gender capacities against desired future gender capacities of the LAF partners in the four value chain countries, and to subsequently design tailor-made capacity development interventions per country. The objective of the Uganda mission was to conduct the gender assessment of the LAF program partners in the Uganda Pig Value Chain.

Methodology and process

Between the 28th April and 5th June, 2015, the gender capacity assessment guide and tools developed by TI for ILRI were administered/ used to collect data in Uganda. The team consisted of ILRI/LGI gender team and UG Pig VC scientist

The gender capacity assessments were conducted for ILRI national research and development partners in the Central and Eastern regions of Uganda. The partners for capacity assessments were selected based on criteria agreed upon by ILRI Uganda staff during a one day brainstorming exercise. The first step involved mapping out all ILRI partners and scoring them on a scale of 1-5 based on:

1. Level of Capacity
2. Partner Category
3. Shared Common objectives
4. VC Experience
5. Trust (credibility, governance, transparency)
6. Learning partnerships
7. Long term vision (food security & poverty reduction)
8. Grounded local action (engagement) and commitment
9. Influencing Ability
10. Gender

The purpose of scoring was to put into use the available resources. This led to identification of 39 potential partners that could be suitable to undertake the gender assessment. The next step in the partner selection process involved ILRI Uganda and Nairobi consultations through emails, and face to face interactions. Hand picking was applied to the list of partners selected in step one to come up with a total of 11 Organizations interviewed.

Before the commencement of the assessments, ILRI gender researcher took two days to train the participating gender research team and VC Scientist in the gender capacity assessment (toolkit), and adapt it to the local context while drawing from Ethiopia and Tanzania assessment experiences. The team also got to interact with the TI Consultant, who clarified on issues/comments that emerged from the training and shed more light on the tool and the methodology.

The assessment kicked off with a Key Informant Interview (KII) workshop with the national representatives composed of SNV Uganda; Village Enterprise; District Community Development Officer (DCDO), Mukono; Ministry of Agriculture, Animal Industry and Fisheries (MAAIF) Animal Nutrition division; VEDCO; and Makerere University. This workshop aimed at introducing the partners to the gender capacity assessment and development agenda within the Livestock and Fish CRP and to collect relevant information on the gender enabling or disabling environment including downstream and upstream policies, rules, regulations, power relations and social norms that influence the Uganda pig value chain. Focus group discussions utilizing an interview guide for organizations were used to assess organizational level capacities of seven partners. These included six development organizations (ISU; DVO Masaka; DVO Mukono; VEDCO; KKCU Masaka; PPM Limited) and one national research partner (Makerere University). Individual level capacity assessments were conducted through administration of questionnaires to each staff member of the participating organization.

Table 1: Summary of Partners interviewed

Partners	Environmental	Assessed Organizational	Assessed Individual
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National Research Partners (NRPs)			
Makerere University	Y	Y	Y
Development Partners (DEV)			
ISU	N	Y	Y
DVO Masaka	N	Y	Y
DVO Mukono	N	Y	Y
VEDCO	Y	Y	Y
KKCU Masaka	N	Y	Y
PPM Limited	N	Y	Y
Village Enterprise	Y	N	N
SNV	Y	N	N
DCDO Mukono	Y	N	N
MAAIF	Y	N	N

Conducting the FGDs together with administering the questionnaires lasted for about five hours for each organization. However, for organizations like KKCU, the assessment took close to six hours as the participants shared that they were not aware of the differences between sex and gender, and needed a deeper understanding of the concepts before proceeding with the assessments. The facilitators took almost an hour giving them basic training through demonstration and brainstorming exercises (Figure 1).

Figure 1: ILRI gender researcher giving basic training on the meaning of gender to KKCU during the GCA



Photo credit: Violet Barasa. Photo taken on 04/05/2015

Results

Context and environment

This section highlights the results from KIIs organized into the following three categories: Political environment, the influence of Civil Society Organizations (CSOs) on the environmental factors, and gender issues in the Uganda smallholder pig value chain.

Political environment

In 2007, the government of Uganda through the leadership and coordination by the Ministry of Gender, Labour and Social Development (MGLSD) developed a National Gender Policy² which serves as a guiding framework for other policies. This policy was considered by the key informants as ineffective because the taskforce did not have any gender background and also had not carried out any systematic gender analysis to put forth evidence and that most sectorial levels were poorly represented. The capacity³ of the team involved in development and implement such key documents to guide the implementation was terribly lacking. According to key informants, this therefore points to the fact that gender issues⁴ are minimally or not taken into consideration at all while formulating the policies.

It was also reported that the 2007 National Gender Policy does not offer room for capacity development/building or deliberate training of public and private entities and individuals in order to address the gender disparities. The policy also lacks a clearly spelt out approach to link/systematic integration between various local governmental departments/sectors. For example, the DCDOs who work under the MGLSD, who are mandated to handle gender agenda, do not work closely with the production department under Ministry of Agriculture Animal Industry and Fisheries (MAAIF) which is tasked to undertake agricultural research and development. Most key informants in the development sphere perceived that they are performs other program tasks other than mainstream gender in program activities.

On the other hand, it was noted that the National Gender Policy does provide a conducive environment for bilateral and multilateral aid/funding e.g. the CANAGE funding for girls in Makerere University that also had a condition for establishing the department of gender and development studies (start of gender mainstreaming drive in Makerere University), civil society, Research institutes, Private sector, Producers and processors associations by not being rigid about such issues.

However, an informant from Makerere University reiterated that “there are no policies on gender per se, though there is ‘the agricultural policy 2014’ which was not really informed by proper gender analysis so as to address the root causes of gender constraints in order to come up with specific objectives, interventions and budget. Gender as a development issues is not critically and systematically looked into when it comes to planning and budgeting at the national level. There is need for better approaches and methods in order to transform the agricultural sector to be gender sensitive”. In addition, the other informants also alluded that other than the National Agricultural Advisory Services (NAADS) gender strategy⁵, there is no specific gender policy or parts of it highlighting the policy environment that influences the pig value chain. The pig enterprise does not even feature in the development agenda of the country because of religious and cultural reasons. For long, pigs have been categorized as dirty animals that were eaten in hiding. It is only recently that some district local governments through their production departments have taken up piggery as a priority under the rebranding of NAADS termed as ‘operations wealth creation’.

² See <http://mglsd.go.ug/wp-content/uploads/2013/07/policies/Uganda-Gender-Policy.pdf> for the 2007 National Gender Policy.

³ Capacity according to informants basically entailed academic trainings (number of men and women grounded in gender theories and background) and associated practical skills in gender mainstreaming (gender analysis, policy writing, gender strategy formulation, etc); latest information on gender analysis limited to a few in the NGO world. Capacities were also tagged to budgets and policy documents that are shelved in office cabins.

⁴ Not informed by field finding thus abstract. Sometimes civil society organizations like UWONET, FIDA etc are also consulted but this focus majorly on human rights issues leaving out the core aspects e.g. the pig enterprise where gender should be mainstreamed. This does not give a holistic picture of Agricultural development. No documented methodologies for picking up those to discuss and table contentious gender issues for policy review and implementation. There is also no back and forth interactions between the beneficiaries and the policy formulators plus those consulted

⁵ www.naads.or.ug/files/downloads/PIM.pdf

Even though national policies are not gendered, most departments in the Ministry of Agriculture have designed gender mainstreaming guidelines, though not specifically addressing the pig value chain work. Indeed, the Constitution of Uganda has a provision for gender mainstreaming, and there are also national action plans for women. Training manuals on gender issues are also available. The greatest challenge is lack of good political will when it comes to gender budgeting. The policies only appear at a national level but they don't get to be implemented at local level because of lack of budget. As one informant asserted:

“Politicians usually support activities whose results are tangible. For instance, a politician would rather give out pigs (tangible) than invest in capacity building and advocacy activities (intangible) simply because they can showcase of what they have done as they can be evaluated by citizens based on tangible results. This makes it hard for policies to materialize as gender cannot be given a ‘lip service’”. The influence of organizations on the environmental factors

There are quite a number of Civil Society Organizations (CSOs) that are active in Uganda and who mainly advocate for gender equality through working with women activist groups. These CSOs particularly have advocated for women's rights to the level that bills like domestic violence, property ownership have been drafted. These organizations however focus mainly on women, leaving out the holistic gender agenda. Youth and men are usually left out thus such groups often tend to think gender is synonymous with women and that the organizations are empowering women to rule over men. These advocacy drives have had a fair share of domestic violence and role shift in cases where men have surrendered some of their husbandry roles to women.

The informants also noted that almost all the existing public and private sector organizations are dependent on the funders to mainstream gender in their programs. This means that, they more or less address the agenda of the donor and not what should be done. Some of the donors however don't clearly clarify on what they want to achieve.

Gender issues in the Uganda's smallholder pig value chain

The pig sector is dominated by smallholders and women contribute significantly in terms of labor provision at the production node but in post-production, men takeover is usually high. Men are thus in control of income and benefits that accrue from this. In spite of this, the informants reported that women do appreciate that the men have more marketing networks as compared to them and are therefore important when it comes to pig marketing. Also women are not able to know the weight of the pig, and where to market them. This is attributed to lack of knowledge, incentives and capacity by women to correctly estimate pig weights. In addition, getting an active pig market in Uganda is not easy as pigs are mostly sold at farm gate. This means that men are critical in the marketing domain. Addressing these gender stereotypes is an important step to ensure that women pig producers have access to markets and the revenues generated through the pigs they contribute to or rear'

It is also worth noting that in Uganda, there are no physical markets for pigs. This is due to transportation difficulties as well as cultural and religious taboos (Stuart, 2013). Technically, most transporters and motorcycle riders are men. Even though the male and female extension staff are usually given motorcycles, the female staff end up not using/riding them. On this note, it was reported that culturally, men and women from the Baganda community (Central region) in Uganda have a mindset that riding a bicycle as a woman before getting married "breaks ones virginity" and one can become infertile. This is a deeply seated belief and most women do not easily share, and thus might be one of the reasons why transportation and marketing node of the pig VC is a dominated by men. Pigs are seen as 'unclean' and 'unholy' by mainstream religious communities (Muslims). Pig production and consumption is therefore something that carries stigma in Uganda.

Slaughtering of pigs is also a men's domain. However, if slaughtering technologies are put in place, it is believed that women can also participate at this VC node though the uptake might be gradual. Culturally in the olden days, it was abnormal for a woman to even buy meat. Even slaughtering chicken is not easy/normal for women in Uganda. In Masaka for example, they believe that people who slaughter pigs are dirty and filthy, thus explaining why women cannot participate.

Access and control of production resources

Access and control of production resources such as land varies by gender across Uganda. Some organizations such as Village Enterprise give piglets to women but women must negotiate with their husbands on how to share returns because they are raising the piglets on the man's land. The Key informants also noted that planting permanent crops such as bananas and trees for women connotes landownership which is contrary to the traditional set up of land rights being vested on men/boy children or the clan. Only land bought by women can be put to such use otherwise those who insist on planting such crops only extract firewood for trees while men harvest and sell as timber. For the pig enterprise, in Central Uganda, women tend to control the pigs simply because they just collect the wastes and feed them. Women also have a bigger say on the pig enterprise while still on small scale but men slowly takeover when scaled up and that there is improvement in breeds; men takeover becomes high as they now can claim ownership. However, when a woman has one to two pigs, she is able to control/own it. Women who operate piggery business enterprises in groups also face challenges such as access (user rights) to land where pigs are reared. When the women gain profits, the men (husbands) claim to have a share of the income since they offer land, help construct the pig houses and in some cases offer security. This makes women to end up switching to other businesses.

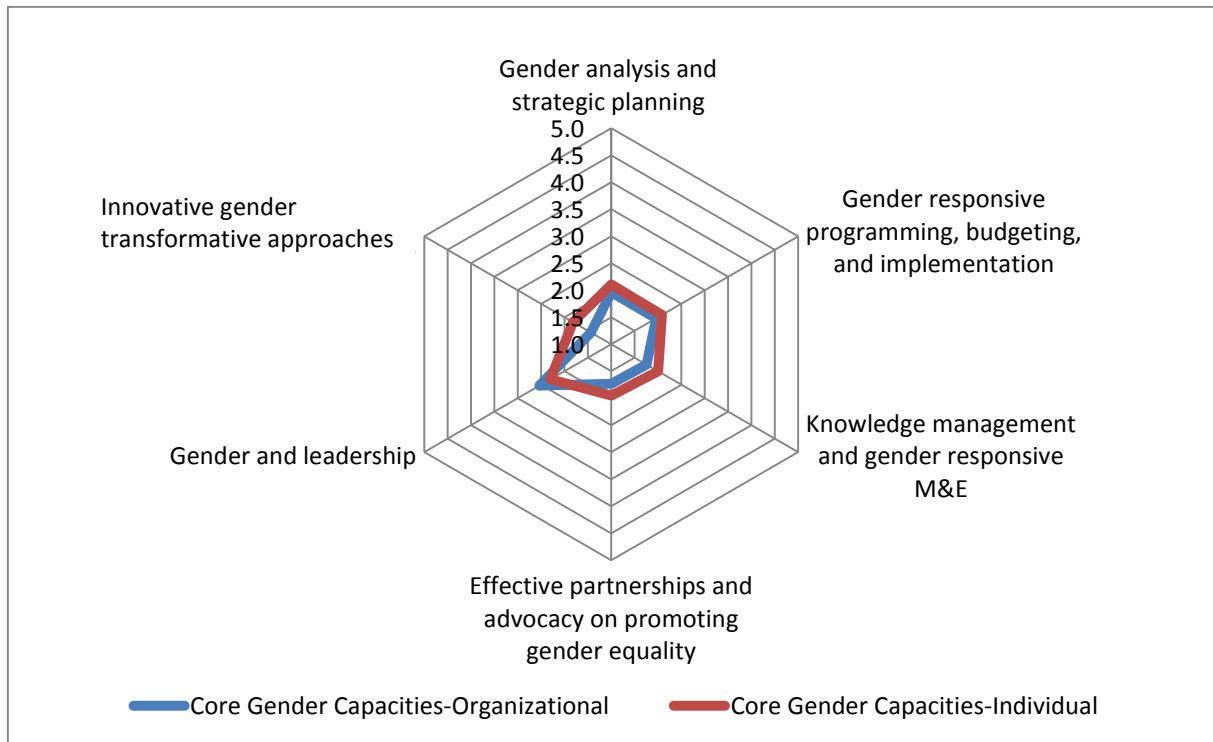
However, in some places, like Masaka, where most women groups report that they can control income from pig enterprise, they also experience the challenge of being overburdened by household responsibilities as men shy away from their duties as breadwinners. On the other hand, there is a tendency that as women become economically empowered; the men seem to feel disempowered. According to KIs, there is thus the need to look for ways of how the society can cope up with this new "woman" who is transitioning.

Gender norms also play a big role in shaping women's access to food in the community. Men are particularly responsible for buying meat in central Uganda making the household nutrition dependent on him. The informants also noted that it's a taboo for women in Busoga region to eat pork while pregnant for fear of the unborn child can develop a long mouth like the snout of the pig.

Findings per core gender capacity

The seven organizations that have been assessed show several differences. VEDCO had the highest scores for all the capacities (between 4.8 and 3.0 at organizational and 3.5 to 2.9 at individual levels respectively), while the rest largely scored low. This sends a clear signal that all the other partners' gender capacities were less developed. However, the overall highest scores were reported in gender and leadership while the lowest scores were reported in the innovations for gender responsive approaches.

Figure 2: Overall core gender capacities of the assessed research and development partners



	Average	National Development Partners						NRP
		IOWA uni	DVO Masaka	DVO Mukono	PP M	VED CO	PS Masaka	Makerere University
Core Gender Capacities-Organizational								
Gender analysis and strategic planning	1.7	2.0	1.1	1.7	1.1	3.5	1.0	2.3
Gender responsive programming, budgeting, and implementation	1.9	1.3	1.4	2.0	1.1	4.3	1.0	1.7
Knowledge management and gender responsive M&E	1.6	2.1	1.0	1.1	1.0	3.6	1.1	1.9
Effective partnerships and advocacy on promoting gender equality	1.6	1.0	1.0	1.0	1.0	4.4	1.3	2.0
Gender and leadership	2.6	2.7	1.7	2.6	1.0	4.8	2.8	2.4
Innovation in gender transformative approaches	1.4	1.0	1.0	1.6	1.0	3.0	1.0	1.1

	Average	National Development Partners						NRP
		IOWA uni	DVO Masaka	DVO Mukono	PP M	VED CO	PS Masaka	Makerere University
Core Gender Capacities-Individual								
Gender analysis and strategic planning	2.1	2.1	1.4	2.2	1.4	3.3	2.3	2.2
Gender responsive programming, budgeting, and implementation	2.1	1.6	1.5	2.0	1.8	3.4	2.4	2.1
Knowledge management and gender responsive M&E	1.9	1.7	1.4	1.9	1.4	3.5	1.7	2.1
Effective partnerships and advocacy on promoting gender equality	1.9	1.5	1.7	1.8	1.6	3.0	1.9	2.0
Gender and leadership	2.3	2.1	2.4	2.0	2.4	3.1	2.0	1.9
Innovation in gender transformative approaches	1.8	1.7	1.9	1.8	1.2	2.9	1.4	1.5

	Average	Development partners					NRP
		IOWA uni	DVO Masaka	DVO Mukono	PP M	VEDCO	Makerere University
Core Gender Capacities-Org & Ind							
Gender analysis and strategic planning	2.0	2.0	1.2	1.9	1.2	3.4	2.3
Gender responsive programming, budgeting, and implementation	1.6	1.4	1.5	2.1	1.2	4.1	1.7
Knowledge management and gender responsive M&E	1.4	1.9	1.2	1.4	1.2	3.6	1.9
Effective partnerships and advocacy on promoting gender equality	1.3	1.2	1.3	1.4	1.3	3.8	2.0
Gender and leadership	2.0	2.6	1.8	2.5	1.3	4.4	2.4
Innovation in gender transformative approaches	1.3	1.1	1.2	1.7	1.0	3.0	1.1

Findings per core gender capacity, interrelated levels

A. Gender analysis and strategic planning

At the organizational level, all the partners, except VEDCO, were weak in gender analysis and the use of gender analytical tools. VEDCO displayed capacity to analyze gender issues in the organization and to develop strategies to deal with these challenges. This has been due to provision of access to gender (analysis) training for female and male staff and related resources through partners such as OXFAM GB. They have a gender policy, which clearly stipulates their focus on engendering their organizational activities including targeting both male and female and youth in the project areas. This organization has close to five gender focal persons at management levels with grounding in gender theory and practice. Staff are innovative to a level of creating a farmers parliament where issues are presented through plenary sessions in a competitive and fair manner. They use the Gender Action Learning System (GALS) strategy⁶ which all staff are encouraged to apply to build the capacity of their target beneficiaries in the pig value chain.

⁶ <http://www.galsatscale.net/documents/GALSoverview.pdf>

Development partners:

	Averages			IOWA uni			DVO Masaka			DVO Mukono			PPM			VEDCO			PS Masaka			
	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all	
Core gender capacity																						
Gender analysis and strategic planning	1.7	2.1	1.9	2.0	2.1	2.0	1.1	1.4	1.2	1.7	2.2	1.9	1.1	1.4	1.2	3.5	3.3	3.4	1.0	2.3	1.0	
The capacity to analyze gender dynamics within the value chain	2.1		2.1	3.0		3.0	1.5		1.5	2.5		2.5	1.0		1.0	3.5		3.5	1.0		1.0	
The capacity to develop strategies to address gender dynamics in the value chain	1.5		1.5	2.0		2.0	1.0		1.0	1.0		1.0	1.0		1.0	3.0		3.0	1.0		1.0	
The capacity to apply gender analysis tools and frameworks	1.8		1.8	2.0		2.0	1.0		1.0	2.0		2.0	1.5		1.5	3.0		3.0	1.0		1.0	
Providing access to gender (analysis) training for female and male staff	1.7		1.7	1.0		1.0	1.0		1.0	2.0		2.0	1.0		1.0	4.0		4.0	1.0		1.0	
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	1.7		1.7	2.0		2.0	1.0		1.0	1.0		1.0	1.0		1.0	4.0		4.0	1.0		1.0	
Staff's knowledge of gender analytical frameworks and tools and the ability to analyze gender dynamics within the value chain		2.3	2.3		2.7	2.7		1.6	1.6		2.2	2.2		1.5	1.5		3.1	3.1		2.5	2.5	
The ability to understand and use gender analysis tools and frameworks		1.9	1.9		1.7	1.7		1.2	1.2		2.0	2.0		1.0	1.0		3.3	3.3		2.2	2.2	
The ability to apply and translate gender (analysis) training in work		2.2	2.2		1.9	1.9		1.3	1.3		2.4	2.4		1.8	1.8		3.6	3.6		2.2	2.2	

National Research Partner /Makerere University:

Core gender capacity	Makerere University		
	Org	Ind	All
Gender analysis and strategic planning	2.4	2.2	2.3
The capacity to systematically include gender analysis in all research of the targeted VC	2.5		2.5
The capacity to develop and apply gender analytical frameworks and tools in research	1.0		1.0
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	4.0		4.0
Providing access to gender (analysis) training for female and male scientists	2.0		2.0
The capacity and commitment of scientists to include gender analysis in their research work		2.8	2.8
The ability to understand and use gender analysis tools and frameworks		1.9	1.9
The ability to apply and translate gender (analysis) training in work		2.0	2.0

B. Gender responsive programming, budgeting and implementation

The best developed parameter under this capacity based on the six development organizations that were assessed was the capacity to translate research outcomes to define and/or adjust gender responsive programs with VEDCO scoring highly followed by IOWA, DVO Masaka and Mukono. VEDCO has been a key partner of OXFAM for the last 10 years, and have learnt to design and implement their activities in a gender sensitive way. VEDCO also has a gender strategy and full-time gender staff with expertise in gender, and they ensure that gender issues are mainstreamed throughout their work.

In contrast, data from the national research institute that was also assessed showed that the most developed parameter under this capacity was the capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, identification and sharing the weakest points etcetera to make them more gender responsive, affirmative actions towards a better gender balance.

Development partners:

	Averages			IOWA uni			DVO Masaka			DVO Mukono			PPM			VEDCO			PS Masaka			
	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all	
Core gender capacity																						
Gender responsive programming, budgeting, and implementation	1.9	2.1	1.9	1.3	1.6	1.4	1.4	1.5	1.5	2.0	2.0	2.1	1.1	1.8	1.2	4.3	3.4	4.1	1.0	2.4	1.1	
The capacity to implement programs in line with national gender policies and frameworks	2.0		2.0	1.0		1.0	2.0		2.0	3.0		3.0	1.0		1.0	4.0		4.0	1.0		1.0	
The capacity to develop gender responsive programs	1.6		1.6	1.0		1.0	1.3		1.3	1.3		1.3	1.0		1.0	4.0		4.0	1.0		1.0	
The capacity to translate research outcomes to define and/or adjust gender responsive programs	2.7		2.7			3.0			3.0			3.0			2.0			4.0			1.0	
The capacity to ensure that interventions benefit women and men equally	2.6		2.6	2.3		2.3	2.3		2.3	3.7		3.7	1.0		1.0	5.0		5.0	1.0		1.0	
The capacity to sensitize communities on gender issues	1.8		1.8	1.5		1.5	1.0		1.0	2.0		2.0	1.0		1.0	4.0		4.0	1.0		1.0	
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1.7		1.7			1.0			1.0			1.8			1.0			4.5			1.0	
The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	1.8		1.8			1.0			1.0			3.0			1.0			4.0			1.0	
Presence of gender experts who have the capacity to develop and implement gender responsive programs	1.6		1.6			1.0			1.0			1.0			1.0			4.5			1.0	
Position and mandate of dedicated gender staff (expert or focal point)	1.7	2.5	2.1	1.0	1.8	1.4	1.0	1.9	1.4	1.0	2.1	1.5	1.0	2.3	1.7	5.0	3.7	4.4	1.0	3.0	2.0	
Balance between responsibilities of gender experts and general staff members on gender mainstreaming	1.5		1.5			1.0			1.0			1.0			1.0			4.0			1.0	
Staff's ability to implement gender responsive interventions		2.4	2.4	1.0	2.0	2.0	1.0	1.6	1.6	1.0	2.5	2.5	1.0	1.8	1.8	4.0	3.8	3.8	1.0	2.5		
Gender expert's capacity to negotiate for dedicated financial resources for gender mainstreaming within the organization		1.6	1.6			1.1			1.1			1.5			1.4			2.6			1.6	

National Research Partner /Makerere University:

Core gender capacity	Makerere University		
	Org	Ind	All
Gender responsive programming, budgeting, and implementation	1.7	2.1	1.7
The capacity to undertake gender responsive research	2.3		2.3
The capacity to ensure that outcomes of gender responsive research are used by development actors and service providers in their VC interventions	1.0		1.0
The capacity to use feedback from gender responsive interventions to new research	1.0		1.0
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1.8		1.8
The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance	2.5		2.5
Presence of gender scientists who have the capacity to do gender specific research	1.0		1.0
Position and mandate of gender scientists and/or focal points	2.0	2.1	2.1
Ability of scientists and other staff to implement gender responsive research		2.1	2.1

C. Knowledge management and gender responsive M&E

This core gender capacity scored relatively low both by the development organizations and the national research partner. With regards to the development organizations, DVO Masaka and PPM, this was the weakest capacity. Even though most of the assessed organizations, with exception of PPM and DVO's office, have the ability to collect and interpret sex-disaggregated data, most of them do not have a gender responsive M&E system. Staff members do not have the capacity to train other actors on gender responsive M&E, as they do not have access to and production of knowledge documents and publications on gender. However, VEDCO scored averagely in this core capacity with the best developed parameter in the ability to collect, interpret and report on sex- disaggregated data, and existence and quality of a gender responsive M&E system and ability to use it given that they have an M&E specialist who manages the M&E component.

Development partners:

	Averages			IOWA uni			DVO Masaka			DVO Mukono			PPM			VEDCO			PS Masaka		
	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all
Knowledge management and gender responsive M&E	1.6	1.9	1.8	2.1	1.7	1.9	1.0	1.4	1.2	1.1	1.9	1.4	1.0	1.4	1.2	3.6	3.5	3.6	1.1	1.7	1.1
The capacity to collect, interpret and report on sex-disaggregated data	2.2		2.2	4.0		4.0	1.0		1.0	1.0		1.0	1.0		1.0	5.0		5.0	1.3		1.3
Existence and quality of a gender responsive M&E system and ability to use it	1.8		1.8	2.3		2.3	1.0		1.0	1.3		1.3	1.0		1.0	4.0		4.0	1.0		1.0
Capacity to train other actors on gender responsive M&E	1.2		1.2	2.0		2.0	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0
Access to and production of knowledge documents and publications on gender	1.5		1.5	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0	4.0		4.0	1.0		1.0
Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1.5		1.5	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0	4.0		4.0	1.0		1.0
Staff's ability to collect, interpret and report on sex-disaggregated data		2.2	2.2		2.6	2.6		1.7	1.7		2.3	2.3		1.2	1.2		4.1	4.1		1.6	
Staff's ability to develop/work with gender sensitive systems and tools for monitoring, evaluation and learning and measuring changes from gender interventions		2.1	2.1		1.9	1.9		1.6	1.6		2.0	2.0		1.6	1.6		3.6	3.6		1.8	
Staff's access to and ability to produce quality documents and publications on gender		1.7	1.7		1.4	1.4		1.3	1.3		1.4	1.4		1.5	1.5		3.4	3.4		1.4	
Access to gender-sensitive M&E training of female and male staff		1.7	1.7		1.1	1.1		1.0	1.0		1.9	1.9		1.2	1.2		3.1	3.1		1.8	

National Research Partner /Makerere University:

Core gender capacity	Makerere University		
	org	ind	all
Knowledge management and gender responsive M&E	1.9	2.1	1.9
The capacity to collect, interpret and report on sex-disaggregated data in all research	3.0		3.0
Existence and quality of a gender responsive M&E system and ability to use it	1.0		1.0
The capacity to provide inputs for national policies and legislation on gender responsive knowledge management within VCs	2.0		2.0
The capacity to collect, develop and make accessible quality knowledge documents and publications on gender	1.0		1.0
Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	2.0		2.0
Scientists' ability and commitment to collect, interpret and report on sex- disaggregated data		2.6	2.6
Scientists' ability to develop/work with gender sensitive systems and tools for monitoring, evaluation and learning and measuring changes from gender interventions		1.8	1.8
Scientists' access to and ability to produce quality documents and publications on gender		1.9	1.9

D. Effective partnerships and advocacy on promoting gender equality

All the seven assessed organizations work in partnerships with the ILRI Uganda office in the pig value chain activities. However, it seemed that gender is not central to these partnerships except for VEDCO which has a high capacity to advocate for gender equality, develop joint gender advocacy materials with other organizations and use research outcomes and other material to advocate for gender equality in the value chain, and able also to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC. VEDCO works on advocacy issues in partnership with other organizations such as PELAM, Food Right Alliance, Climate change alliance/network, etc. It is through their advocacy activities that VEDCO was able to reverse on the tax on inputs. IOWA stated that they have never been involved in advocacy for gender equality. The DVO basically focuses on production where they ensure data is sex disaggregated. They mentioned that the emerging gender issues at the District level are handled by the district gender expert from ministry of gender as they do not have a mandate to advocate for gender equality as a livestock department.

Development partners:

	Averages			IOWA uni			DVO Masaka			DVO Mukono			PPM			VEDCO			PS Masaka		
	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all
Effective partnerships and advocacy on promoting gender equality	1.6	1.9	1.7	1.0	1.5	1.2	1.0	1.7	1.3	1.0	1.8	1.4	1.0	1.6	1.3	4.4	3.0	3.8	1.3	1.9	1.3
The capacity to advocate for gender equality	1.8		1.8	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0	5.0		5.0	2.0		2.0
The capacity to develop joint gender advocacy materials with other organizations and use research outcomes and other material to advocate for gender equality in the value chain	1.7		1.7			1.0			1.0			1.0			1.0			5.0			1.0
The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	1.3		1.3			1.0			1.0			1.0			1.0			2.5			1.0
The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC	1.7		1.7			1.0			1.0			1.0			1.0			5.0			1.0
Staff competency to build partnerships and coalitions		2.0	2.0		1.4	1.4		1.9	1.9		2.4	2.4		1.6	1.6		2.9	2.9		2.0	
Staff competency to advocate for gender equality		2.0	2.0		1.7	1.7		1.7	1.7		1.8	1.8		1.6	1.6		3.4	3.4		2.0	
Staff competency to develop joint gender advocacy materials with other organizations		1.8	1.8		1.3	1.3		1.7	1.7		1.4	1.4		1.6	1.6		2.8	2.8		1.8	

National Research Partner /Makerere University:

Core gender capacity	Makerere University		
	org	ind	all
Effective partnerships and advocacy on promoting gender equality	2.0	2.0	2.0
The capacity to participate in advocacy for gender equality	2.0		2.0
The capacity to produce relevant research material that is used (by other partners) to advocate for gender equality in the value chain	2.0		2.0
The capacity to develop and maintain effective partnerships with actors along the VC targeted at advocating for and promoting gender equality together with the partner	2.0		2.0
Scientists' competency to build partnerships and coalitions		2.0	2.0

E. Gender and leadership

This core capacity received the highest scores in general. For VEDCO, this is by far the best developed capacity. PPM⁷ had the lowest score on this capacity, reiterating that they have six staff (5 male and 1 female) and that this disparity exists because women don't have much capacity in moving to slaughter houses and selling/marketing of pork as the average weight for pigs/porkers is 30kg thus its organizational gender imbalance. They also alluded that women also often shy away due to perceptions that pigs are dirty and that not quite many of them feel free to be known to get in work associated with the pigs, and are therefore not comfortable to introduce themselves in public as working in piggery activities.

⁷ PPM deal with post production activities where women are already naturally not involved and consequently the gender imbalance in leadership

Development partners:

	Averages			IOWA uni			DVO Masaka			DVO Mukono			PPM			VEDCO			PS Masaka		
	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all
Gender and leadership	2.6	2.3	2.5	2.7	2.1	2.6	1.7	2.4	1.8	2.6	2.0	2.5	1.0	2.4	1.3	4.8	3.1	4.4	2.8	2.0	2.8
Organization's commitment to gender equality and transforming gender power relations	3.4		3.4	3.3		3.3	3.3		3.3	5.0		5.0	1.0		1.0	4.3		4.3	3.7		3.7
Organization's leadership / senior management accountability to gender equality and transforming gender power relations	2.1		2.1	2.3		2.3	1.0		1.0	1.7		1.7	1.0		1.0	5.0		5.0	1.3		1.3
Organization's vision towards gender equality and transforming gender power relations	1.7		1.7	1.0		1.0	1.0		1.0	1.0		1.0	1.0		1.0	5.0		5.0	1.0		1.0
The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions	2.5		2.5	3.0		3.0	1.0		1.0	4.0		4.0	1.0		1.0	5.0		5.0	1.0		1.0
Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	2.7		2.7	4.0		4.0	1.0		1.0	1.0		1.0	1.0		1.0	5.0		5.0	4.0		4.0
Presence of women in leadership (management) and balanced representation	2.5		2.5	2.3		2.3	1.3		1.3	1.7		1.7	1.0		1.0	4.3		4.3	4.3		4.3
Access to leadership training of female staff		2.2	2.2		1.6	1.6		1.7	1.7		1.9	1.9		2.4	2.4		3.0	3.0		2.4	
Ability of female staff to influence decisions, participate and voice one's needs and aspirations		2.5	2.5		2.6	2.6		3.0	3.0		2.1	2.1		2.4	2.4		3.2	3.2		1.6	
Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	3.3		3.3	3.0		3.0	3.0		3.0	4.0		4.0	1.0		1.0	5.0		5.0	4.0		4.0

National Research Partner /Makerere University:

	Makerere University		
	org	ind	all
Gender and leadership	2.4	1.9	2.4
Organization's commitment to gender equality and transforming gender power relations	3.0		3.0
Organization's leadership / senior management accountability to gender equality and transforming gender power relations	1.0		1.0
Organization's vision towards gender equality and transforming gender power relations	3.0		3.0
The capacity to undertake research on women's decision-making power and their role in leadership positions and how to make these more equitable	3.0		3.0
Effectiveness in hiring women as researchers and fellows and to acquire gender balance throughout the organization	3.0		3.0
Presence of women in leadership (management, senior scientists) and balanced representation	1.0		1.0
Capacity to research women's decision-making power and their role in leadership positions and decision-making bodies		1.9	1.9
Researcher's knowledge, attitudes and practices towards enhancing women's positions in leadership	3.0		3.0

F. Innovation in gender transformative approaches

Gender transformative approaches are being promoted in the LAF gender strategy, but partners do not have much knowledge on the content of this strategy. This capacity was the lowest compared to all the other five capacities although VEDCO scored much better of all the seven organizations by mentioning that they use the GALS approach whereby they use pictures among beneficiaries to envision the future. They also use case studies and success stories in reference to the GALS approach. They have piloted the GTA tool in Moyo and scaled out in Apac, Kamuli and Mukono districts. They further posited that men now allow and respect projects that address women's development needs and regard them as benefiting the entire family. However, the rest of the assessed organizations did not have a clue on what GTAs mean.

Development partners:

	Averages			IOWA uni			DVO Masaka			DVO Mukono			PPM			VEDCO			PS Masaka			
	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all	org	ind	all	
Innovation in gender transformative approaches	1.4	1.8	1.5			1.1			1.2			1.7			1.0			3.0			1.0	
				1.0	1.7		1.0	1.9		1.6	1.8		1.0	1.2		3.0	2.9		1.0	1.4		
The capacity to apply gender transformative approaches (GTAs)	1.4		1.4			1.0			1.0			1.5			1.0			3.0			3.0	1.0
The capacity to recognize and analyze gender transformative outcomes	1.5		1.5			1.0			1.0			2.0			1.0			3.0			3.0	1.0
The capacity to document and learn from GTA's	1.5		1.5			1.0			1.0			2.0			1.0			3.0			3.0	1.0
The capacity to ensure GTA's are used by others and scaled up	1.3		1.3			1.0			1.0			1.0			1.0			3.0			3.0	1.0
Staff's ability to apply Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women		1.8	1.8			1.7			1.9			1.8			1.2			2.9			2.9	1.4
					1.7			1.9			1.8			1.2			2.9			1.4		

National Research Partner /Makerere University:

	Makerere University		
	org	ind	all
Innovation in gender transformative approaches	1.0	1.5	1.1
The capacity to develop, test and apply Gender Transformative Approaches (GTAs)	1.0		1.0
The capacity to evaluate and share insights on Gender Transformative Approaches (GTAs)	1.0		1.0
The capacity to ensure innovative GT approaches are used by others and scaled up	1.0		1.0
Scientist's ability to conduct research into Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women		1.5	1.5

Analysis and conclusions

The partners that were interviewed showed interest to integrate gender in their work, but appear to lack the capacity to implement this integration of gender in interventions. However, VEDCO was far ahead of all the assessed organizations and could be used by the ILRI Uganda office in implementation of the key proposed interventions emerging from the overall assessment of this study.

IOWA STATE UNIVERSITY UGANDA PROGRAM (ISU)

ISU used to operate jointly with VEDCO (which was also assessed), but since 2014, they became independent. The assessment of ISU showed that in general, gender and leadership is the most developed capacity, whereas partnerships and advocacy, and innovation in gender responsive approaches are developed relatively weak.

According to the participants, gender and leadership is the best developed capacity to them as they have eleven staff (4 female, 7 male). General Director is male, 3 associate directors (2 female, 1 male). The participants felt that they are balanced in leadership. All their advertisements/recruitments usually give equal opportunities for male and female candidates.

The participants all agreed that as an organization, they have never been involved in advocacy for gender equality. They have never documented or designed GTAs although they deal with men and women, and before an intervention/project is implemented they ensure that the couple in the household are trained and sensitized about the benefits of the project. This happens mainly in the poultry projects.

However, this organization is also committed towards collecting, interpreting and reporting on sex- disaggregated data. The assessment exercise was composed of eight participants (3 female, 5 male) working in different areas of specialty namely agronomy, livestock specialist, nutrition, finance and administration.

DVO MASAKA DISTRICT

This organization scored very low in all the gender capacities, though with their best score in gender and leadership. This organization claimed that they have no incentives for the female vet staff since their belief from time immemorial is that veterinary course is masculine and that leadership for women is constrained by their reproductive roles and they therefore fear that women may go off on maternity leave and offices are left empty.

This organization lacks the independence to make own decisions regarding how they conduct their work as they are a part of the Ministry of Agriculture, who is also the appointing authority of their staff. Staff are deployed to district offices, and the latter do not have mandate to employ staff. Some staff do show the willingness to engage with wider gender issues but there is no incentive nor even the resources to do this.

However, more women pig producers are represented during trainings sessions because they own the pigs. There is no specific strategy to mainstream gender in all their activities because they don't have capacity too. Therefore, they do not have the capacity to conduct gender responsive research activities.

The assessment exercise was composed of twelve participants (3 female, 9 male)

DVO MUKONO DISTRICT

This organization scored low in almost all the gender capacities. Their best developed capacities were gender and leadership followed by gender responsive programming, budgeting, and implementation. This organization basically focuses on production. They mainly look at how many men and women have been trained and in most cases, it stops at the numbers other than the actual gender analysis of roles, access to and control resources and benefits accrued from production. Gender budgeting is usually done at a higher level by the Ministry of Gender. There is lack of coordination and communication between the Ministry of Gender and Ministry of Agriculture - Livestock sector- of how to conduct gender work

However, they usually collect sex-disaggregated which in most cases, it stops at the number of men and women other than the actual gender analysis and budgeting which are usually done at a higher level (ministry of gender). Uganda has national policies on gender which mandates this organization to submit gendered reports based on numbers to the higher level scale in the Ministry. There is lack of coordination and communication with Ministry of Gender and Ministry of Agriculture (Livestock sector) of how to conduct gender work.

The Ministry of Gender is the budget holder for all the gender work and only uses the livestock staff (technical expertise) when it comes to production activities. There is a problem with the central government system as there is no multi-sectoral approach in planning, designing and implementation of gendered programs/activities.

They usually use research findings. For example, findings from ILRI showed and informed them that pork was not inspected in Mukono and therefore the staff were assigned places where they should go for inspection. DVO Mukono is an equal opportunity employer and there are no specific jobs designed for female and male staff. The female staff in the DVO is in charge of the Sub-County activities. They have an office policy that is guided by the public service policy on harassment and discrimination.

The assessment exercise was composed of nine participants (8 male and 1 female)

PPM

PPM is a private sector profit making organization that mainly deals with pig production advisory and consultancy services, breeding pigs, and pig farm marketing services. Since 2011, PPM has had informal partnership with ILRI when it comes to conducting rapid assessment/benchmarking activities i.e with the FEAST tool, conducting trainings and contribution to production of training manuals. PPM mainly engages men in their work since most women don't show interest in piggery work (slaughtering, sales and marketing).

Currently, almost all the core gender capacities are non-existent, and developing them will need more than short-term, one-off training in gender. This organization generally scored very low in all the core gender capacities. However, there was slight variations between the organizational (1.0) and individual scores (2.4) regarding gender and leadership.

Though PPM does not deal with gender issues as an organization, they partner and work with partners such as ILRI, Netherlands Embassy and many other private companies that deal with feeds and drugs to ensure that the products reach the farmers. PPM utilizes some of the research-field findings especially recommendations by ILRI for business planning but not for gender.

The assessment exercise was composed of five participants (4 male and 1 female).

VEDCO

VEDCO is a private sector non-profit making organization that mainly deals with advisory services including pig production. VEDCO's vision statement is to 'Improve quality of life of small/medium holder farmers'. Its mission is to 'empower small/medium holder farmers for food and nutrition security, agricultural trade and institutional development'.

In general, they have almost all the capacities in place. They have a gender policy; VEDCO is clearly a focus on engendering their activities. They Used the GALS strategy to build the capacity of their target beneficiaries in the pig value chain. All VEDCO staff have capacity building in gender.

VEDCO mainly works in partnerships with OXFAM, and are thus conversant with the OXFAM'S gender analysis frameworks. They have worked closely with OXFAM close to 10 years. They have a gender focal person who is responsible for guiding VEDCOs interventions, national and local gender campaigns. They also have an M&E specialist who keeps track of the implemented activities.

The organization embraces the GALS approach as an avenue towards gender transformation.

The strongest capacity was in gender and leadership as the organization is almost balanced in term of male and female representation (46 staff in total- 60%Male, 40%Female). The entire management and the board committed to gender equality.

This assessment was composed of 10 participants (7 male and 3 female).

KKCU

This is a private sector cooperative that was started so as to help women pig farmers, who are the majority in Masaka district.

In general, they scored very low in all the core gender capacities except for gender and leadership simply because they have never been trained in gender issues nor do they understand the meaning of gender.

This assessment was composed of eight participants (5 male and 3 female) and was done with the help of a translator. The individual questionnaires were administered only to 5 participants (2 female and 3 male) because of language barrier and time constraints.

Conclusions per core capacity

A. Gender analysis and strategic planning

All the partners, except VEDCO, were weak in gender analysis and strategic planning. However, most of them do collect sex-disaggregated data but they do not have the capacity to do gender analysis.

B. Gender responsive programming, budgeting and implementation

Majority of partners have not mainstreamed gender and do not have mechanisms in place to ensure gender is taken into consideration. VEDCO has a gender policy and gender experts in place both at the board and management level.

C. Knowledge management and gender responsive M&E

Majority of the organizations assessed collect and interpret sex-disaggregated data based on numbers of men and women participating, though this is mostly done for reporting purposes, and most of them do not have a gender responsive M&E system.

D. Effective partnerships and advocacy on promoting gender equality

All the assessed organizations work in partnerships with ILRI Uganda pig value chain. However, gender is neither central to these partnerships nor a core component in the advocacy agenda. Among all the assessed partners, only VEDCO has the capacity to develop joint gender advocacy materials with other organizations such as PELUM, Food Right Alliance, Climate change alliance; and use research outcomes and other material to advocate for gender equality.

E. Gender and leadership

This core capacity received the highest scores in general. Almost all the partners claimed that their organizations were committed to gender equality and transforming gender power relations.

F. Innovation in gender transformative approaches

The LAF gender strategy provides a starting point for developing, implementing, and scaling up gender transformative approaches. However, all the assessed organization, with the exception of VEDCO, did not have this capacity at all. It was during this assessment that most of them were then hearing of the term 'gender transformative approaches'.

Actions and recommendations

	Priority capacities to maintain or develop	IOWA uni	DVO Masaka	DVO Mukono	PP M	VEDC O	PS Masaka	Makerere Uni
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	2.0	1.0	1.0	1.0	3.0	1.0	1.0
A.II.3	The capacity to apply gender analysis tools and frameworks	2.0	1.0	2.0	1.5	3.0	1.0	4.0
A.II.4	Providing access to gender (analysis) training for female and male staff	1.0	1.0	2.0	1.0	4.0	1.0	2.0
B.II.2	The capacity to develop gender responsive programs	1.0	1.3	1.3	1.0	4.0	1.0	1.0
B.II.6	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1.0	1.0	1.8	1.0	4.5	1.0	1.0
C.II.1	The capacity to collect, interpret and report on sex- disaggregated data	4.0	1.0	1.0	1.0	5.0	1.3	3.0
C.II.3	Capacity to train other actors on gender responsive M&E	2.0	1.0	1.0	1.0	1.0	1.0	2.0
C.II.5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1.0	1.0	1.0	1.0	4.0	1.0	2.0
C.III.2	Staff's ability to develop/work with gender sensitive systems and tools for monitoring, evaluation and learning and measuring changes from gender interventions	1.9	1.6	2.0	1.6	3.6	0.0	1.8
C.III.3	Staff's access to and ability to produce quality documents and publications on gender	1.4	1.3	1.4	1.5	3.4	0.0	1.9
C.III.4	Access to gender-sensitive M&E training of female and male staff	1.1	1.0	1.9	1.2	3.1	0.0	0.0
D.II.1	The capacity to advocate for gender equality	1.0	1.0	1.0	1.0	5.0	2.0	2.0
D.II.2	The capacity to develop joint gender advocacy materials with other organizations and use research outcomes and other material to advocate for gender equality in the value chain	1.0	1.0	1.0	1.0	5.0	1.0	2.0
D.II.3	The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	1.0	1.0	1.0	1.0	2.5	1.0	2.0
D.II.4	The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC	1.0	1.0	1.0	1.0	5.0	1.0	0.0
E.II.3	Organization's vision towards gender equality and transforming gender power relations	1.0	1.0	1.0	1.0	5.0	1.0	3.0
E.III.1	Access to leadership training of female staff	1.6	1.7	1.9	2.4	3.0	0.0	1.9
F.II.1	The capacity to apply gender transformative approaches (GTAs)	1.0	1.0	1.5	1.0	3.0	1.0	1.0

Gender analysis and strategic planning

VEDCO is piloting the GALS methodology which is good for integrating gender into value chain development and research and has individuals/staff well qualified to implement it. The rest of the partners did not have access to such tools and methodologies. Despite all these, there was a general request by all partners to develop organizational and individual capacities on how to develop policies on capturing systematic data and carry out analysis of gender dynamics. Special interest was drawn to gender analytical frameworks and tools (gender analysis and strategic planning) as a starting point.

Gender responsive programming, budgeting and implementation

The LAF gender strategy can be used as a guideline to develop in a participatory manner the organizational level gender strategies that highlights clear activities, expected results, indicators, roles / responsibilities, and both human and financial resources/budget.

Knowledge management and gender responsive M&E

The question that was often asked at the assessment of these organizations was pertaining gender indicators to be monitored. The LAF gender strategy and associated M&E system would still be a guide in capturing information. This would provide a common ground towards having gender sensitive M&E systems with ILRI partners.

D. Effective partnerships and advocacy on promoting gender equality

For assessed organizations, some form of partnerships existed except for topics not related to gender. Tightening these partnerships especially with ILRI and other gender sensitive organizations like VEDCO would boost the other partners. These partnerships could be harnessed through networking drives and knowledge exchange around gender issues.

Gender and leadership

ILRI in partnership with organizations such as VEDCO need to work towards changing the mindsets of other partners to embrace gender and leadership specifically in ensuring balance of men and women at recruitment and their understanding the codes of conduct.

Annex A. Powerpoint presentation



RESEARCH
PROGRAM ON
Livestock and Fish

More meat, milk and fish by and for the poor

Gender Capacity Assessment and Development in the LAF program: Data collection and analysis

Els Rijke, TI consultant

Training (version 2)



This presentation

- Objectives of gender CA&D
- Framework for gender CA&D
- process
- tools
- data collection
- data analysis
- reporting



This presentation

- Objectives of gender CA&D
- Framework for gender CA&D
- process
- tools
- data collection
- data analysis
- reporting



Why gender capacity assessment & development?

- Addressing gender issues is key
- skills and resources needed
- gender capacity development priority gender strategy
- systematic gender capacity assessment and development



Objectives gender capacity assessment

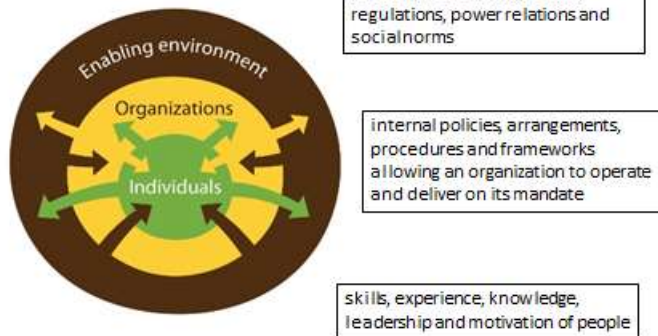
To analyze the current gender capacities against desired future gender capacities of the LAF partners in, and to subsequently design tailor-made capacity development interventions per country.



3 dimensional framework



Levels of analysis



Core Gender Capacities

- A. Gender analysis and strategic planning
- B. Gender responsive programming, budgeting and implementation
- C. Knowledge management and gender responsive M&E
- D. Effective partnerships and advocacy on promoting gender equality
- E. Gender and leadership
- F. Innovation in gender responsive approaches



Types of partners

- Research
 - universities,
 - research institutes
- Development
 - local government offices
 - extension offices
 - local / national NGOs
 - service providers



type of partner

level of analysis

Core gender capacity



type of partner:
national research partner

level of analysis
Organization

Core gender capacity:
Knowledge management
and gender responsive
M&E



type of partner:
national research partner

level of analysis
Organization

Core gender capacity:
Knowledge management
and gender responsive
M&E

Parameter
The capacity to collect,
interpret and report on
sex-disaggregated data
in all research
Existence and quality of
a gender responsive
M&E system and ability
to use it
Etc.



type of partner
national research partner
Development partner



level of analysis
I: Individual
II: Organization
III: Enabling environment





Core gender capacity:

- A. Gender analysis and planning
- B. programming, budgeting and implementation
- C. Knowledge management and M&E
- D. partnerships and advocacy
- E. Gender and leadership
- F. Innovation

Parameters:

- A.I.1
- ...
- ...
- ...
- F.III.2



Process: 6 steps

- Step 1: Engage stakeholders and design gender capacity assessment tools per country;
- Step 2: Conduct capacity assessments in-country;
- Step 3: Interpret and analyze capacity assessment data;
- Step 4: Formulate and implement a capacity development response per country;
- Step 5: Evaluate the process and outcomes of the capacity development response per country;
- Step 6: Finalize a capacity development response per country and present a gender capacity response implementation report.



Step 1: Engage stakeholders and design gender capacity assessment tools per country;

Key Activities (2 weeks before CA):

- Rapid pre-assessment (desk) review of relevant documents;
- Define the objectives and scope
- Decide on stakeholders that need to be involved (sampling?)
- Develop a work plan;
- Prepare detailed agenda
- Adapt capacity assessment tools
- Procedure of reaching out to any of these stakeholders



Example TZ: Partners and type of involvement

Sokoine University	FGD & questionnaire
TALIRI	FGD & questionnaire
Heifer	KII
SNV	KII
TDB	FGD & questionnaire
Faida Mali	FGD & questionnaire



Day	Content/organization	Tools
Monday 1 Dec	9 am Country Value Chain Coordinator OK	Kick-off meeting
	3.30 Julie Adkins & Corjan vd Jagt SNV OK	Key informant interview
Tuesday 2 Dec	Travel to Morogoro?	
	2.30 pm Key informant Joyce Sokoine University OK	Key informant interview
Wednesday 3 Dec	Travel to Lushoto	
Thursday 4 Dec Lushoto	9 Briefing Workshop (intro to gender CA/CD) OK	
	10 Workshop (FGD) with FaidaMali	FGD with interview guide for organizations (4 hours)
	14 Workshop (FGD) with TALIRI/LGA	FGD with interview guide for organizations (4 hours)
Friday 5 Dec	Travel	
Monday 8 Dec Dar	9 Workshop (FGD) with TDB OK	FGD with interview guide for organizations (4 hours)
	14 Workshop (FGD) with Heifer	FGD with interview guide for organizations (4 hours)
	Anna Sikia SUA?	



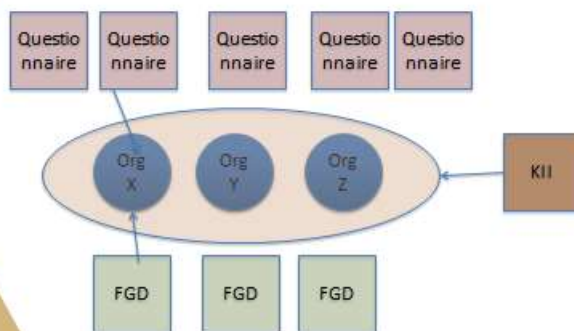
Step 2: Conduct capacity assessments in-country (data collection)

Key Activities (1-2 weeks)

- Kick-off meeting;
- Key informant interviews (enabling environment)
- Refine capacity assessment tools
- Assessments of selected partners and online questionnaire to be filled in by individuals
- Feedback/validation meeting



Data collection



3 Tools

1. FGD and questionnaire for organizations
2. (Online) questionnaires for individual staff members
3. Key informant interviews for enabling environment



1. FGD and questionnaire for organizations

- Assesses organizational level
- Facilitated self assessment
- management and key staff of the organization
- Each partner organization (to decide)
- Step by step, core gender capacity, discussion and clarification
- Scoring on parameters and detailed questions for both quantitative and qualitative data
- Prioritizing capacities for CD
- Agree on desired capacities
- trained gender expert
- approximately 3-4 hours



type of partner:
national research partner

level of analysis
Organization

Core gender capacity:
Knowledge management
and gender responsive
M&E

Parameter

The capacity to collect,
interpret and report on
sex-disaggregated data
in all research



Core gender capacity: C Knowledge management and gender responsive M&E

Discussion:

Explain the difference between sex-disaggregated data within and beyond the household, and household data disaggregated by household head. Explain the extent to which these two data are useful for gender analysis and the invisibility of women from MHH in data disaggregated by HH head.

Explain the definition of gender responsive monitoring, evaluation and learning.

GENDER AND CAPACITY DEVELOPMENT: KEY CONCEPTS AND DEFINITIONS:

- Gender responsive monitoring
- Sex-disaggregated data



Core gender capacity: C Knowledge management and gender responsive M&E

Parameter C.II.1: The capacity to collect, interpret and report on sex-disaggregated data in all research

Questions (can be adapted!):

- *To what extent does the organization collect sex-disaggregated data?*
- *To what extent are mechanisms in place to ensure that all data collected is sex disaggregated? What are they?*
- *To what extent is sex disaggregated data not only collected, but also interpreted and reported on? How many studies reported this in 2014? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in 2014. What analysis was conducted on the data? By whom (qualification)?*

Score and comment per question!



Scoring gender capacities

1. Very Low: No evidence or only anecdotal evidence of the gender capacity
2. Low: Gender capacity exists but has not been developed
3. Medium: Gender capacity exists and is under development or partially developed
4. High: Gender capacity exists, is widespread, but not comprehensive, further development is planned or needed
5. Very High: Gender capacity exists and is fully developed and integrated into the organization – no more capacity development needed



Data entry: introduction

- For each organization, one Excel worksheet (assessment tool NRP or Dev P) is filled in
- Opening and introductions
- Open the sheet “data entry_org”.
- Fill in basic information
- Explain the scoring 1-5 and practice with one parameter



Data entry: the assessment

- In the sheet “data entry_org”:
- For each core gender capacity, facilitate a discussion
- Use the definitions in the guide.
- For each parameter, one or more questions need to be discussed and scored.
- The questions (NOT the parameter) can / should be adapted to the local situation and understanding of the organization.
- The scoring is done by all present staff members together after consensus.
- Scores are entered next to the question. The comments should be entered next to the parameter.



Parameter	Actual	Comments
El compromiso y la voluntad de gestión y la igualdad de género y el liderazgo de las mujeres, y la necesidad de liderazgo de la organización para proporcionar una cultura y un entorno laborales que favorezca las actividades de promoción de la igualdad de género.	3.0	
El compromiso de la organización para la igualdad de género y el fortalecimiento de las capacidades de las mujeres en el género.	3.0	
¿Cuáles son los roles de liderazgo de la organización comprometidos con la igualdad de género? ¿Se han desarrollado actividades de capacitación para mejorar la igualdad de género?	1	
¿Cuál es el nivel de personal, áreas de influencia, actividades o género? ¿Qué tipo de recursos del personal de la organización de género?	3.0	
¿Cuál es el nivel de cultura y valores de la organización respecto a la igualdad de género? ¿La organización valora el compromiso con valores de género? ¿Cómo se promueven valores de género? ¿Cómo se promueven los valores de género? ¿Cómo se promueven los valores de género?	3	
El liderazgo de la organización/representación de la igualdad con la igualdad de género y la participación de las mujeres de la organización.	3.0	
¿Cuál es el nivel de liderazgo de la organización para el desarrollo de nuevas formas de liderazgo para la igualdad de género?	1	
¿Cuál es el nivel de liderazgo de la organización para promover que se adopte liderazgo y capacitación de género? ¿Cuál es el nivel de liderazgo de la organización para promover que se adopte liderazgo y capacitación de género? ¿Cuál es el nivel de liderazgo de la organización para promover que se adopte liderazgo y capacitación de género?	1	
¿Cuál es el nivel de liderazgo de la organización para promover que se adopte liderazgo y capacitación de género? ¿Cuál es el nivel de liderazgo de la organización para promover que se adopte liderazgo y capacitación de género? ¿Cuál es el nivel de liderazgo de la organización para promover que se adopte liderazgo y capacitación de género?	1	

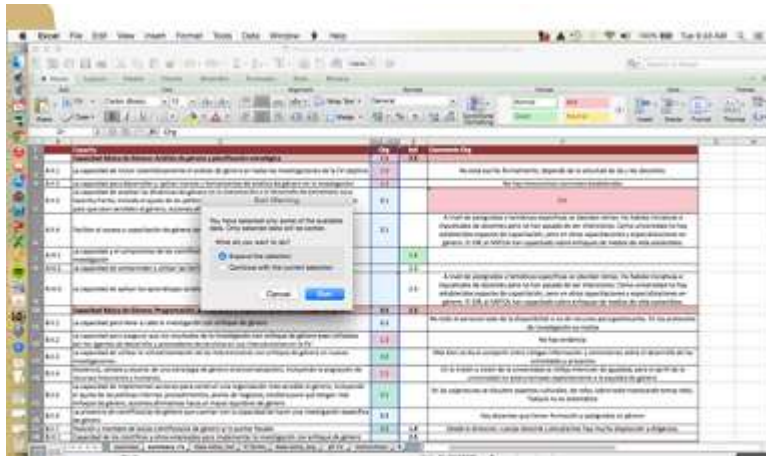
Scores are entered next to the question. The comments should be entered next to the parameter.



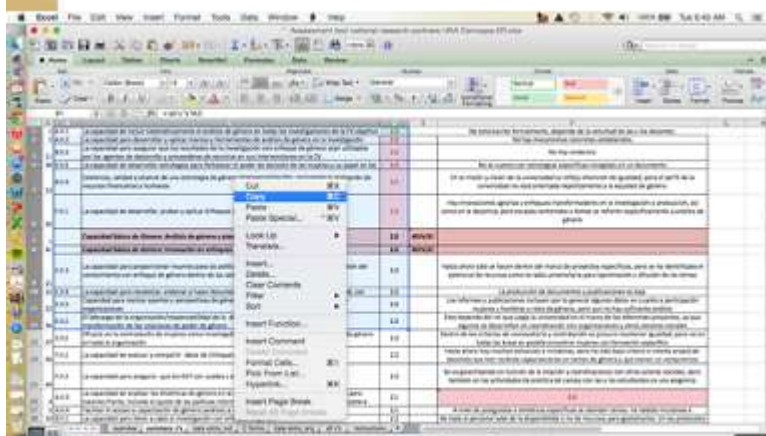
Data entry: strongest and least developed parameters

- Open the sheet “summary c’s”. You should be seeing a list of all the parameters with their scores and comments.
- select column D and sort the scores ascending and descending, to get the top 10 of strongest and least developed capacities (parameters).
- Copy the selection and paste (use “paste special”: values) in the sheet “overview”.
- After sorting, make sure that all the capacities are back in the original order, by sorting the first column (A).
- If the organization has more than 10 parameters with score “1”, copy all these parameters and paste them in least developed capacities

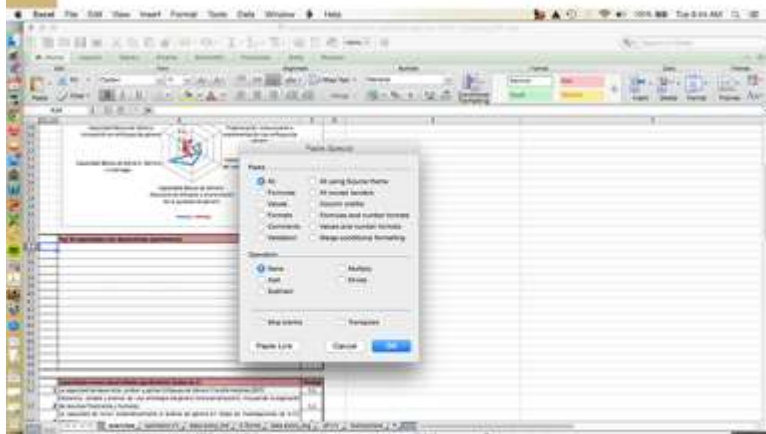




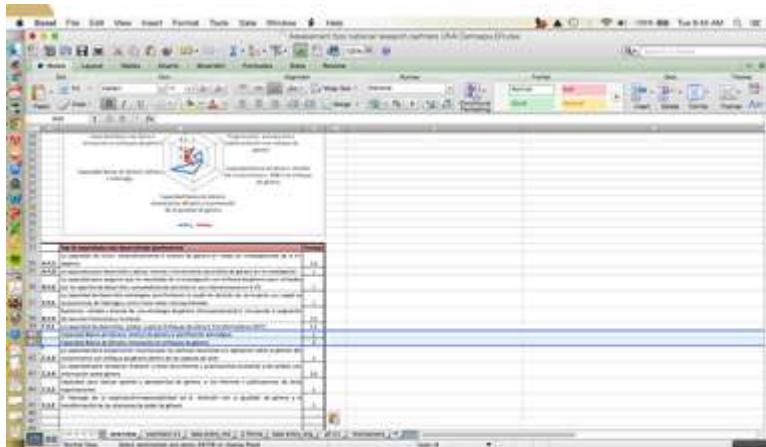
select column D and sort the scores ascending



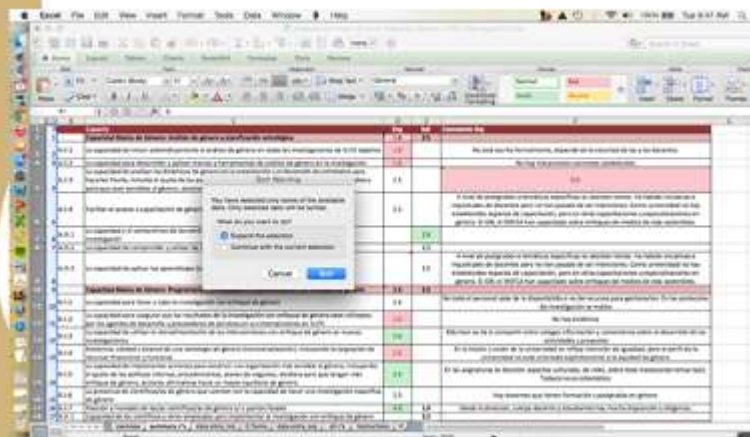
copy the selection



paste (use "paste special": values) in the sheet "overview".



Make sure you only copy – paste parameters, not core gender capacities (these can be deleted here)



After sorting, make sure that all the capacities are back in the original order, by sorting the first column (A).



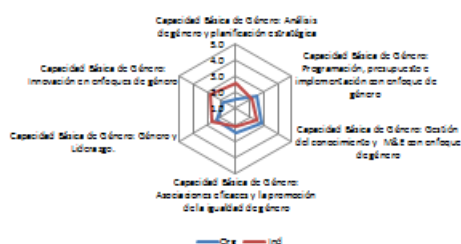
Data entry: discussion

- Open the sheet “overview”.
- Use the top 10 strongest and least developed parameters to discuss capacity development. Capacities that have come up during the assessment should be included as well. It may be useful to vote.
- The inputs for capacity development are entered in the sheet “data entry_org”. The priority capacities are the parameters that need to be developed, the proposal for capacity development gives an explanation and content to what has been discussed.
- Make it specific!



After the discussion...

- Provide a brief narrative of the outcomes of the assessment (in the sheet “overview”).
- The sheet “overview” and “summary” can be saved (print as) as PDF and shared with the organization, and annexed to the country assessment report.



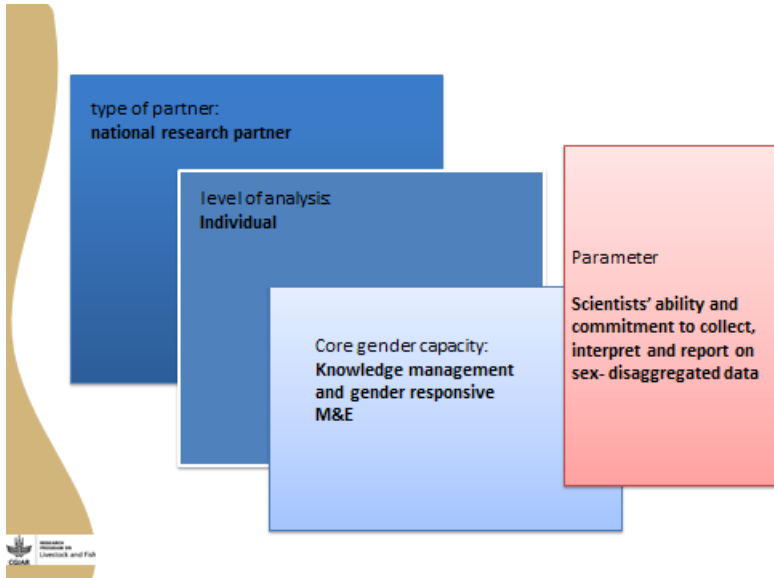
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Tool 2. Online questionnaires for individual staff members

- For individual (esp. mid level) staff
- Managers to encourage staff
- Individual level
- Scoring on parameters and optional comments
- Prioritizing capacities for CD
- Google Forms survey, max 15 min
- Optional print outs
- After FGD with organizations





Core gender capacity: C Knowledge management and gender responsive M&E

Parameter C.III.1: Scientists' ability and commitment to collect, interpret and report on sex-disaggregated data

Questions (can be adapted!):

- *To what extent do you have the skills, experience, and knowledge to collect, interpret and report on sex-disaggregated data?*
- *To what extent is the data you collect and analyse, always sex disaggregated?*



Data entry individual

Each sampled staff member fills in one questionnaire, online, email, or print out (someone needs to enter!)

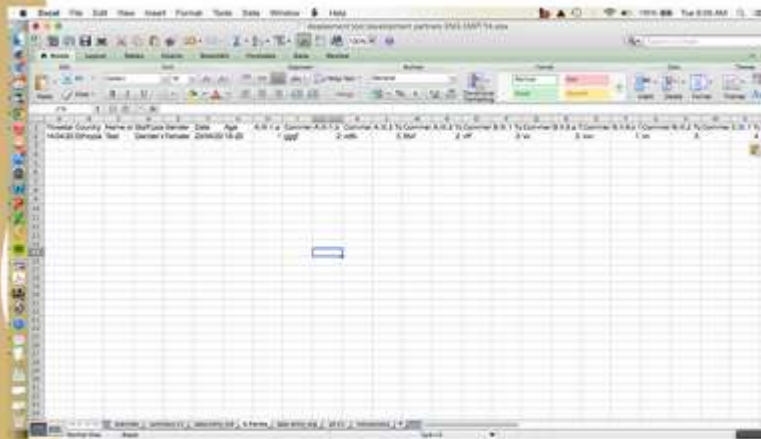
Research Partners Ethiopia :

<https://docs.google.com/forms/d/1aCmL7YA92IUMRSF9EFVgIglZoiu6A03Ex7Xocnprn4w/edit#>

Development Partners Ethiopia :

<https://docs.google.com/forms/d/1X2L5Ht4WtNfpFE9QW6H-K-7oqguJmK7VPHDKHJG1BMY/edit#>





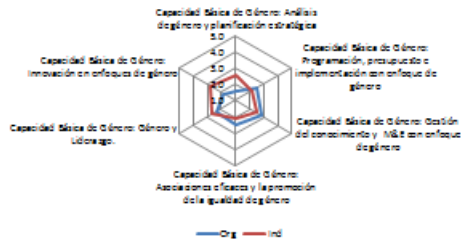
Western
University and PA

Gender equity and strategic planning		Average	Comments	Average	Comments	Average	Comments
A.1.1	Staff's knowledge of gender equality frameworks and tools and the ability to integrate gender dimensions within the wider organization?	2.5		2.5		2.5	
A.1.2	To what extent do you have knowledge of gender equality frameworks and tools?	2.5		2.5		2.5	
A.1.3	To what extent do you have the skills, experience, and knowledge to integrate gender dimensions within the wider organization?	2.5		2.5		2.5	
A.1.4	To what extent do you have sufficient skills and experience to apply gender equality tools in your work? Are requests for support and assistance by the organization?	2.5		2.5		2.5	
A.1.5	To what extent have you received sufficient training in gender equality? Can you apply learnings in your work?	2.5		2.5		2.5	
Gender equality programming, budgeting, and implementation		Average	Comments	Average	Comments	Average	Comments
A.2.1	Staff's ability to implement gender equality interventions?	2.5		2.5		2.5	
A.2.2	To what extent do you have the skills, experience, and knowledge to ensure programs are implemented gender-responsive?	2.5		2.5		2.5	
A.2.3	Presence and timeliness of dedicated gender staff support or focal points?	2.5		2.5		2.5	
A.2.4	To what extent are you responsible to ensure gender is mainstreamed?	2.5		2.5		2.5	

Western
University and PA

Gender equity and strategic planning		Average	Comments	Average	Comments	Average	Comments
A.1.1	Staff's knowledge of gender equality frameworks and tools and the ability to integrate gender dimensions within the wider organization?	2.5		2.5		2.5	
A.1.2	To what extent do you have knowledge of gender equality frameworks and tools?	2.5		2.5		2.5	
A.1.3	To what extent do you have the skills, experience, and knowledge to integrate gender dimensions within the wider organization?	2.5		2.5		2.5	
A.1.4	To what extent do you have sufficient skills and experience to apply gender equality tools in your work? Are requests for support and assistance by the organization?	2.5		2.5		2.5	
A.1.5	To what extent have you received sufficient training in gender equality? Can you apply learnings in your work?	2.5		2.5		2.5	
Gender equality programming, budgeting, and implementation		Average	Comments	Average	Comments	Average	Comments
A.2.1	Staff's ability to implement gender equality interventions?	2.5		2.5		2.5	
A.2.2	To what extent do you have the skills, experience, and knowledge to ensure programs are implemented gender-responsive?	2.5		2.5		2.5	
A.2.3	Presence and timeliness of dedicated gender staff support or focal points?	2.5		2.5		2.5	
A.2.4	To what extent are you responsible to ensure gender is mainstreamed?	2.5		2.5		2.5	

Western
University and PA

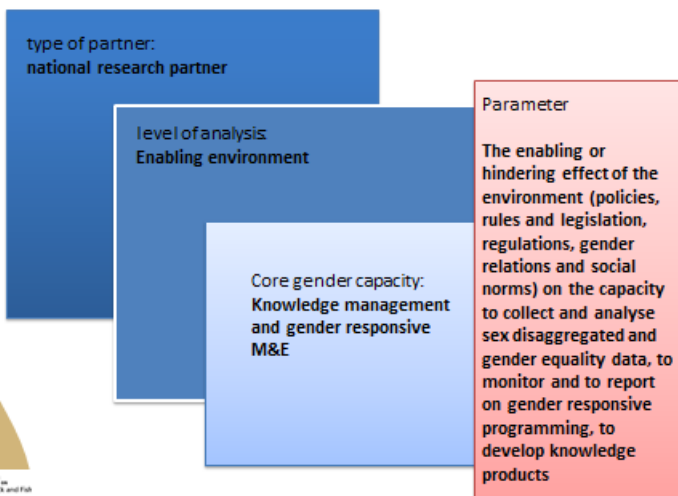


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Tool 3: Key informant interviews for enabling environment

- For gender experts who are part of the LAF program and experts working for organizations that are excluded from the assessment, such as SNV, CARE, GIZ, as well as ILRI or any of the other operational partners
- Environmental level
- Individual or group
- No scoring



Key informant interviews: data collection

- Opening and introductions.
- Brief presentation on the background of the gender capacity assessment
- Discussion following each of the questions. The interview is semi-structured with open questions. A PowerPoint presentation can be helpful to guide the discussion in case the interview is done with a group.
- Fill in guide (toolkit)

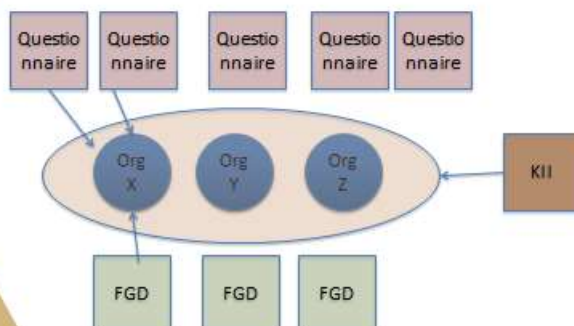


Main questions environmental level

- What are gender issues in the targeted value chain?
- Which environmental factors (formal and informal, policies, rules and legislation, regulations, gender relations and social norms, institutional set up) play a role?
- How do they enable/disable capacities?
- Which capacities are affected?
- How will they affect (enable/disable) capacity development?



Summary: data collection



Data analysis

- Use “analysis all” excel sheet
- For each organization, data has to be copy pasted into the data analysis sheet. Clean data in all the worksheets before copying, eg: delete individual columns that are empty. When there is no response, delete “0”.
- Development partners and national research partners are analyzed separately, and data needs to be entered separately as well.
- Copy data of development partners into “summary Cs Dev”,
- Copy data of research partners into “summary Cs NRP”.



	Average		Std. Dev.		Dev Partners		NRP	
	Org	Std. Dev.	Org	Std. Dev.	Org	Std. Dev.	Org	Std. Dev.
A								
A.1	5.7	0.8	5.9	0.8	5.8	0.8	5.8	0.8
A.1.1	5.8	0.8	6.1	0.8	6.1	0.8	6.1	0.8
A.1.2	5.8	0.8	6.2	0.8	6.2	0.8	6.2	0.8
A.1.3	5.8	0.8	6.3	0.8	6.3	0.8	6.3	0.8
A.1.4	5.8	0.8	6.4	0.8	6.4	0.8	6.4	0.8
A.1.5	5.8	0.8	6.5	0.8	6.5	0.8	6.5	0.8
A.2	6.0	0.8	6.2	0.8	6.2	0.8	6.2	0.8
A.2.1	6.0	0.8	6.3	0.8	6.3	0.8	6.3	0.8
A.2.2	6.0	0.8	6.4	0.8	6.4	0.8	6.4	0.8
A.2.3	6.0	0.8	6.5	0.8	6.5	0.8	6.5	0.8
B								
B.1	6.3	0.8	6.4	0.8	6.4	0.8	6.4	0.8
B.1.1	6.3	0.8	6.5	0.8	6.5	0.8	6.5	0.8
B.1.2	6.3	0.8	6.6	0.8	6.6	0.8	6.6	0.8
B.1.3	6.3	0.8	6.7	0.8	6.7	0.8	6.7	0.8
B.1.4	6.3	0.8	6.8	0.8	6.8	0.8	6.8	0.8
B.1.5	6.3	0.8	6.9	0.8	6.9	0.8	6.9	0.8
B.2	6.4	0.8	6.5	0.8	6.5	0.8	6.5	0.8
B.2.1	6.4	0.8	6.6	0.8	6.6	0.8	6.6	0.8
B.2.2	6.4	0.8	6.7	0.8	6.7	0.8	6.7	0.8
B.2.3	6.4	0.8	6.8	0.8	6.8	0.8	6.8	0.8
B.2.4	6.4	0.8	6.9	0.8	6.9	0.8	6.9	0.8
B.2.5	6.4	0.8	7.0	0.8	7.0	0.8	7.0	0.8
B.3	6.5	0.8	6.6	0.8	6.6	0.8	6.6	0.8
B.3.1	6.5	0.8	6.7	0.8	6.7	0.8	6.7	0.8
B.3.2	6.5	0.8	6.8	0.8	6.8	0.8	6.8	0.8
B.3.3	6.5	0.8	6.9	0.8	6.9	0.8	6.9	0.8
B.3.4	6.5	0.8	7.0	0.8	7.0	0.8	7.0	0.8
B.3.5	6.5	0.8	7.1	0.8	7.1	0.8	7.1	0.8
B.4	6.6	0.8	6.7	0.8	6.7	0.8	6.7	0.8
B.4.1	6.6	0.8	6.8	0.8	6.8	0.8	6.8	0.8
B.4.2	6.6	0.8	6.9	0.8	6.9	0.8	6.9	0.8
B.4.3	6.6	0.8	7.0	0.8	7.0	0.8	7.0	0.8
B.4.4	6.6	0.8	7.1	0.8	7.1	0.8	7.1	0.8
B.4.5	6.6	0.8	7.2	0.8	7.2	0.8	7.2	0.8
B.5	6.7	0.8	6.8	0.8	6.8	0.8	6.8	0.8
B.5.1	6.7	0.8	6.9	0.8	6.9	0.8	6.9	0.8
B.5.2	6.7	0.8	7.0	0.8	7.0	0.8	7.0	0.8
B.5.3	6.7	0.8	7.1	0.8	7.1	0.8	7.1	0.8
B.5.4	6.7	0.8	7.2	0.8	7.2	0.8	7.2	0.8
B.5.5	6.7	0.8	7.3	0.8	7.3	0.8	7.3	0.8
B.6	6.8	0.8	6.9	0.8	6.9	0.8	6.9	0.8
B.6.1	6.8	0.8	7.0	0.8	7.0	0.8	7.0	0.8
B.6.2	6.8	0.8	7.1	0.8	7.1	0.8	7.1	0.8
B.6.3	6.8	0.8	7.2	0.8	7.2	0.8	7.2	0.8
B.6.4	6.8	0.8	7.3	0.8	7.3	0.8	7.3	0.8
B.6.5	6.8	0.8	7.4	0.8	7.4	0.8	7.4	0.8
B.7	6.9	0.8	7.0	0.8	7.0	0.8	7.0	0.8
B.7.1	6.9	0.8	7.1	0.8	7.1	0.8	7.1	0.8
B.7.2	6.9	0.8	7.2	0.8	7.2	0.8	7.2	0.8
B.7.3	6.9	0.8	7.3	0.8	7.3	0.8	7.3	0.8
B.7.4	6.9	0.8	7.4	0.8	7.4	0.8	7.4	0.8
B.7.5	6.9	0.8	7.5	0.8	7.5	0.8	7.5	0.8



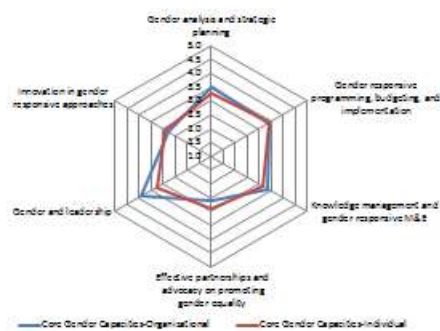
Data analysis

- for the first organization that has been assessed, the data should be copied from column D and E from the sheet “summary Cs” and the values can be pasted (paste special) in column F and G from the sheet “summary Cs” in the analysis worksheet.
- Fill in the name of the organization.
- For the second organization, the next two columns can be used, Etc
- All calculations should appear automatically (“overview NRP/Dev”), but need to be checked.
- the information and charts appearing in “overview NRP and overview Dev” are used for reporting. Other sheets/ calculations/charts can be developed.





Capacities all organisations



Reporting: contents

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- [Executive summary](#) 3
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CGIAR Research Program on Livestock and Fish

livestockfish.cgiar.org

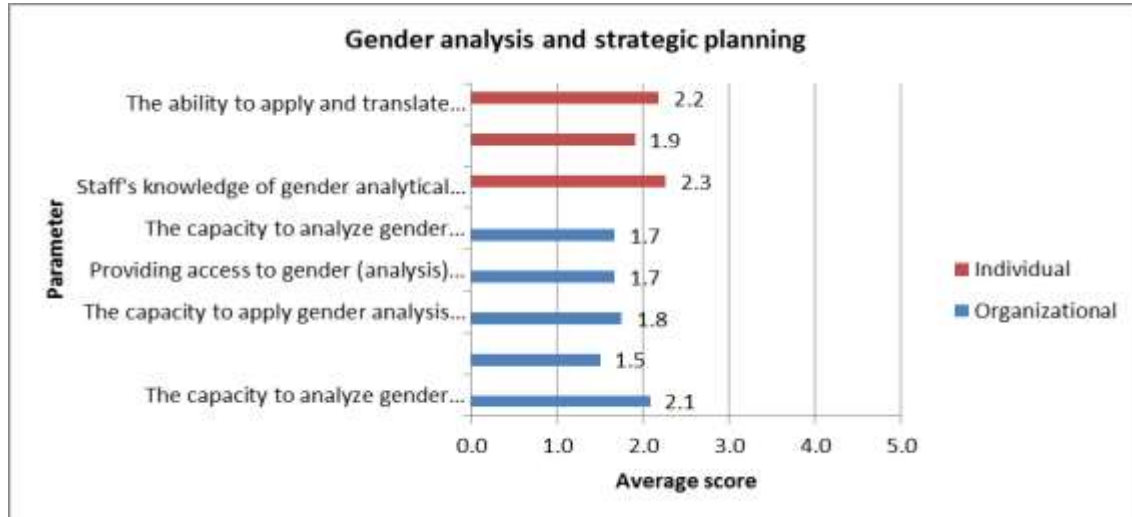


CGIAR is a global partnership that unites organizations engaged in research for a food secure future. The CGIAR Research Program on Livestock and Fish aims to increase the productivity of small-scale livestock and fish systems in sustainable ways, making meat, milk and fish more available and affordable across the developing world.

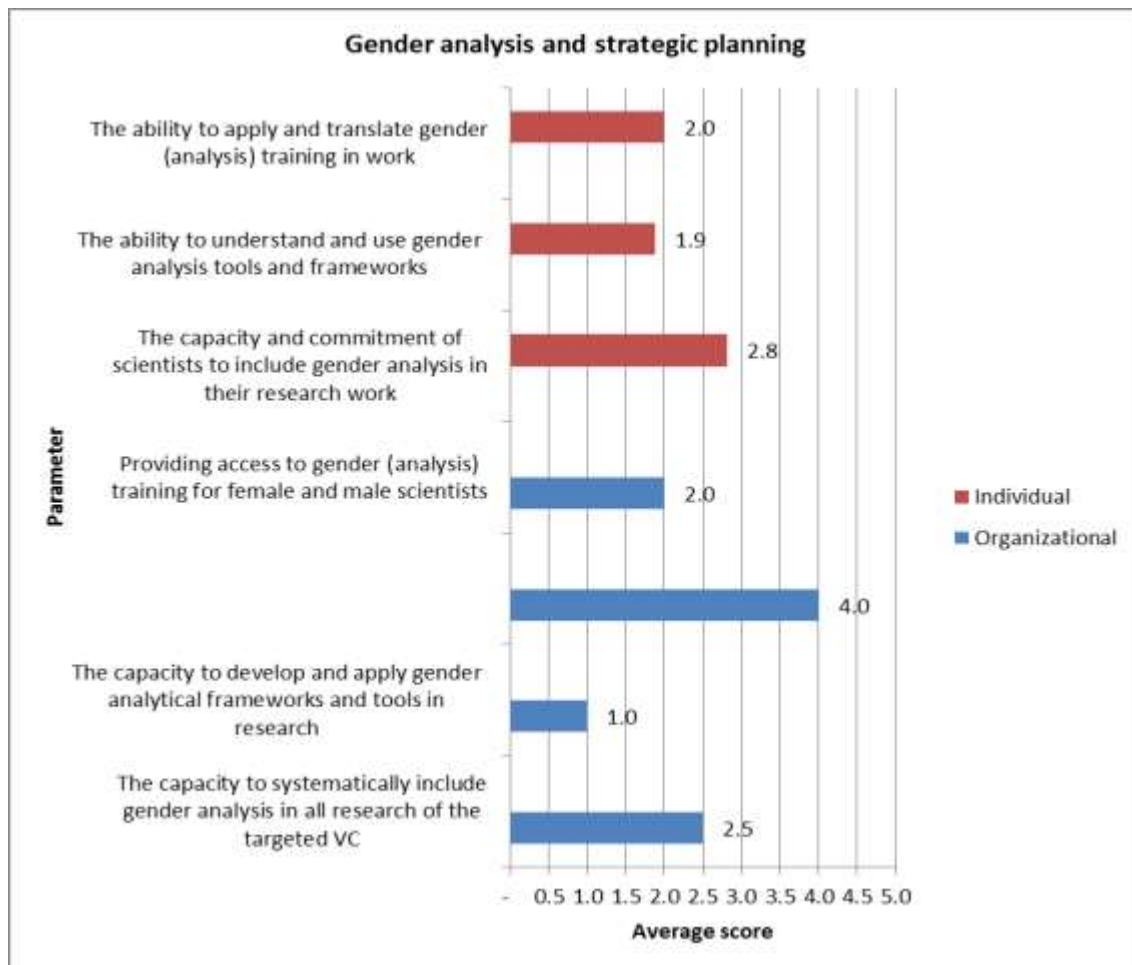
Annex B. Graphic presentation of findings

Gender analysis and strategic planning

Development Partners:

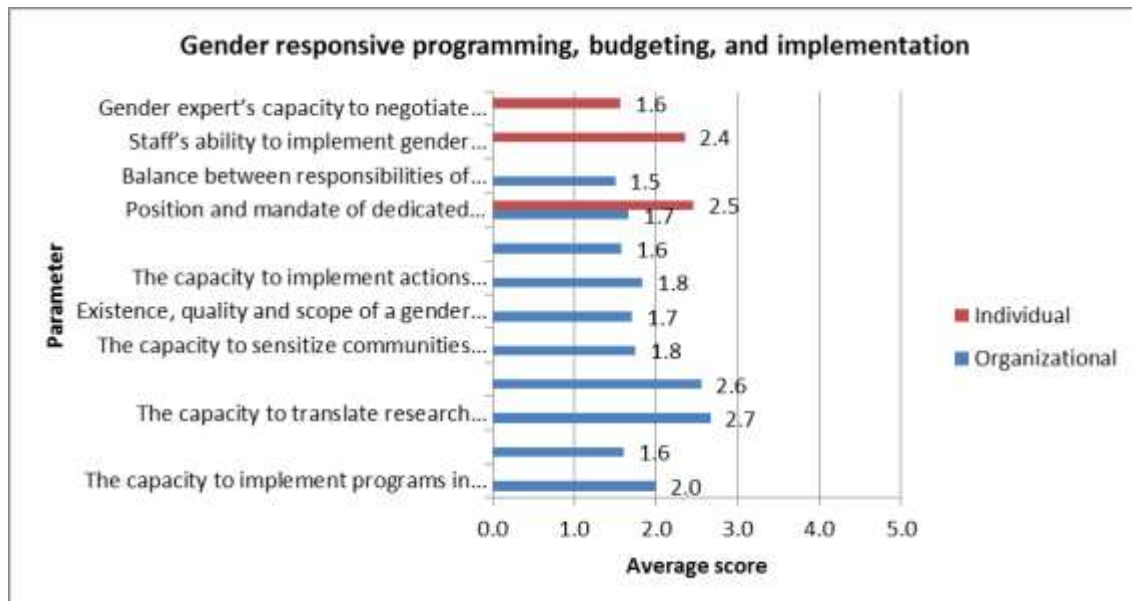


National Research Partner/Makerere University:

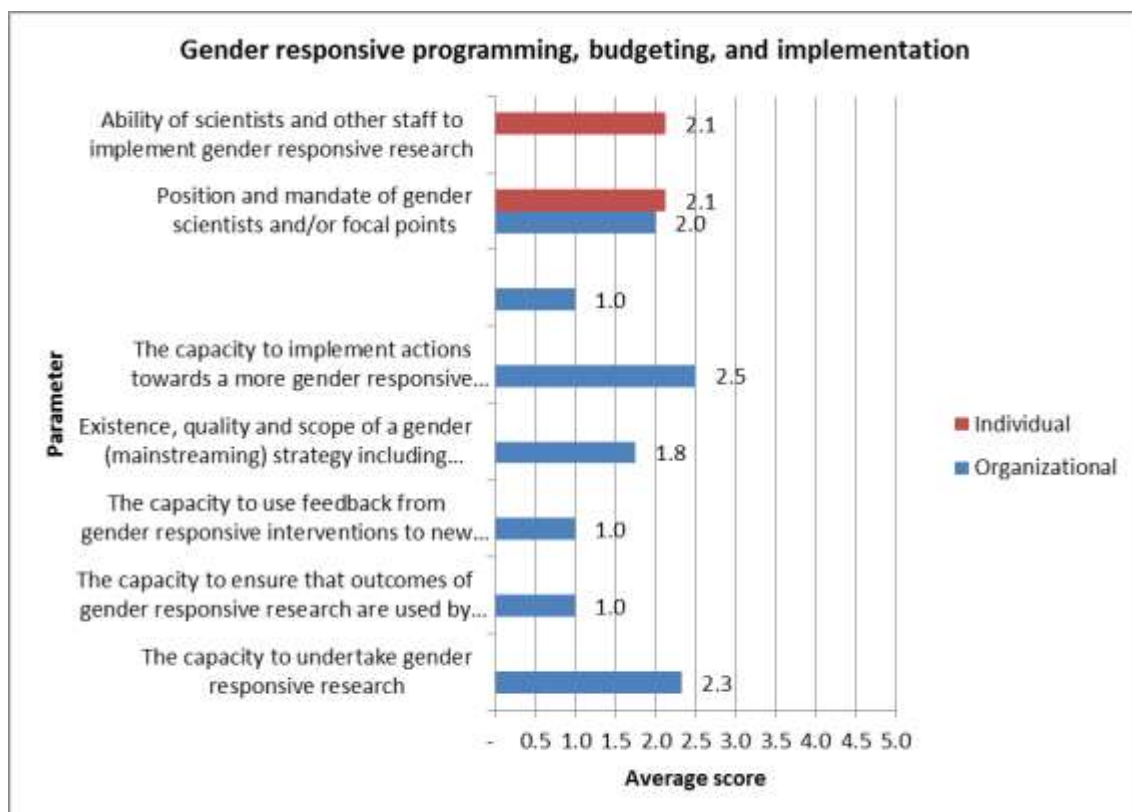


Gender responsive programming, budgeting, and implementation

Development Partners:

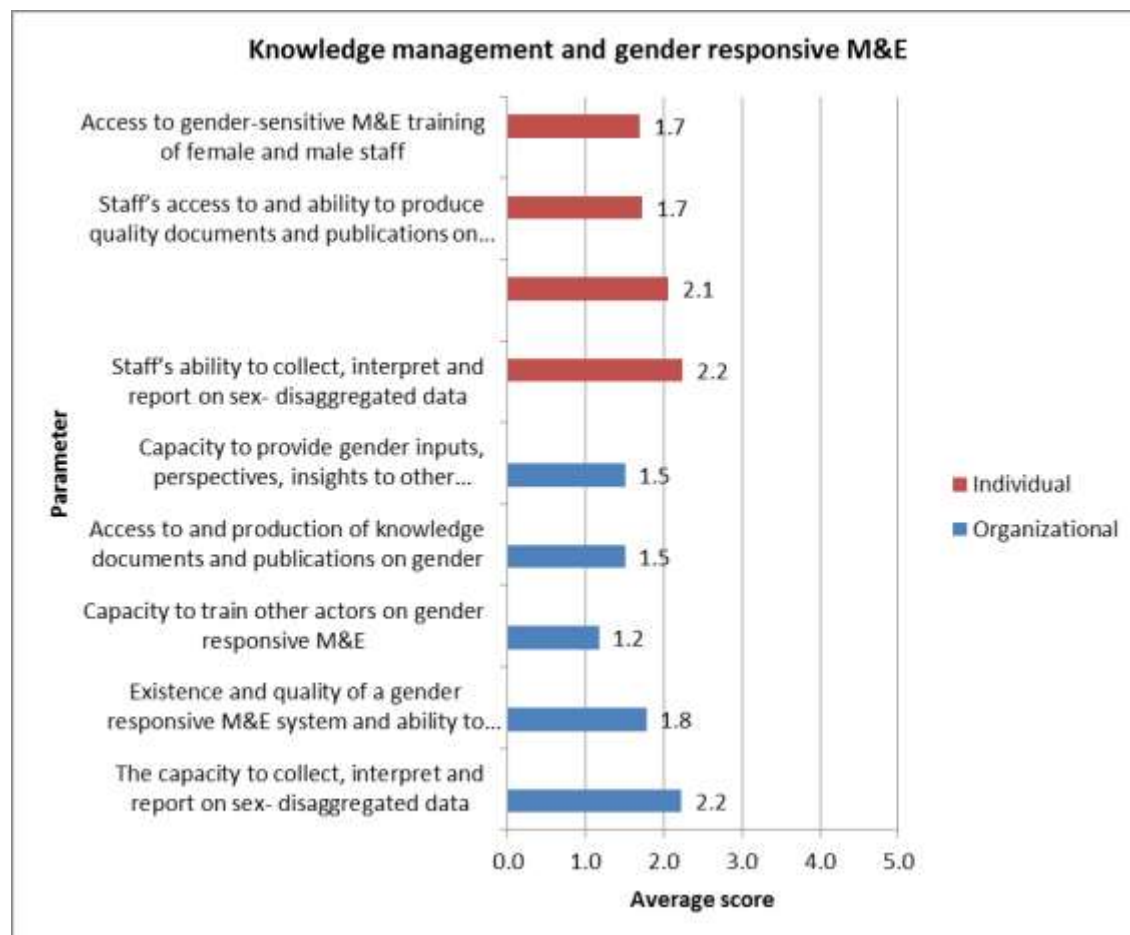


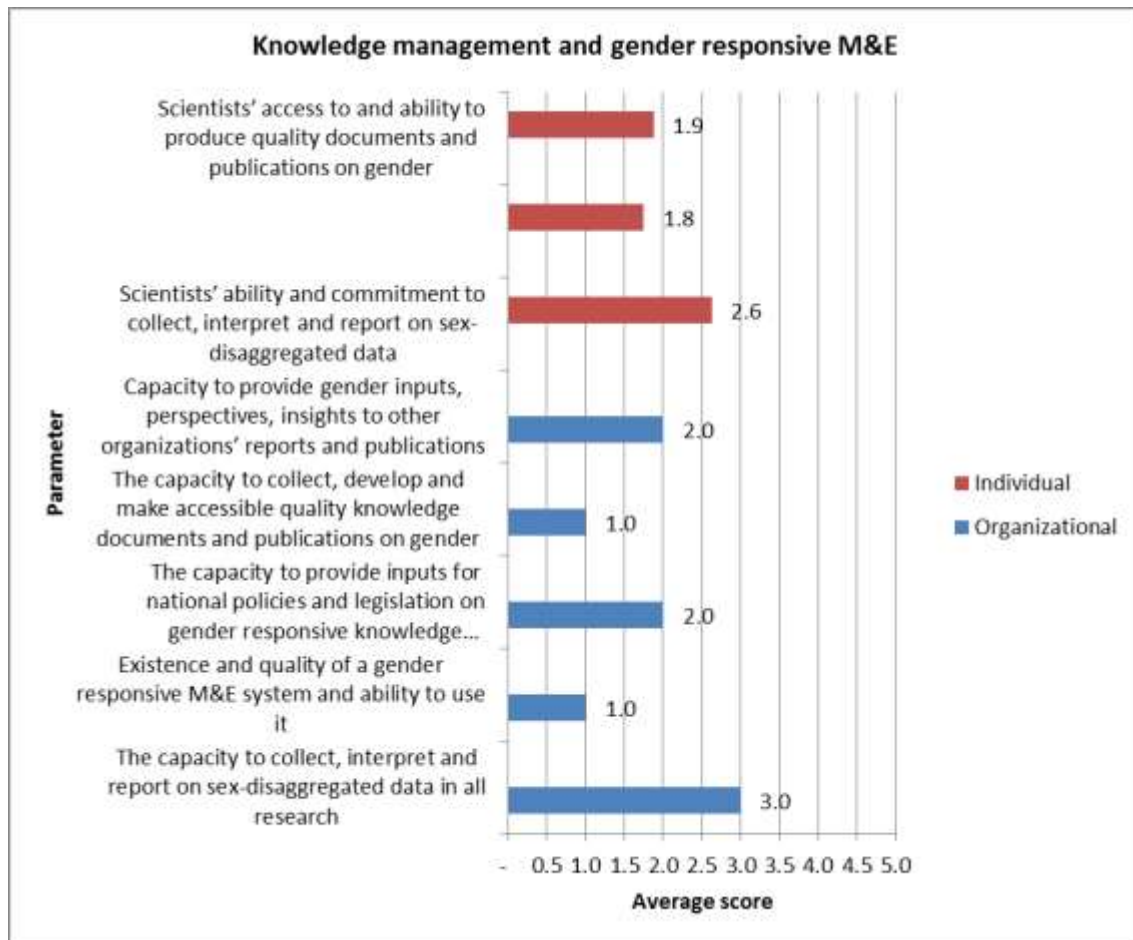
National Research Partner/Makerere University:



Knowledge management and gender responsive M&E

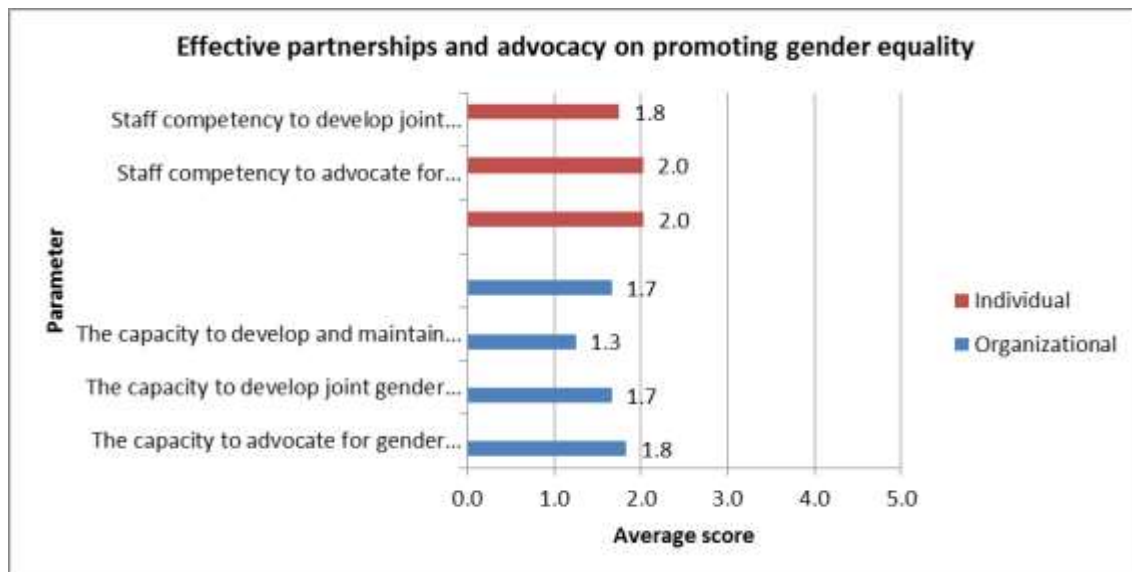
Development Partners:



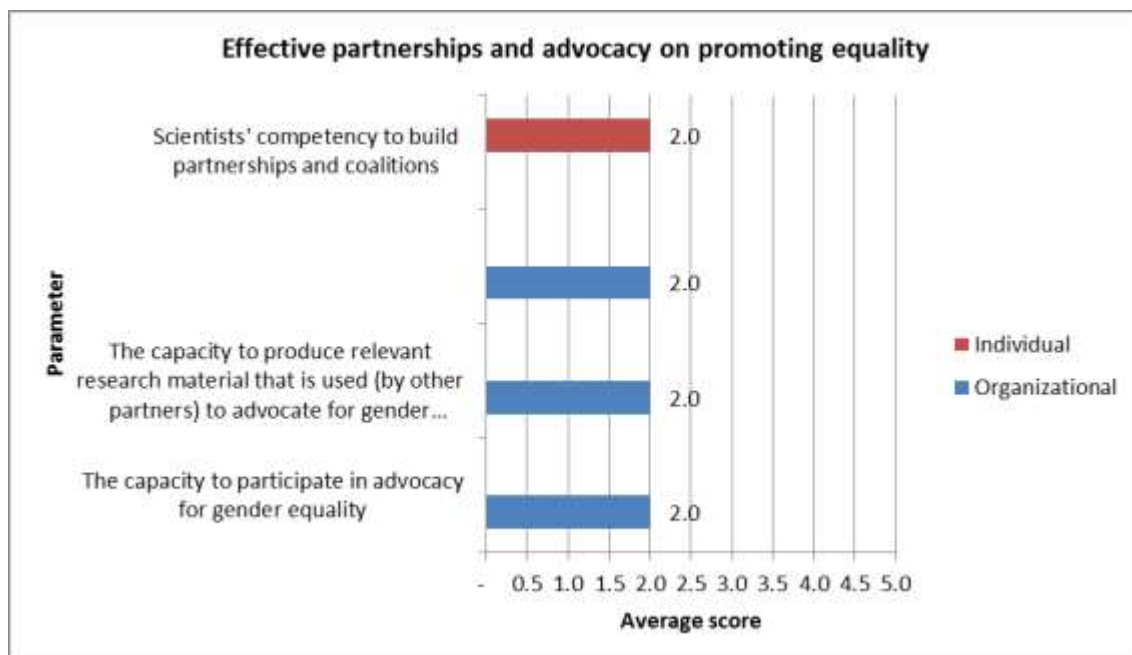


Effective partnerships and advocacy on promoting gender equality

Development Partners:

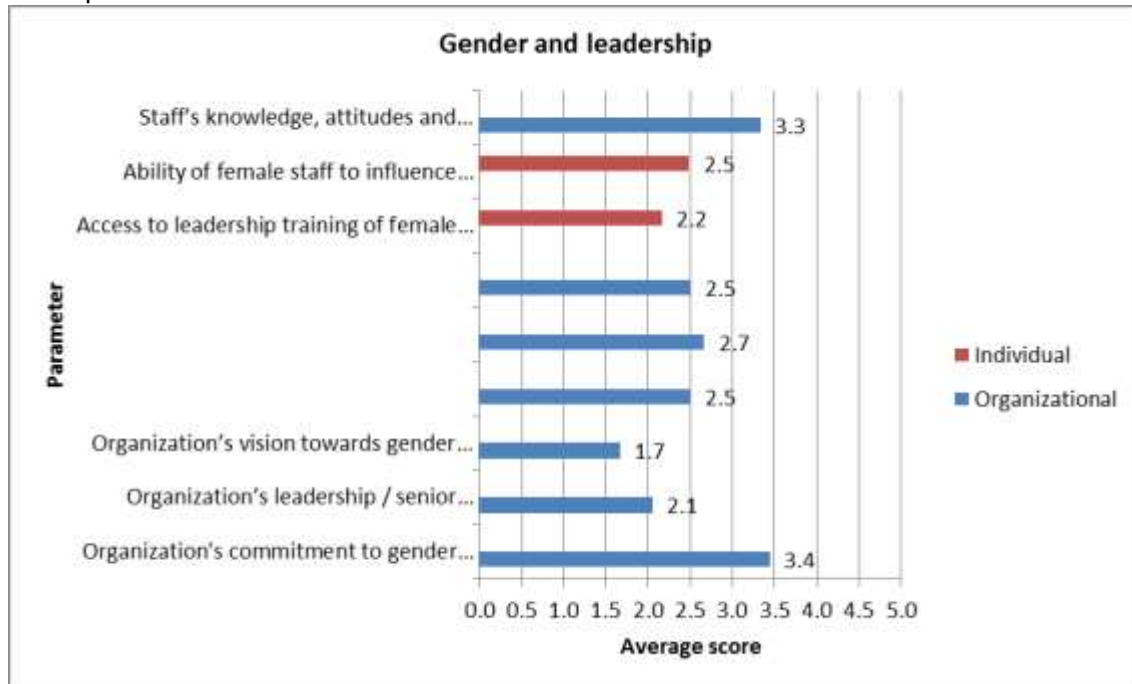


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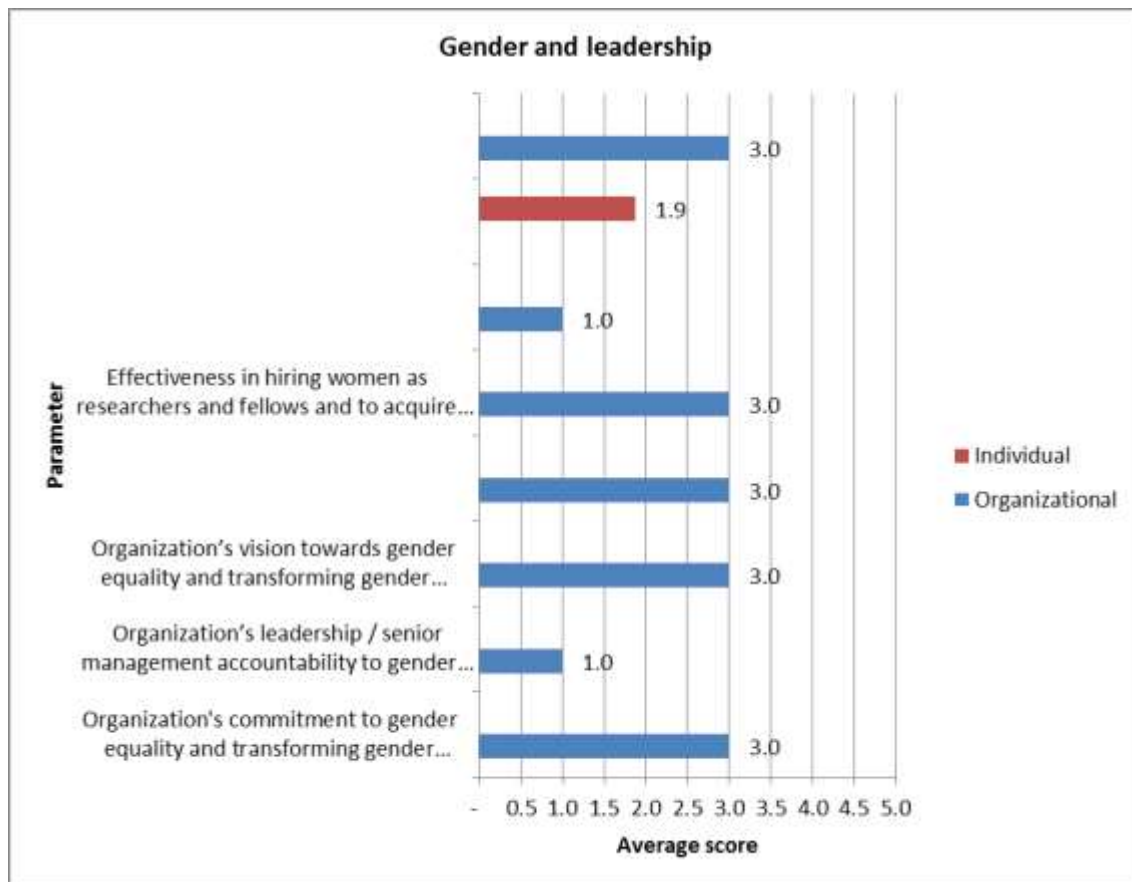


Gender and leadership

Development Partners:

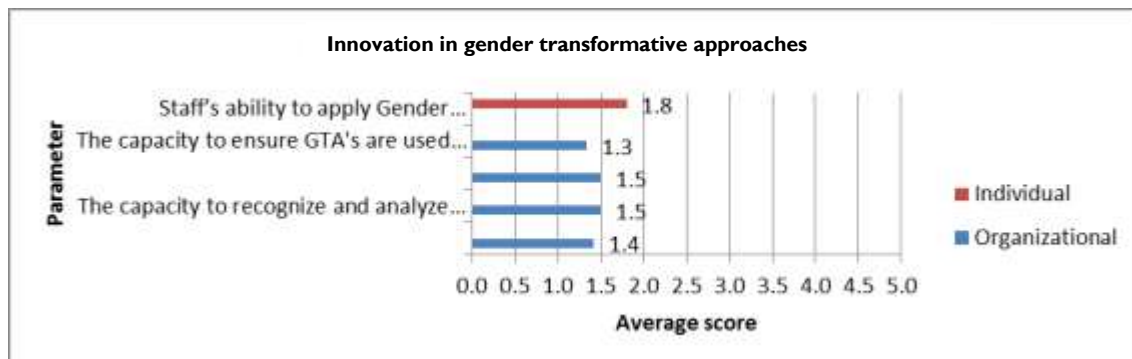


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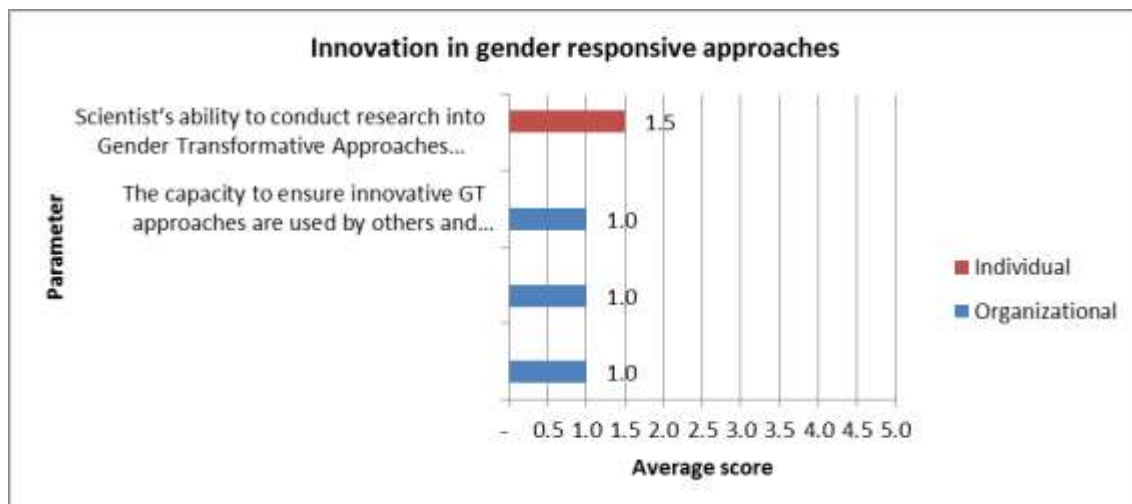


Innovation in gender transformative approaches

Development Partners:



National Research Partner/Makerere University:

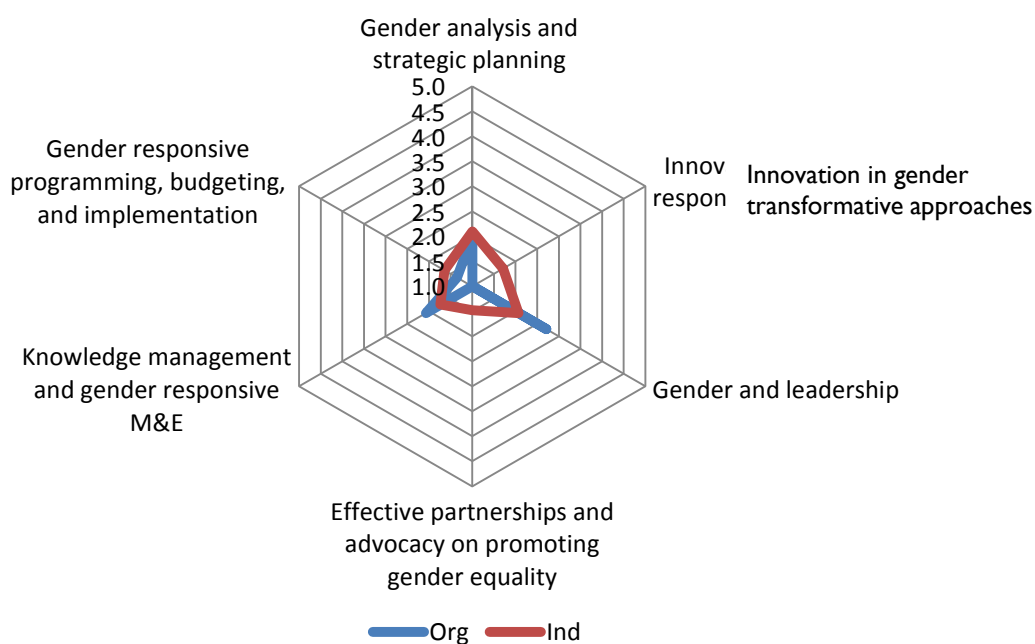


Annex C. Filled worksheets

IOWA State University Uganda Program

Basic info
Uganda
Iowa State University Uganda Program - Kamuli
7th May 2015

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	2.0	2.1
Gender responsive programming, budgeting, and implementation	1.3	1.6
Knowledge management and gender responsive M&E	2.1	1.7
Effective partnerships and advocacy on promoting gender equality	1.0	1.5
Gender and leadership	2.7	2.1
Innovation in gender transformative approaches	1.0	1.7



Top 10 best developed capacities (parameters)	Score
The capacity to collect, interpret and report on sex- disaggregated data	4
Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	4
Organization's commitment to gender equality and transforming gender power relations	3
The capacity to analyze gender dynamics within the value chain	3
The capacity to translate research outcomes to define and/or adjust gender responsive programs	3
The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions	3

Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	3
The capacity to ensure that interventions benefit women and men equally	2
Existence and quality of a gender responsive M&E system and ability to use it	2
Organization's leadership / senior management accountability to gender equality and transforming gender power relations	2

Least developed capacities (parameters) (all 1)	Score
Providing access to gender (analysis) training for female and male staff	1
The capacity to implement programs in line with national gender policies and frameworks	1
The capacity to develop gender responsive programs	1
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1
The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	1
Presence of gender experts who have the capacity to develop and implement gender responsive programs	1
Position and mandate of dedicated gender staff (expert or focal point)	1
Balance between responsibilities of gender experts and general staff members on gender mainstreaming	1
Staff's ability to implement gender responsive interventions	1
Access to and production of knowledge documents and publications on gender	1

Narrative-
<p>IOWA used to operate jointly with VEDCO (which was also assessed), but since 2014, they became independent. Although their projects were managed by IOWA while they were still together, VEDCO still claims that the initial farmers/farmer groups that they were working with as there. On this regard, IOWA has started a fresh to recruit farmers for their project activities.</p> <p>The participants admitted that they seem not to be very conversant with what "gender mean" though they collect sex-disaggregated data. The facilitators had to give them a clear understanding of what gender mean, by defining the term and using local examples and brainstorming activities.</p>

Priority capacities to maintain or develop	Current score	Desired score
Gender analysis and strategic planning , need to understand strategies on how to plan give that they have an M&E staff in place	2	4
gender responsive programming, budgeting and implementation	1	3
Innovation in transformative responsive approaches	1	2
effective partnership and advocacy on promoting gender equality	1	2
Knowledge management and gender responsive M&E, they can move to 4.3 or 4.5 since knowledge management is a complicated field especially when it comes to publications.	4	4

Country:	Uganda
Name organization:	Iowa State University Uganda Program - Kamuli
Name(s), positions and gender of participating staff:	Elizabeth Nankya, Female, Finance & Administration officer Samuel Mudhasi, Male, Volunteer Borehole Project Lukwata Martin Roy, Male, Volunteer Youth Coordinator Laura Byamhanga, Female, Nutritionist Abaho Johnson, Male, Logistics Moureen Mbeiza, Female, Agronomist Lutwama Dennis, Male, Schooling gardening coordinator Gideon Nadiope, Male, Livestock specialist
Interviewer	Millicent and Robert
Date	7th May 2015
Time	Start 1110hrs End 1437 hrs
Notes	The assessment was composed of eight participants (3 female, 5 male) working in different areas of specialty i.e. agronomy, livestock specialist, nutrition, finance and administration etc. The participants admitted that they seem not to be conversant with what "gender mean". The facilitators had to define, give local examples and brainstorm activities.

Gender analysis and strategic planning			
Definition	The capacity to design and conduct gender analysis within the context of any of the flagships, access to and level of knowledge and experience in applying gender analytical tools and methodologies, and the capacity to use gender analytical data to inform new research and policies and to create new opportunities that can be leveraged to support the program activities and eventual scaling up.		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools.</p> <p>Discussion: what are gender issues in the targeted value chain?</p> <ul style="list-style-type: none"> • Gender division of labor (productive, reproductive, community roles) and roles; • Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources; • Gender differences in decision-making and leadership; • Nature and level of participation of men and women in livestock and fish value chains; • Gender differences in educational level and technical knowledge <p>Give some examples.</p> <p>Are these gender issues analyzed by the organization?</p>	Current score (1-5)	Comments
A.II.1	The capacity to analyze gender dynamics within the value chain	3.0	<p>They have done FGDs with FEAST questionnaire which was gendered. They found that women mainly collect the forages and men are the one who markets. Even in poultry and pig farming they have collected data which shows men mainly own resources such as land and they control the income earned, yet women are the ones who owns the chicken and pig, and only have access rights to use of land. In Nutrition training especially in HIV/AIDS, they ensure that both men and women from the same household are trained. 5 participants voted 3 while 3 participants scored 2.</p> <p>The attendance lists are usually sex disaggregated. The supervisor ensures that when staff go out for training, the data/attendance sheets must be sex-disaggregated. They don't have a policy written down but the knowledge is there. The setup of organization is mandated to document on both sexes.</p>

	<i>To what extent are gender dynamics within the value chain, including interpreting the various gender roles played by men and women, access to and control of resources and benefits, and other gender issues that enhance or hinder men and women to equitably benefit from the value chain, analyzed and understood by the organization? How does the organization know of these gender issues?</i>	3	
	<i>To what extent are incentives and procedures in place to ensure that staff applies gender analysis in their work? To what extent do staff always apply gender analysis in their work, e.g. before starting a project or intervention? Are projects checked on the existence and quality of gender analysis?</i>	3	
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	2.0	It is not in writing but they follow the gender policy.
	<i>To what extent are strategies developed to address gender dynamics in the value chain? What kind of interventions have been developed and implemented in 2014?</i>	2.0	
A.II.3	The capacity to apply gender analysis tools and frameworks	2.0	They usually collect data on male and female, but they never go beyond understanding the gender dynamic. E.g. if they give women seeds to plant and they don't plant, IOWA goes further to investigate the why? And they find that the men own land and are the decision makers on what should be planted. They don't have any knowledge of gender frameworks.
	<i>To what extent are gender analytical frameworks and tools to identify and address gender-based constraints and opportunities in technology and value chain developments in the targeted value chains applied? Which frameworks and tools are normally used?</i>	2.0	
	<i>To what extent does the organization make use of a toolkit or inventory of tools?</i>	2.0	
A.II.4	Providing access to gender (analysis) training for female and male staff	1.0	There have never been staff development trainings on gender.
	<i>To what extent have all staff received sufficient training on gender (analysis)? How many trainings have they attended? Are the trainings sufficient in quality and quantity?</i>	1	
A.II.5	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	2.0	In the pig production, they are mainly emphasizing on involving women in the project since they are the main pig keepers. The other staff working on different projects always work with men and women in the community, and the sex disaggregated data they collect from them help IOWA to plan, though its not documented.
	<i>To what extent does the organization understand internal gender dynamics and develops strategies to deal with these, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender</i>	2.0	

responsive, affirmative actions towards a better gender balance? E.g. are affirmative actions necessary and to what extent?		
-----------------------------------------------------------------------------------------------------------------------------	--	--

Gender responsive programming, budgeting, and implementation			
Definition	The capacity to implement gender responsive programs as planned, to mainstream gender throughout all operations and programs and allocate financial and human resources for it, having a gender sensitive structure and organizational culture, reflected amongst others in an internal gender balance.		
FGD	Discuss the kind of programs that this organization implements, are gender issues taken into consideration? Examples: - gendered participation in livestock and fish value chains; - gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations, and breeds; - women's access to markets and control over resources, technologies, labor, power and the benefits of their work; - level and equity in animal source food consumption within poor households; - Preferences of male and female producers for certain breeds; e.t.c	Current score (1-5)	Comments
B.II.1	The capacity to implement programs in line with national gender policies and frameworks	1.0	They don't have a gender policy as an organization.
	<i>To what extent does the organization develop and implement programs in line with national gender policies and frameworks? Are national gender policies and frameworks known and studied? In case of (para) governmental agencies: To what extent are the national gender policies implemented and actively communicated and disseminated by the organization?</i>	1	
B.II.2	The capacity to develop gender responsive programs	1.0	The don't have a gender budget thus are not able to keenly focus on gender responsive interventions
	<i>To what extent does the organization develop programs that are gender responsive? How many projects/programs implemented in the last year have an explicit focus on gender? What kind of projects have been developed last year?</i>	1	
	<i>To what extent is sufficient budget allocated for gender responsive interventions or projects? How much in 2014?</i>	1	
	<i>To what extent are systems, procedures and incentives in place to ensure that all interventions are gender responsive? Give specific examples of each that was used in 2014. Are proposals and reports checked on gender sensitivity? Who checks them?</i>	1	

B.II.3	The capacity to translate research outcomes to define and/or adjust gender responsive programs	3.0	When they partnered with ILRI on the FEAST project, they used the findings from that study to invite the people who are involved in the study in their trainings
	<i>To what extent does the organization use research outcomes from the national research partnership to define and/or adjust gender responsive programs? Which studies have been used? How relevant is research done in LAF program for the organization?</i>	3	
B.II.4	The capacity to ensure that interventions benefit women and men equally	2.3	
	<i>To what extent, and how does the organization make sure women and men benefit equally from provision of services, inputs, trainings, and technologies? Give examples.</i>	3	
	<i>To what extent, and how does the organization make sure women and men benefit equally from envisaged program impacts such as on the increase of household income, increased farmers' participation in the value chain, improved access and consumption of animal source food, etc? Give examples.</i>	3	
	<i>Are mechanisms, such as policies and procedures, in place to ensure that interventions benefit women and men? Are they effective, e.g. does all staff understand and implements?</i>	1	
B.II.5	The capacity to sensitize communities on gender issues	1.5	They have never done any gender sensitization activities in this community. IOWA used to operate with VEDCO, but since last year, they became independent. Although the projects were managed by IOWA, VEDCO still claims the farmers that they were working with when they were working jointly. Therefore, IOWA has started a fresh to recruit farmers for their project activities.
	<i>To what extent does the organization develop and implement interventions to sensitize women about their rights?</i>	1	
	<i>To what extent does the organization develop and implement interventions to strengthen farmers groups, cooperatives, producer's organizations and associations, with a gender equality perspective? What kind of interventions, e.g. training? With what effect?</i>	2	
B.II.8	Presence of gender experts who have the capacity to develop and implement gender responsive programs	1.0	They don't have a gender expert nor have they ever worked/consulted a gender expert.
	<i>To what extent does the organization have gender experts in place? What are their highest degree specializations (major and minor)?</i>	1	
	<i>To what extent does the organization seek gender expertise from outside? How many were sought in 2014? For how long (weeks) did they render their services?</i>	1	

B.II.6	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1.0	They have a general budget but they incorporate gender in their activities
	<i>Do you have a gender policy (a statement/intention on gender equality) developed and in place? Describe it.</i>	1	
	<i>Do you have a gender strategy (a strategic roadmap) developed and in place? Please give us a copy.</i>	1	
	<i>To what extent has your gender mainstreaming policy been implemented? Does everyone know and understand the gender policy?</i>	1	
	<i>To what extent are adequate financial and human resources available to implement the policy? Does it have a special budget to undertake gender related activities?</i>	1	
B.II.9	Position and mandate of dedicated gender staff (expert or focal point)	1.0	
	<i>To what extent do gender experts and/or focal points have a mandate to ensure gender is mainstreamed?</i>	1.0	
B.II.10	Balance between responsibilities of gender experts and general staff members on gender mainstreaming	1.0	
	<i>To what extent responsibilities for gender mainstreaming shared within the organization? Do other staff members have formal responsibilities for integrating gender in their work, e.g. in their job descriptions?</i>	1.0	
B.II.7	The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	1.0	
	<i>To what extent are actions towards a more gender responsive organization implemented? Give specific examples of actions implemented towards a better gender balance in 2014 and with what results?</i>	1	
	<i>To what extent are policies and procedures in place to ensure gender equality in the workplace?</i>	1	

Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyze sex disaggregated data, to monitor and to report on gender responsive programming, specific gender outputs and outcomes, knowledge management, outreach and communication capacity to document stories, blog post and research publications, ensuring wide (social media) outreach on gender responsive programming and its results.		
FGD	Explain the difference between sex-disaggregated data within and beyond the household, and household data disaggregated by household head. Explain the extent to which these two data are useful for gender analysis and the invisibility of	Current score (1-5)	Comments

	women from MHH in data disaggregated by HH head. Explain the definition of gender responsive monitoring, evaluation and learning.		
C.II.1	The capacity to collect, interpret and report on sex- disaggregated data	4.0	They always write monthly reports based on the sex disaggregated data collected, but maybe the recommendations are usually not strongly gendered.
	<i>To what extent does the organization collect sex- disaggregated data?</i>	5	
	<i>To what extent are mechanisms in place to ensure that all data collected is sex disaggregated? What are they?</i>	4	
	<i>To what extent is sex disaggregated data not only collected, but also interpreted and reported on? How many projects reported this in 2014? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in 2014. What analysis was conducted on the data? By whom (qualification)?</i>	3	
C.II.2	Existence and quality of a gender responsive M&E system and ability to use it	2.3	The nutrition staff have an M&E tool that they usually use to measure change, but not in other projects. They have an M&E staff who just came on board recently and he is trying to keep the M&E system in place
	<i>To what extent is the M&E system gender responsive? Give a specific example.</i>	2	
	<i>To what extent do reports reflect lessons on changes in gender norms? Please share a gender responsive M&E report and the tools used to collect the data used in the report.</i>	3	
	<i>To what extent are guidelines, tools and methods for gender responsive M&E in place?</i>	2	
C.II.3	Capacity to train other actors on gender responsive M&E	2	They are using the participatory approaches as an M&E way of tracking changes
	<i>To what extent does the organization train other actors on gender responsive M&E? How many organizations / persons have been trained?</i>	2	
C.II.4	Access to and production of knowledge documents and publications on gender	1	They have never done any publications.
	<i>To what extent does the organization collect, develop and make accessible knowledge documents and publications on gender? How many did you publish in 2014? Who provided the gender expertise for each? Can we get one or two copies?</i>	1	
C.II.5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1	
	<i>To what extent does the organization provide gender inputs, perspectives, insights to other organizations' reports and publications? Which organizations in 2014? Who did it? Can we have one or two such reports?</i>	1	

Definition	The capacity to build coalitions; influence government and external partners, and to advocate for women's rights. The definition of development partnership relationships provided in the development partnerships strategy identifies inspired alignment of independent autonomous organizations that come together for strategic reasons, not financial ones.		
FGD	Make sure that everyone understands the definition of partnerships and advocacy for gender equality. Discussion: Do you have partnerships around gender equality, with other organizations along the value chain, e.g. service providers, producer organizations, development organizations? Do you advocate for gender equality?	Current score (1-5)	Comments
D.II.1	The capacity to advocate for gender equality	1	They have never been involved in advocacy for gender equality
	<i>To what extent does the organization participate in advocacy for gender equality? Does the organization aim to influence governmental policies? Provide documented evidence for such participation. Does it have an influence on policy-making at national level? Does it have an influence on regulatory frameworks at local, national levels? In case of (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?</i>	1	
D.II.2	The capacity to develop joint gender advocacy materials with other organizations and use research outcomes and other material to advocate for gender equality in the value chain	1	
	<i>To what extent does the organization develop joint gender advocacy materials with other organizations? What kind of materials were developed? Give examples from 2014.</i>	1	
	<i>To what extent does the organization use research outcomes and other materials to advocate for gender equality in the value chain? Give examples from 2014.</i>	1	
D.II.3	The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	1	
	<i>To what extent does the organization work with government in partnership? Are public-private partnerships in place? Are these partnerships gender responsive, e.g. are gender sensitive/specific organizations included? Are gender issues central to the partnership? In case of (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships?</i>	1	
	<i>Are partnerships with government used for influencing policies? Give an example from 2014.</i>	1	
D.II.4	The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC	1	

	<i>To what extent is gender equality central to partnerships? Are coalitions in place around gender equality in value chains? How many and who are the partners? Are R4D partnerships or collaborations key to any success in promoting gender equality? Which other initiatives have gender capacities?</i>	1	
	<i>To what extent does the organization work with gender-sensitive/ specific organizations? Does it work with women and women groups to address possible gender related constraints (e.g. transportation, mode of payment)</i>	1	
	<i>To what extent does the organization promote gender equality among its partners? Give specific examples from 2014.</i>	1	

Gender and leadership			
Definition	Commitment and accountability to gender equality and women's leadership, and the organization's leadership's capacity to provide adequate vision and guidance to enhance policies on gender mainstreaming.		
FGD	None	Current score (1-5)	Comments
E.II.1	Organization's commitment to gender equality and transforming gender power relations	3.3333333	They have eleven staff (4 female, 7 male). All their advertisements/recruitments usually give equal opportunities for male and female candidates. The participants agreed that they will be happy even if it's a female or male, as long as the new staff/candidate performs. They don't have a written code of conducts, but they are usually reminded by their immediate supervisors on how to be gender sensitive when addressing people.
	<i>To what extent is the organization's leadership committed to gender equality? Give two specific examples of clear and explicit commitment towards gender equality.</i>	4	
	<i>To what extent is commitment towards gender equality shared throughout the organization? To what extent do staff support gender responsive approaches? What do most staff say about integrating gender?</i>	4	
	<i>To what extent do the organization's culture and values support gender equality? Does the organization value gender-sensitive behavior? Does it demonstrate gender-sensitive behavior? (language used, jokes, material used, etc.)</i>	2	
E.II.2	Organization's leadership / senior management accountability to gender equality and transforming gender power relations	2.3333333	No resources allocated but equal opportunities for men and women are always emphasized on. Reports usually depends on reporting - for nutrition its more on women, poultry, school projects and borehole digging they reports reflect main on females and males

	<i>To what extent is the organization's leadership supportive in the allocation of human and financial resources for gender equality?</i>	2	
	<i>To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?</i>	2	
	<i>To what extent does the organization report on gender equality? Do reports reflect implementation of gender responsive actions?</i>	3	
E.II.3	Organization's vision towards gender equality and transforming gender power relations	1	The mission is dedicated towards research and development, though it doesn't have any statement on gender.
	<i>To what extent does the organization have a clear vision towards gender equality? Does gender equality and/or empowerment of women appear in the general vision or mission statement? To what extent does everyone understand and promote the vision?</i>	1	
E.II.4	The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions	3	They look at the position in terms of leadership, but not who is in the leadership in terms of sex.
	<i>To what extent does the organization develop and implement programs/projects on women's decision-making power and their role in leadership positions? Give an example from 2014.</i>	3	
E.III.3	Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	3	
	<i>To what extent do staff support women's decision-making power and their role in leadership positions?</i>	3	
E.II.5	Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	4	They usually ensure that students who come for internships are both female and male.
	<i>To what extent are mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?</i>	4	
E.II.6	Presence of women in leadership (management) and balanced representation	2.3333333	General Director is male, 3 associate directors (2 female, 1 male). The participants felt that they feel they are balanced In leadership. In 2014 when they this organization began, they started with four staff, one female and three male
	<i>To what extent is the organization balanced in terms of female and male representation at all levels?</i>	3	
	<i>What were the numbers of men and women in 2014 at management and middle management level? Is it balanced?</i>	2	
	<i>What were the numbers of men and women (see table) in 2014 in different -non managerial - staff positions? Is it balanced?</i>	2	

Innovation in gender transformative approaches

Definitio n	Innovative and experimental approaches for impact in women's empowerment (from accommodating to transformative), capacity to search for, absorb and share information, knowledge and resources.		
FGD	Define Gender Transformative Approaches (GTAs), include examples. Discussion: Does the organization have any experience with Gender Transformative Approaches (GTAs)? What are other innovative approaches and methods with regard to gender? Give examples.	Current score (1-5)	Comments
F.II.1	The capacity to apply gender transformative approaches (GTAs)	1	They deal with men and women, and before an intervention/project is implemented they ensure that the couple in the households are trained and sensitized about the benefits of the project. This happens mainly in the poultry project. However, they have never documented or designed GTAs.
	<i>To what extent does the organization apply Gender Transformative Approaches (GTAs)? Give specific examples for 2014.</i>	1	
	<i>To what extent are incentives, manuals and procedures in place to ensure that Gender Transformative Approaches (GTAs) are applied?</i>	1	
F.II.2	The capacity to recognize and analyze gender transformative outcomes	1	
	<i>To what extent does the organization recognize Gender Transformative outcomes when they happen? Give specific examples for 2014.</i>	1	
F.II.3	The capacity to document and learn from GTA's	1	
	<i>To what extent does the organization document and learn from Gender Transformative Approaches (GTAs)? Have experiences been documented? Share samples of such documents from 2014.</i>	1	
F.II.4	The capacity to ensure GTA's are used by others and scaled up	1	
	<i>To what extent has the organization scaled up innovative approaches – how many approaches went to scale in 2014? Have these innovations been up scaled by others? Give specific examples from 2014.</i>	1	

Inputs for the Capacity development Strategy

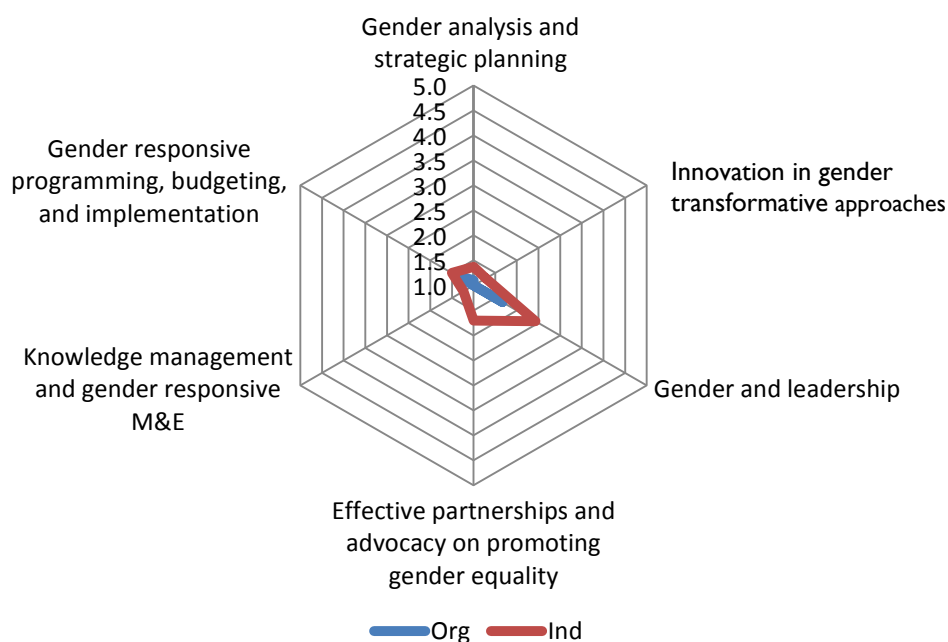
	Discuss highest and weakest scores and vote to define the priority of importance of capacities: each participant gets 5 votes to indicate which five capacities are more important / relevant according to him / her. Important capacities can include weak capacities that need to be strengthened, as well as existing capacities that need to stay in place. Discuss the outcome of the voting and make a priority listing of 5 – 10 capacities. Discuss and agree for each prioritized capacity how to maintain or strengthen them.		
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	Priority capacities to maintain or develop	Desired score (1-5)	Proposal for capacity development
1	Gender analysis and strategic planning , need to understand strategies on how to plan give that they have an M&E staff in place	4	
2	gender responsive programming, budgeting and implementation	3	
3	Innovation in gender transformative approaches	2	
4	effective partnership and advocacy on promoting gender equality	2	
5	Knowledge management and gender responsive M&E, they can move to 4.3 or 4.5 since knowledge management is a complicated field especially when it comes to publications.	4	

DVO Masaka District

Basic info
Uganda
Masaka District Local Government-Veterinary office under production department
5th May 2015

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	1.1	1.4
Gender responsive programming, budgeting, and implementation	1.4	1.5
Knowledge management and gender responsive M&E	1.0	1.2
Effective partnerships and advocacy on promoting gender equality	1.0	1.7
Gender and leadership	1.7	2.4
Innovation in gender transformative approaches	1.0	1.3



Top 10 best developed capacities (parameters)	Score
Organization's commitment to gender equality and transforming gender power relations	3.3
The capacity to translate research outcomes to define and/or adjust gender responsive programs	3.0
Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	3.0
The capacity to ensure that interventions benefit women and men equally	2.3
The capacity to implement programs in line with national gender policies and frameworks	2.0
The capacity to analyze gender dynamics within the value chain	1.5
The capacity to develop gender responsive programs	1.3
Presence of women in leadership (management) and balanced representation	1.3

Least developed capacities (parameters) (all 1)	Score
The capacity to develop strategies to address gender dynamics in the value chain	1.0
The capacity to apply gender analysis tools and frameworks	1.0
Providing access to gender (analysis) training for female and male staff	1.0
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	1.0
The capacity to sensitize communities on gender issues	1.0
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1.0
The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	1.0
Presence of gender experts who have the capacity to develop and implement gender responsive programs	1.0
Position and mandate of dedicated gender staff (expert or focal point)	1.0
Balance between responsibilities of gender experts and general staff members on gender mainstreaming	1.0

Narrative
This organization lacks the independence to make own decisions regarding how they conduct their work as they are a part of the ministry of Agriculture, who is also the appointing authority of their staff. Staff are deployed to district offices, and the latter do not have mandate to employ staff. Some staff do come across as willing to engage with wider gender issues but there is no incentive nor even the resources to do this.

Priority capacities to maintain or develop	Current score	Desired score
Gender analysis and strategic planning: All parameters: Develop policies on capturing systematic data on gender dynamics	1.1	3
Knowledge management and gender responsive M &E: all parameters	1	3
Gender responsive programming, budgeting and implementation	1.4	3
Gender and leadership: change staff mindset, balance of men and women recruitment	1.7	3
Innovation in gender transformative approaches: moving towards gender transformation	1	3

Proposal for capacity development
Develop capacity in tools for gender analysis- use resources from other institutions/partners
Training in core gender capacities desired. ILRI could provide
Exchange visits to other organizations to exchange learning experiences and adopt better practices
Financial and human resources needed to undertake gender analysis
More collaboration with the gender office at the ministry of community development

Country:	Uganda
Name organization:	Masaka District Local Government-Veterinary office under production department
Name(s), positions and gender of participating staff:	Patricia Nakatudde, Female, Veterinary officer Sarah Namayanja, Female, Joseph Sserwadda, Male, Animal husbandry Officer Joseph Balikuddembe, Male, Peter S.Ssenabulya, Male, Joseph Katumba, Male, Henry Sserinanyiri, Male, Kirumira Mukasa, Male, Paulina Nambalirwa, female, Animal husbandry Officer Ivan Kakembo, Male, Lawrence Mayanja, Male, Godfrey Ssenkaayi, Male,
Interviewer	Robert, Millicent and Violet
Date	5th May 2015
Time	Start time:1000 hrs
Notes	The partnership between ILRI and DVOs office started in 2012.The deputy DVOs was very defensive and dominated the discussion. He seemed to have interacted with a range of NGOs that are gender sensitive.

Gender analysis and strategic planning

Definition			
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools. Discussion: what are gender issues in the targeted value chain?</p> <ul style="list-style-type: none"> • Gender division of labor (productive, reproductive, community roles) and roles; • Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources; • Gender differences in decision-making and leadership; • Nature and level of participation of men and women in livestock and fish value chains; • Gender differences in educational level and technical knowledge <p>Give some examples. Are these gender issues analyzed by the organization?</p>	Current score (1-5)	Comments
A.II.1	The capacity to analyze gender dynamics within the value chain	1.5	40% of farmer group members should be women as a pre-qualification for the youth livelihood project. One of the gentleman seemed to have been involved in a range of projects that are gender sensitive. Another example was ILRI surveys. Two ladies scored 1 because data collected projects under projects is directly used by the respective projects while all the men (8) scored two. Achieving a consensus very hard
	<i>To what extent are gender dynamics within the value chain, including interpreting the various gender roles played by men and women, access to and control of resources and benefits, and other gender issues that enhance or hinder men and women to equitably benefit from the value chain, analyzed and understood by the organization? How does the organization know of these gender issues?</i>	2	
	<i>To what extent are incentives and procedures in place to ensure that staff applies gender analysis in their work? To what extent do staff always apply gender analysis in their work, e.g. before starting a project or intervention? Are projects checked on the existence and quality of gender analysis?</i>	1	We have never designed any questionnaires or procedures; we don't analyze gender disaggregated data.
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	1.0	They feel that gender issues are family business and don't think it's worth interfering with their affairs. The may not have written out strategies but at least they target farmer groups and these have both men and women. They hinted on LAVEMP project where they wrote the strategy on pig distribution

	<i>To what extent are strategies developed to address gender dynamics in the value chain? What kind of interventions have been developed and implemented in 2014?</i>	1.0	
A.II.3	The capacity to apply gender analysis tools and frameworks	1.0	
	<i>To what extent are gender analytical frameworks and tools to identify and address gender-based constraints and opportunities in technology and value chain developments in the targeted value chains applied? Which frameworks and tools are normally used?</i>	1.0	
	<i>To what extent does the organization make use of a toolkit or inventory of tools?</i>	1.0	
A.II.4	Providing access to gender (analysis) training for female and male staff	1.0	
	<i>To what extent have all staff received sufficient training on gender (analysis)? How many trainings have they attended? Are the trainings sufficient in quality and quantity?</i>	1	
A.II.5	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	1.0	
	<i>To what extent does the organization understand internal gender dynamics and develops strategies to deal with these, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance? E.g. are affirmative actions necessary and to what extent?</i>	1.0	

Gender responsive programming, budgeting, and implementation			
Definition	The capacity to implement gender responsive programs as planned, to mainstream gender throughout all operations and programs and allocate financial and human resources for it, having a gender sensitive structure and organizational culture, reflected amongst others in an internal gender balance.		
FGD	Discuss the kind of programs that this organization implements, are gender issues taken into consideration? Examples: <ul style="list-style-type: none"> - gendered participation in livestock and fish value chains; - gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations, and breeds; - women's access to markets and control over resources, technologies, labor, power and the benefits of their work; - level and equity in animal source food consumption within poor households; - Preferences of male and female producers for certain breeds; e.t.c 	Current score (1-5)	Comments

B.II.1	The capacity to implement programs in line with national gender policies and frameworks	2.0	More women are represented during trainings sessions because they own the pigs. There is no specific strategy to mainstream gender in all our activities because we don't have capacity too. They even don't know what the national gender policy of Uganda says. The District Community Development Officer carried out a training for departmental heads especially in the targeting and budgeting.
	<i>To what extent does the organization develop and implement programs in line with national gender policies and frameworks? Are national gender policies and frameworks known and studied? In case of (para) governmental agencies: To what extent are the national gender policies implemented and actively communicated and disseminated by the organization?</i>	2	The two is because of the heads of department. The heads however don't pass these information to the staff at lower levels
B.II.2	The capacity to develop gender responsive programs	1.3	No incentives. The DVOs office provided the technical guidance for the Youth Livelihoods project which is under the District Community Development Officer's office
	<i>To what extent does the organization develop programs that are gender responsive? How many projects/programs implemented in the last year have an explicit focus on gender? What kind of projects have been developed last year?</i>	2	
	<i>To what extent is sufficient budget allocated for gender responsive interventions or projects? How much in 2014?</i>	1	
	<i>To what extent are systems, procedures and incentives in place to ensure that all interventions are gender responsive? Give specific examples of each that was used in 2014. Are proposals and reports checked on gender sensitivity? Who checks them?</i>	1	
B.II.3	The capacity to translate research outcomes to define and/or adjust gender responsive programs	3.0	The feed rationing trials especially sweet potato silage study by ILRI and Natalie has helped them find an alternative source of feed and so reduce feed costs. The forage project has also been adopted
	<i>To what extent does the organization use research outcomes from the national research partnership to define and/or adjust gender responsive programs? Which studies have been used? How relevant is research done in LAF program for the organization?</i>	3	
B.II.4	The capacity to ensure that interventions benefit women and men equally	2.3	They just go with what is there. The department has helped farmers to form cooperatives as marketing points
	<i>To what extent, and how does the organization make sure women and men benefit equally from provision of services, inputs, trainings, and technologies? Give examples.</i>	3	
	<i>To what extent, and how does the organization make sure women and men benefit equally from envisaged program impacts such as on the increase of household income, increased farmers' participation in the value chain, improved access and consumption of animal source food, etc.? Give examples.</i>	3	

	<i>Are mechanisms, such as policies and procedures, in place to ensure that interventions benefit women and men? Are they effective, e.g. does all staff understand and implements?</i>	1	
B.II.5	The capacity to sensitize communities on gender issues	1.0	
	<i>To what extent does the organization develop and implement interventions to sensitize women about their rights?</i>	1	
	<i>To what extent does the organization develop and implement interventions to strengthen farmers groups, cooperatives, producer's organizations and associations, with a gender equality perspective? What kind of interventions, e.g. training? With what effect?</i>	1	
B.II.8	Presence of gender experts who have the capacity to develop and implement gender responsive programs	1.0	
	<i>To what extent does the organization have gender experts in place? What are their highest degree specializations (major and minor)?</i>	1	
	<i>To what extent does the organization seek gender expertise from outside? How many were sought in 2014? For how long (weeks) did they render their services?</i>	1	
B.II.6	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1.0	If it's there, we are not aware off
	<i>Do you have a gender policy (a statement/intention on gender equality) developed and in place? Describe it.</i>	1	
	<i>Do you have a gender strategy (a strategic roadmap) developed and in place? Please give us a copy.</i>	1	
	<i>To what extent has your gender mainstreaming policy been implemented? Does everyone know and understand the gender policy?</i>	1	
	<i>To what extent are adequate financial and human resources available to implement the policy? Does it have a special budget to undertake gender related activities?</i>	1	
B.II.9	Position and mandate of dedicated gender staff (expert or focal point)	1.0	
	<i>To what extent do gender experts and/or focal points have a mandate to ensure gender is mainstreamed?</i>	1.0	
B.II.10	Balance between responsibilities of gender experts and general staff members on gender mainstreaming	1.0	
	<i>To what extent responsibilities for gender mainstreaming shared within the organization? Do other staff members have formal responsibilities for integrating gender in their work, e.g. in their job descriptions?</i>	1.0	
B.II.7	The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	1.0	

	<i>To what extent are actions towards a more gender responsive organization implemented? Give specific examples of actions implemented towards a better gender balance in 2014 and with what results?</i>	1	
	<i>To what extent are policies and procedures in place to ensure gender equality in the workplace?</i>	1	

Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyze sex disaggregated data, to monitor and to report on gender responsive programming, specific gender outputs and outcomes, knowledge management, outreach and communication capacity to document stories, blog post and research publications, ensuring wide (social media) outreach on gender responsive programming and its results.		
FGD	Explain the difference between sex-disaggregated data within and beyond the household, and household data disaggregated by household head. Explain the extent to which these two data are useful for gender analysis and the invisibility of women from MHH in data disaggregated by HH head. Explain the definition of gender responsive monitoring, evaluation and learning.	Current score (1-5)	Comments
C.II.1	The capacity to collect, interpret and report on sex- disaggregated data	1.0	
	<i>To what extent does the organization collect sex- disaggregated data?</i>	1	
	<i>To what extent are mechanisms in place to ensure that all data collected is sex disaggregated? What are they?</i>	1	
	<i>To what extent is sex disaggregated data not only collected, but also interpreted and reported on? How many projects reported this in 2014? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in 2014. What analysis was conducted on the data? By whom (qualification)?</i>	1	
C.II.2	Existence and quality of a gender responsive M&E system and ability to use it	1.0	
	<i>To what extent is the M&E system gender responsive? Give a specific example.</i>	1	
	<i>To what extent do reports reflect lessons on changes in gender norms? Please share a gender responsive M&E report and the tools used to collect the data used in the report.</i>	1	
	<i>To what extent are guidelines, tools and methods for gender responsive M&E in place?</i>	1	
C.II.3	Capacity to train other actors on gender responsive M&E	1	
	<i>To what extent does the organization train other actors on gender responsive M&E? How many organizations / persons have been trained?</i>	1	
C.II.4	Access to and production of knowledge documents and publications on gender	1	

	<i>To what extent does the organization collect, develop and make accessible knowledge documents and publications on gender? How many did you publish in 2014? Who provided the gender expertise for each? Can we get one or two copies?</i>	1	
C.II.5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1	
	<i>To what extent does the organization provide gender inputs, perspectives, insights to other organizations' reports and publications? Which organizations in 2014? Who did it? Can we have one or two such reports?</i>	1	

Effective partnerships and advocacy on promoting gender equality			
Definition	The capacity to build coalitions; influence government and external partners, and to advocate for women's rights. The definition of development partnership relationships provided in the development partnerships strategy identifies inspired alignment of independent autonomous organizations that come together for strategic reasons, not financial ones.		
FGD	Make sure that everyone understands the definition of partnerships and advocacy for gender equality. Discussion: Do you have partnerships around gender equality, with other organizations along the value chain, e.g. service providers, producer organizations, development organizations? Do you advocate for gender equality?	Current score (1-5)	Comments
D.II.1	The capacity to advocate for gender equality	1	
	<i>To what extent does the organization participate in advocacy for gender equality? Does the organization aim to influence governmental policies? Provide documented evidence for such participation. Does it have an influence on policy-making at national level? Does it have an influence on regulatory frameworks at local, national levels? In case of (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?</i>	1	
D.II.2	The capacity to develop joint gender advocacy materials with other organizations and use research outcomes and other material to advocate for gender equality in the value chain	1	
	<i>To what extent does the organization develop joint gender advocacy materials with other organizations? What kind of materials were developed? Give examples from 2014.</i>	1	
	<i>To what extent does the organization use research outcomes and other materials to advocate for gender equality in the value chain? Give examples from 2014.</i>	1	
D.II.3	The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	1	

	<i>To what extent does the organization work with government in partnership? Are public-private partnerships in place? Are these partnerships gender responsive, e.g. are gender sensitive/specific organizations included? Are gender issues central to the partnership? In case of (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships?</i>	1	
	<i>Are partnerships with government used for influencing policies? Give an example from 2014.</i>	1	
D.II.4	The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC	1	
	<i>To what extent is gender equality central to partnerships? Are coalitions in place around gender equality in value chains? How many and who are the partners? Are R4D partnerships or collaborations key to any success in promoting gender equality? Which other initiatives have gender capacities?</i>	1	
	<i>To what extent does the organization work with gender-sensitive/ specific organizations? Does it work with women and women groups to address possible gender related constraints (e.g. transportation, mode of payment)</i>	1	
	<i>To what extent does the organization promote gender equality among its partners? Give specific examples from 2014.</i>	1	

Gender and leadership			
Definición	Commitment and accountability to gender equality and women's leadership, and the organization's leadership's capacity to provide adequate vision and guidance to enhance policies on gender mainstreaming.		
FGD	None	Current score (1-5)	Comments
E.II.1	Organization's commitment to gender equality and transforming gender power relations	3.3333333	No incentives for the girl children since the belief from time memorial is that VET course is masculine. Leadership for women is constrained by their reproductive roles e.g. they fear that women may go off on maternity leave and offices are left empty.
	<i>To what extent is the organization's leadership committed to gender equality? Give two specific examples of clear and explicit commitment towards gender equality.</i>	4	
	<i>To what extent is commitment towards gender equality shared throughout the organization? To what extent do staff support gender responsive approaches? What do most staff say about integrating gender?</i>	3	

	<i>To what extent do the organization's culture and values support gender equality? Does the organization value gender-sensitive behavior? Does it demonstrate gender-sensitive behavior? (language used, jokes, material used, etc.)</i>	3	
E.II.2	Organization's leadership / senior management accountability to gender equality and transforming gender power relations	1	
	<i>To what extent is the organization's leadership supportive in the allocation of human and financial resources for gender equality?</i>	1	
	<i>To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?</i>	1	
	<i>To what extent does the organization report on gender equality? Do reports reflect implementation of gender responsive actions?</i>	1	
E.II.3	Organization's vision towards gender equality and transforming gender power relations	1	
	<i>To what extent does the organization have a clear vision towards gender equality? Does gender equality and/or empowerment of women appear in the general vision or mission statement? To what extent does everyone understand and promote the vision?</i>	1	
E.II.4	The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions	1	
	<i>To what extent does the organization develop and implement programs/projects on women's decision-making power and their role in leadership positions? Give an example from 2014.</i>	1	
E.III.3	Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	3	
	<i>To what extent do staff support women's decision-making power and their role in leadership positions?</i>	3	
E.II.5	Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	1	
	<i>To what extent are mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?</i>	1	
E.II.6	Presence of women in leadership (management) and balanced representation	1.3333333	
	<i>To what extent is the organization balanced in terms of female and male representation at all levels?</i>	2	
	<i>What were the numbers of men and women in 2014 at management and middle management level? Is it balanced?</i>	1	2 females and 5 male
	<i>What were the numbers of men and women (see table) in 2014 in different -non managerial - staff positions? Is it balanced?</i>	1	

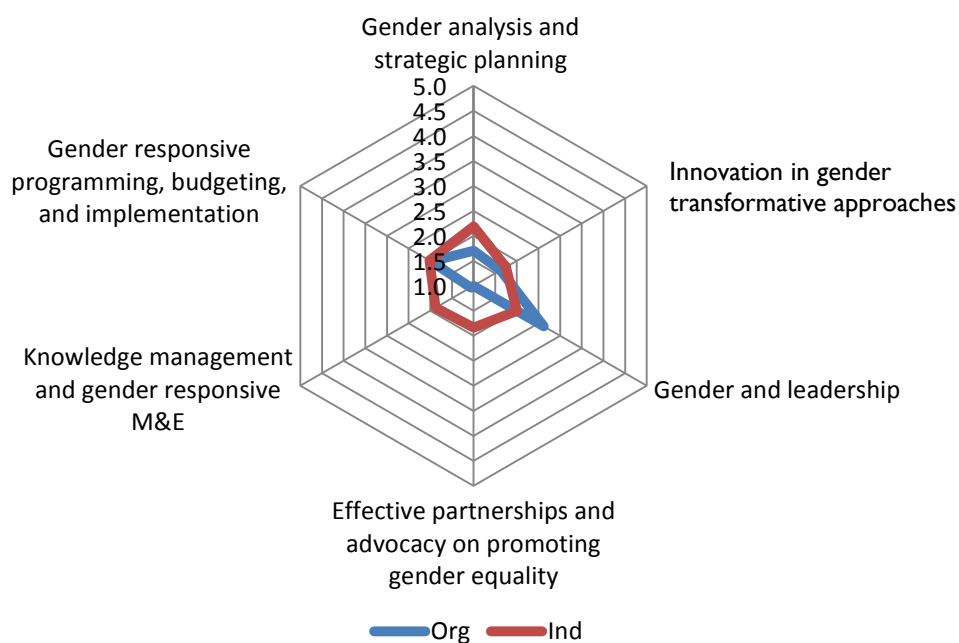
Innovation in gender transformative approaches			
Definition	Innovative and experimental approaches for impact in women's empowerment (from accommodating to transformative), capacity to search for, absorb and share information, knowledge and resources.		
F	Define Gender Transformative Approaches (GTAs), include examples. Discussion: Does the organization have any experience with Gender Transformative Approaches (GTAs)? What are other innovative approaches and methods with regard to gender? Give examples.	Current score (1-5)	Comments
F.II.1	The capacity to apply gender transformative approaches (GTAs)	1	
	<i>To what extent does the organization apply Gender Transformative Approaches (GTAs)? Give specific examples for 2014.</i>	1	
	<i>To what extent are incentives, manuals and procedures in place to ensure that Gender Transformative Approaches (GTAs) are applied?</i>	1	
F.II.2	The capacity to recognize and analyze gender transformative outcomes	1	
	<i>To what extent does the organization recognize Gender Transformative outcomes when they happen? Give specific examples for 2014.</i>	1	
F.II.3	The capacity to document and learn from GTA's	1	
	<i>To what extent does the organization document and learn from Gender Transformative Approaches (GTAs)? Have experiences been documented? Share samples of such documents from 2014.</i>	1	
F.II.4	The capacity to ensure GTA's are used by others and scaled up	1	
	<i>To what extent has the organization scaled up innovative approaches – how many approaches went to scale in 2014? Have these innovations been up scaled by others? Give specific examples from 2014.</i>	1	
Inputs for the Capacity development Strategy			
	Discuss highest and weakest scores and vote to define the priority of importance of capacities: each participant gets 5 votes to indicate which five capacities are more important / relevant according to him / her. Important capacities can include weak capacities that need to be strengthened, as well as existing capacities that need to stay in place. Discuss the outcome of the voting and make a priority listing of 5 – 10 capacities. Discuss and agree for each prioritized capacity how to maintain or strengthen them.		
	Priority capacities to maintain or develop	Desired score (1-5)	Proposal for capacity development
1	Gender analysis and strategic planning: All parameters: Develop policies on capturing systematic data on gender dynamics	2	
2	Knowledge management and gender responsive M &E: all parameters	2	

3	Gender responsive programming, budgeting and implementation	2	
4	Gender and leadership: change staff mindset, balance of men and women recruitment	2	
5	Innovation in gender transformative approaches: moving towards gender transformation	2	

DVO Mukono District

Basic info
Uganda
District Veterinary Office - Mukono District
4th May 2015

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	1.7	2.2
Gender responsive programming, budgeting, and implementation	2.0	2.0
Knowledge management and gender responsive M&E	1.1	1.9
Effective partnerships and advocacy on promoting gender equality	1.0	1.8
Gender and leadership	2.6	2.0
Innovation in gender responsive approaches	1.6	1.8



Top 10 best developed capacities (parameters)	Score
Organization's commitment to gender equality and transforming gender power relations	5
The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions	4
Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	4
The capacity to ensure that interventions benefit women and men equally	4
The capacity to implement programs in line with national gender policies and frameworks	3
The capacity to translate research outcomes to define and/or adjust gender responsive programs	3
The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	3
The capacity to analyze gender dynamics within the value chain	3
The capacity to apply gender analysis tools and frameworks	2

Providing access to gender (analysis) training for female and male staff	2
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Least developed capacities (parameters) (all 1)	Score
The capacity to develop strategies to address gender dynamics in the value chain	1
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	1
Presence of gender experts who have the capacity to develop and implement gender responsive programs	1
Position and mandate of dedicated gender staff (expert or focal point)	1
Balance between responsibilities of gender experts and general staff members on gender mainstreaming	1
Staff's ability to implement gender responsive interventions	1
The capacity to collect, interpret and report on sex- disaggregated data	1
Capacity to train other actors on gender responsive M&E	1
Access to and production of knowledge documents and publications on gender	1
Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1

Narrative
<p>This organization basically focuses its work on production. They usually collect sex-disaggregated which in most cases, it stops at the number of men and women other than the actual gender analysis and budgeting which are usually done at a higher level (ministry of gender). There is lack of coordination and communication with Ministry of gender and ministry of agriculture (Livestock sector) of how to conduct gender work.</p> <p>The ministry of gender is the budget holders for all the gender work and only uses the livestock staff (technical expertise) when it comes to production activities. There is a problem with the central government system as there is no multi-sectoral approach in planning, designing and implementation of gendered programs/activities.</p>

Priority capacities to maintain or develop	Current score	Desired score
The capacity to develop strategies to address gender dynamics in the value chain	1	3
Gender programming and analysis	1	3
Staff's ability to implement gender responsive interventions	1	3
Knowledge management and gender responsive M&E	1	3
To attach/lobby for a gender focal person/expert to the DVO production unit	1	3

Country:	Uganda
Name organization:	District Veterinary Office - Mukono District
Name(s), positions and gender of participating staff:	<ol style="list-style-type: none"> 1. Lule Samuel, Male, Veterinary Officer 2. Kirya Henry, Male, Animal Husbandry Officer 3. Wali Christopher, Male, Agricultural Officer 4. David Kiryabwire, Male, Senior Veterinary Officer 5. Mukasa Mabira, Male, Senior Agricultural Officer 6. Were Peter, Male, Veterinary Officer 7. Stella Namugaya, Female, Animal Husbandry Officer 8. Hosea Kizito, Male, Animal Husbandry Officer 9. Noah Kiwanuka, Male, Veterinary Officer
Interviewer	Violet, Millicent, Robert and Emily
Date	4th May 2015
Time	4 hrs 30 minutes

Notes

This FGD was composed of nine participants (8 male and 1 female)

This office mainly partners with ILRI's Uganda pig value chain in the production node.

The mission of this office is better service provision by increasing incomes.

Much of the office's budget comes from the central government

In Makerere University, the department of women and gender studies should be renamed to "Men and gender studies" because men will not easily enroll for gender courses in such a department since the name denotes it's a women training department.

The participants posited that they find it difficult to differentiate between gender and sex.

Gender analysis and strategic planning			
Definition	The capacity to design and conduct gender analysis within the context of any of the flagships, access to and level of knowledge and experience in applying gender analytical tools and methodologies, and the capacity to use gender analytical data to inform new research and policies and to create new opportunities that can be leveraged to support the program activities and eventual scaling up.		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools.</p> <p>Discussion: what are gender issues in the targeted value chain?</p> <ul style="list-style-type: none"> • Gender division of labor (productive, reproductive, community roles) and roles; • Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources; • Gender differences in decision-making and leadership; • Nature and level of participation of men and women in livestock and fish value chains; • Gender differences in educational level and technical knowledge <p>Give some examples.</p> <p>Are these gender issues analyzed by the organization?</p>	Current score (1-5)	Comments
A.II.1	The capacity to analyze gender dynamics within the value chain	2.5	<p>They do but not fully. In pigs, we ask questions of who does what and you will find it's mainly the men who are involved in pig husbandry because women fear pigs as they are dirty. Men do the construction of pens and providing feeds. Women will just throw vines in the pens. In most parts of Mukono, the most tethered pigs (one or two) are owned by women but when it commercializes via increase in numbers, then men take over the ownership. When women business grows, even the women's behavior changes like</p> <p>They have a gender component even at the reporting level but when it comes to analysis, nothing is done much as it's meant to be done at a higher level. Gender component is just included at the project design just to appease the donor. They have several tools such a SWOT analysis but they have never done gender analysis along the pig value chain. There is a gender officer at the sub-county level who is meant to critically look at the gender issues.</p> <p>This office's tools basically focuses on production. They mainly look at how many men and women have we trained and in most cases, it stops</p>

			<p>at the number of men and women other than the actual gender analysis and budgeting which are usually done at a higher level (ministry of gender). There is lack of coordination and communication with Ministry of gender and ministry of agriculture (Livestock sector) of how to conduct gender work.</p> <p>The ministry of gender is the budget holders for all the gender work and only uses the livestock staff (technical expertise) when it comes to production activities. There is a problem with the central government system as there is no multi-sectoral approach in planning, designing and implementation of gendered programs/activities.</p>
	<p><i>To what extent are gender dynamics within the value chain, including interpreting the various gender roles played by men and women, access to and control of resources and benefits, and other gender issues that enhance or hinder men and women to equitably benefit from the value chain, analyzed and understood by the organization? How does the organization know of these gender issues?</i></p>	<p>2</p>	<p>They do but not fully. In pigs, we ask questions of who does what and you will find it's mainly the men who are involved in pig husbandry because women fear pigs as they are dirty. Men do the construction of pens and providing feeds. Women will just throw vines in the pens. In most parts of Mukono, the most tethered pigs (one or two) are owned by women but when it commercializes via increase in numbers, then men take over the ownership. When women business grows, even the women's behavior changes like</p> <p>They have a gender component even at the reporting level but when it comes to analysis, nothing is done much as it's meant to be done at a higher level. Gender component is just included at the project design just to appease the donor. They have several tools such as a SWOT analysis but they have never done gender analysis along the pig value chain. There is a gender officer at the sub-county level who is meant to critically look at the gender issues.</p> <p>This office's tools basically focus on production. They mainly look at how many men and women have we trained and in most cases, it stops at the number of men and women other than the actual gender analysis and budgeting which are usually done at a higher level (ministry of gender). There is lack of coordination and communication with Ministry of gender and ministry of agriculture (Livestock sector) of how to</p>

			<p>conduct gender work.</p> <p>The ministry of gender is the budget holders for all the gender work and only uses the livestock staff (technical expertise) when it comes to production activities. There is a problem with the central government system as there is no multi-sectoral approach in planning, designing and implementation of gendered programs/activities.</p>
	<i>To what extent are incentives and procedures in place to ensure that staff applies gender analysis in their work? To what extent do staff always apply gender analysis in their work, e.g. before starting a project or intervention? Are projects checked on the existence and quality of gender analysis?</i>	3	
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	1.0	The budget they receive does not encompass the gender element. Gender is just done at the appraisal level.
	<i>To what extent are strategies developed to address gender dynamics in the value chain? What kind of interventions have been developed and implemented in 2014?</i>	1.0	
A.II.3	The capacity to apply gender analysis tools and frameworks	2.0	Worked in conjunction with ILRI and used tools on gender roles and responsibilities, decision making wheel, activity clock. This was in 2013. They need to be updated on how to use the above mentioned tools.
	<i>To what extent are gender analytical frameworks and tools to identify and address gender-based constraints and opportunities in technology and value chain developments in the targeted value chains applied? Which frameworks and tools are normally used?</i>	2.0	
	<i>To what extent does the organization make use of a toolkit or inventory of tools?</i>	2.0	
A.II.4	Providing access to gender (analysis) training for female and male staff	2.0	They had some trainings in gender under the National agricultural advisory services (NAADS). This was because it was a donor requirement. As an organization, they are not all at the same level in terms of gender skills.

	<i>To what extent have all staff received sufficient training on gender (analysis)? How many trainings have they attended? Are the trainings sufficient in quality and quantity?</i>	2	
A.II.5	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	1.0	
	<i>To what extent does the organization understand internal gender dynamics and develops strategies to deal with these, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance? E.g. are affirmative actions necessary and to what extent?</i>	1.0	

Gender responsive programming, budgeting, and implementation			
Definition	The capacity to implement gender responsive programs as planned, to mainstream gender throughout all operations and programs and allocate financial and human resources for it, having a gender sensitive structure and organizational culture, reflected amongst others in an internal gender balance.		
FGD	Discuss the kind of programs that this organization implements, are gender issues taken into consideration? Examples: <ul style="list-style-type: none"> - gendered participation in livestock and fish value chains; - gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations, and breeds; - women's access to markets and control over resources, technologies, labor, power and the benefits of their work; - level and equity in animal source food consumption within poor households; - Preferences of male and female producers for certain breeds; etc 	Current score (1-5)	Comments
B.II.1	The capacity to implement programs in line with national gender policies and frameworks	3.0	Uganda has national policies on gender. In production, gender is usually seen a minor issue. Reports submitted to the higher level scale in the ministry have to be gendered
	<i>To what extent does the organization develop and implement programs in line with national gender policies and frameworks? Are national gender policies and frameworks known and studied? In case of (para) governmental agencies: To what extent are the national gender policies implemented and actively communicated and disseminated by the organization?</i>	3	
B.II.2	The capacity to develop gender responsive programs	1.3	In collaboration with ILRI, they brought out gender issues that informed the development of training manual in the pig VC. Only one participant scored 1. Gender is never budgeted for.

	<i>To what extent does the organization develop programs that are gender responsive? How many projects/programs implemented in the last year have an explicit focus on gender? What kind of projects have been developed last year?</i>	2	
	<i>To what extent is sufficient budget allocated for gender responsive interventions or projects? How much in 2014?</i>	1	
	<i>To what extent are systems, procedures and incentives in place to ensure that all interventions are gender responsive? Give specific examples of each that was used in 2014. Are proposals and reports checked on gender sensitivity? Who checks them?</i>	1	
B.II.3	The capacity to translate research outcomes to define and/or adjust gender responsive programs	3.0	They always use research findings e.g. findings from ILRI showed and informed them that pork was not inspected in Mukono thus the staff were assigned places where they should go for inspection.
	<i>To what extent does the organization use research outcomes from the national research partnership to define and/or adjust gender responsive programs? Which studies have been used? How relevant is research done in LAF program for the organization?</i>	3	
B.II.4	The capacity to ensure that interventions benefit women and men equally	3.7	<p>They don't discriminate when the men and women demand for production services, including inputs, training and technologies. At the starting point, women, youths and People with disabilities were given piglets for close to three continuous years.</p> <p>They help both men and women do have increased productivity, and even help them get the markets for pork.</p> <p>Consumption of pork in Uganda is culturally stigmatized as women are not supposed to eat. Pork consumption in Uganda is gendered in that men usually go out (leaving behind their wives and children) to eat pork (it's like going out to watch football). One must be careful when buying and eating pork because it's abnormal.</p> <p>The mandate of this production office in Mukono is to improve the well-being of households. Pigs are living banks as they can easily be converted into money. Pigs keeping is like a factory of recycling of left overs because women and men collect all the residues around in order to feed them so that they get pork.</p>
	<i>To what extent, and how does the organization make sure women and men benefit equally from provision of services, inputs, trainings, and technologies? Give examples.</i>	4	

	<i>To what extent, and how does the organization make sure women and men benefit equally from envisaged program impacts such as on the increase of household income, increased farmers' participation in the value chain, improved access and consumption of animal source food, etc? Give examples.</i>	4	
	<i>Are mechanisms, such as policies and procedures, in place to ensure that interventions benefit women and men? Are they effective, e.g. does all staff understand and implements?</i>	3	
B.II.5	The capacity to sensitize communities on gender issues	2.0	They have never done anything concerning women rights. They have worked with ILRI on farmer groups.
	<i>To what extent does the organization develop and implement interventions to sensitize women about their rights?</i>	1	
	<i>To what extent does the organization develop and implement interventions to strengthen farmers groups, cooperatives, producer's organizations and associations, with a gender equality perspective? What kind of interventions, e.g. training? With what effect?</i>	3	
B.II.8	Presence of gender experts who have the capacity to develop and implement gender responsive programs	1.0	They don't have a gender expert and have never hired a gender consultant
	<i>To what extent does the organization have gender experts in place? What are their highest degree specializations (major and minor)?</i>	1	
	<i>To what extent does the organization seek gender expertise from outside? How many were sought in 2014? For how long (weeks) did they render their services?</i>	1	
B.II.6	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1.8	They are mandated to ensure that at least 1/3 of the what is done goes to women and youth
	<i>Do you have a gender policy (a statement/intention on gender equality) developed and in place? Describe it.</i>	2	
	<i>Do you have a gender strategy (a strategic roadmap) developed and in place? Please give us a copy.</i>	2	
	<i>To what extent has your gender mainstreaming policy been implemented? Does everyone know and understand the gender policy?</i>	2	
	<i>To what extent are adequate financial and human resources available to implement the policy? Does it have a special budget to undertake gender related activities?</i>	1	
B.II.9	Position and mandate of dedicated gender staff (expert or focal point)	1.0	
	<i>To what extent do gender experts and/or focal points have a mandate to ensure gender is mainstreamed?</i>	1.0	
B.II.10	Balance between responsibilities of gender experts and general staff members on gender mainstreaming	1.0	

	<i>To what extent responsibilities for gender mainstreaming shared within the organization? Do other staff members have formal responsibilities for integrating gender in their work, e.g. in their job descriptions?</i>	1.0	
B.II.7	The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	3.0	They ensure gender mainstreaming is in place according to the gender national policies
	<i>To what extent are actions towards a more gender responsive organization implemented? Give specific examples of actions implemented towards a better gender balance in 2014 and with what results?</i>	3	
	<i>To what extent are policies and procedures in place to ensure gender equality in the workplace?</i>	3	

Knowledge management and gender responsive M&E

Definition	The capacity to collect and analyze sex disaggregated data, to monitor and to report on gender responsive programming, specific gender outputs and outcomes, knowledge management, outreach and communication capacity to document stories, blog post and research publications, ensuring wide (social media) outreach on gender responsive programming and its results.		
FGD	Explain the difference between sex-disaggregated data within and beyond the household, and household data disaggregated by household head. Explain the extent to which these two data are useful for gender analysis and the invisibility of women from MHH in data disaggregated by HH head. Explain the definition of gender responsive monitoring, evaluation and learning.	Current score (1-5)	Comments
C.II.1	The capacity to collect, interpret and report on sex- disaggregated data	1.0	They have the capacity but they are not yet there in put actions into practice. This assessment is now informing them on what they are meant to do. They only do it when they are working with ILRI. Monthly reports are usually gender blind while the quarterly reports (at planning level) are usually gender aware.
	<i>To what extent does the organization collect sex- disaggregated data?</i>	1	
	<i>To what extent are mechanisms in place to ensure that all data collected is sex disaggregated? What are they?</i>	1	
	<i>To what extent is sex disaggregated data not only collected, but also interpreted and reported on? How many projects reported this in 2014? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in 2014. What analysis was conducted on the data? By whom (qualification)?</i>	1	

C.II.2	Existence and quality of a gender responsive M&E system and ability to use it	1.3	They have an M&E tool which is usually tailored towards what the ministry is looking for
	<i>To what extent is the M&E system gender responsive? Give a specific example.</i>	2	
	<i>To what extent do reports reflect lessons on changes in gender norms? Please share a gender responsive M&E report and the tools used to collect the data used in the report.</i>	1	
	<i>To what extent are guidelines, tools and methods for gender responsive M&E in place?</i>	1	
C.II.3	Capacity to train other actors on gender responsive M&E	1	
	<i>To what extent does the organization train other actors on gender responsive M&E? How many organizations / persons have been trained?</i>	1	
C.II.4	Access to and production of knowledge documents and publications on gender	1	
	<i>To what extent does the organization collect, develop and make accessible knowledge documents and publications on gender? How many did you publish in 2014? Who provided the gender expertise for each? Can we get one or two copies?</i>	1	
C.II.5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1	
	<i>To what extent does the organization provide gender inputs, perspectives, insights to other organizations' reports and publications? Which organizations in 2014? Who did it? Can we have one or two such reports?</i>	1	

Effective partnerships and advocacy on promoting gender equality			
Definition	The capacity to build coalitions; influence government and external partners, and to advocate for women's rights. The definition of development partnership relationships provided in the development partnerships strategy identifies inspired alignment of independent autonomous organizations that come together for strategic reasons, not financial ones.		
FGD	Make sure that everyone understands the definition of partnerships and advocacy for gender equality. Discussion: Do you have partnerships around gender equality, with other organizations along the value chain, e.g. service providers, producer organizations, development organizations? Do you advocate for gender equality?	Current score (1-5)	Comments
D.II.1	The capacity to advocate for gender equality	1	Emerging gender issues at the District level are handled by the district gender expert. They don't have a mandate to advocate for gender equality as a livestock department.
	<i>To what extent does the organization participate in advocacy for gender equality? Does the organization aim to influence governmental policies? Provide documented evidence for such participation. Does it have an influence on policy-</i>	1	

	<i>making at national level? Does it have an influence on regulatory frameworks at local, national levels? In case of (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?</i>		
D.II.2	The capacity to develop joint gender advocacy materials with other organizations and use research outcomes and other material to advocate for gender equality in the value chain	1	
	<i>To what extent does the organization develop joint gender advocacy materials with other organizations? What kind of materials were developed? Give examples from 2014.</i>	1	
	<i>To what extent does the organization use research outcomes and other materials to advocate for gender equality in the value chain? Give examples from 2014.</i>	1	
D.II.3	The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	1	
	<i>To what extent does the organization work with government in partnership? Are public-private partnerships in place? Are these partnerships gender responsive, e.g. are gender sensitive/specific organizations included? Are gender issues central to the partnership? In case of (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships?</i>	1	
	<i>Are partnerships with government used for influencing policies? Give an example from 2014.</i>	1	
D.II.4	The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC	1	
	<i>To what extent is gender equality central to partnerships? Are coalitions in place around gender equality in value chains? How many and who are the partners? Are R4D partnerships or collaborations key to any success in promoting gender equality? Which other initiatives have gender capacities?</i>	1	
	<i>To what extent does the organization work with gender-sensitive/ specific organizations? Does it work with women and women groups to address possible gender related constraints (e.g. transportation, mode of payment)</i>	1	
	<i>To what extent does the organization promote gender equality among its partners? Give specific examples from 2014.</i>	1	

Gender and leadership			
Definición	Commitment and accountability to gender equality and women's leadership, and the organization's leadership's capacity to provide adequate vision and guidance to enhance policies on gender mainstreaming.		

FGD	None	Current score (1-5)	Comments
E.II.1	Organization's commitment to gender equality and transforming gender power relations	5	DVO Mukono is an equal opportunity employer; there are no specific jobs designed for female and male staff. They have an office policy that is guided by the public service policy on harassment and discrimination. It the training that leads to staffing. When jobs are advised, mostly women are encourage to apply. They have a code of conduct on sexual harassment as an organization
	<i>To what extent is the organization's leadership committed to gender equality? Give two specific examples of clear and explicit commitment towards gender equality.</i>	5	
	<i>To what extent is commitment towards gender equality shared throughout the organization? To what extent do staff support gender responsive approaches? What do most staff say about integrating gender?</i>	5	
	<i>To what extent do the organization's culture and values support gender equality? Does the organization value gender-sensitive behavior? Does it demonstrate gender-sensitive behavior? (language used, jokes, material used, etc.)</i>	5	
E.II.2	Organization's leadership / senior management accountability to gender equality and transforming gender power relations	1.6666667	Gender analysis just end at figures, no deeper analysis is done
	<i>To what extent is the organization's leadership supportive in the allocation of human and financial resources for gender equality?</i>	1	
	<i>To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?</i>	2	
	<i>To what extent does the organization report on gender equality? Do reports reflect implementation of gender responsive actions?</i>	2	
E.II.3	Organization's vision towards gender equality and transforming gender power relations	1	Vision and mission statements are geared towards production
	<i>To what extent does the organization have a clear vision towards gender equality? Does gender equality and/or empowerment of women appear in the general vision or mission statement? To what extent does everyone understand and promote the vision?</i>	1	
E.II.4	The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions	4	The female staff in the DVO is in charge of the Sub-County activities

	<i>To what extent does the organization develop and implement programs/projects on women's decision-making power and their role in leadership positions? Give an example from 2014.</i>	4	
E.III.3	Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	4	
	<i>To what extent do staff support women's decision-making power and their role in leadership positions?</i>	4	
E.II.5	Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	1	It's outside their mandate.
	<i>To what extent are mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?</i>	1	
E.II.6	Presence of women in leadership (management) and balanced representation	1.6666667	2/9 of the staff are female; No women at all in 2014
	<i>To what extent is the organization balanced in terms of female and male representation at all levels?</i>	3	
	<i>What were the numbers of men and women in 2014 at management and middle management level? Is it balanced?</i>	1	
	<i>What were the numbers of men and women (see table) in 2014 in different -non managerial - staff positions? Is it balanced?</i>	1	

Innovation in gender transformative approaches			
Definition	Innovative and experimental approaches for impact in women's empowerment (from accommodating to transformative), capacity to search for, absorb and share information, knowledge and resources.		
FGD	Define Gender Transformative Approaches (GTAs), include examples. Discussion: Does the organization have any experience with Gender Transformative Approaches (GTAs)? What are other innovative approaches and methods with regard to gender? Give examples.	Current score (1-5)	Comments
F.II.1	The capacity to apply gender transformative approaches (GTAs)	1.5	Given that women don't usually own land, DVO usually encourages women to rear pigs since they don't really need land to dwell on.
	<i>To what extent does the organization apply Gender Transformative Approaches (GTAs)? Give specific examples for 2014.</i>	2	
	<i>To what extent are incentives, manuals and procedures in place to ensure that Gender Transformative Approaches (GTAs) are applied?</i>	1	
F.II.2	The capacity to recognize and analyze gender transformative outcomes	2	Women who now rear pigs now are able to pay school fees for their children without their husband's input. Through collective action (women groups) women are now able to join SACCO and save from the pig income. At the household level, the men are now letting out

			their wives to attend piggery trainings since they understand the benefits that will accrue. They need more advanced ways of tracking such outcomes.
	<i>To what extent does the organization recognize Gender Transformative outcomes when they happen? Give specific examples for 2014.</i>	2	
F.II.3	The capacity to document and learn from GTA's	2	They have written some reports that this office needs more capacity on how to write/document. Some of the transformations are not usually in the production field thus might not be documented in their reports. They need to know indicators that are needed in order to measure the change in the capacity development.
	<i>To what extent does the organization document and learn from Gender Transformative Approaches (GTAs)? Have experiences been documented? Share samples of such documents from 2014.</i>	2	
F.II.4	The capacity to ensure GTA's are used by others and scaled up	1	It has not happened yet. The innovation platforms in the pig value chain is very slow as it does not involve both the stakeholders and the main actors.
	<i>To what extent has the organization scaled up innovative approaches – how many approaches went to scale in 2014? Have these innovations been up scaled by others? Give specific examples from 2014.</i>	1	

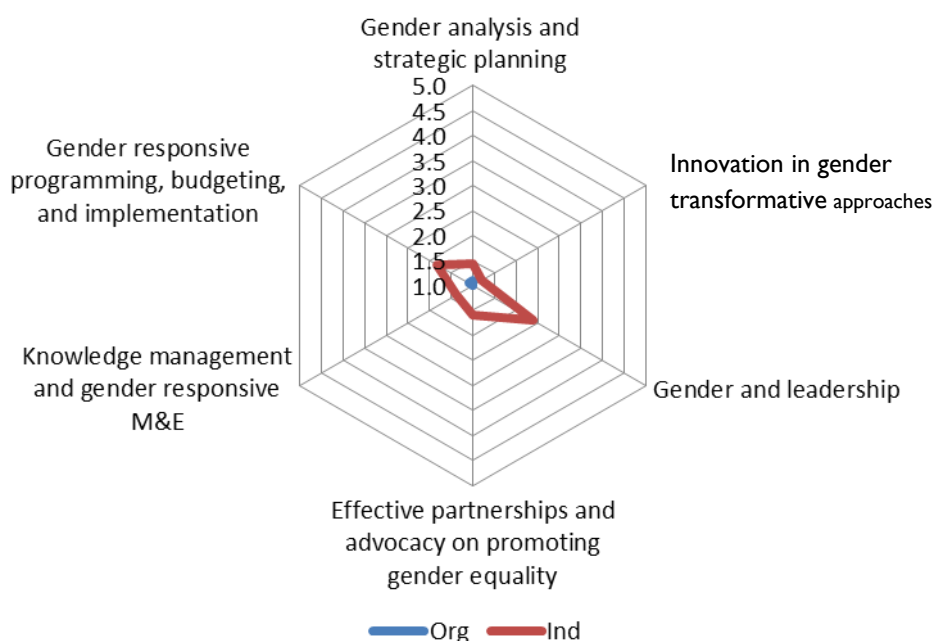
Inputs for the Capacity development Strategy

	Discuss highest and weakest scores and vote to define the priority of importance of capacities: each participant gets 5 votes to indicate which five capacities are more important / relevant according to him / her. Important capacities can include weak capacities that need to be strengthened, as well as existing capacities that need to stay in place. Discuss the outcome of the voting and make a priority listing of 5 – 10 capacities. Discuss and agree for each prioritized capacity how to maintain or strengthen them.		
	Priority capacities to maintain or develop	Desired score (1-5)	Proposal for capacity development
1	The capacity to develop strategies to address gender dynamics in the value chain	3	
2	Gender programming and analysis	3	
3	Staff's ability to implement gender responsive interventions	3	
4	Knowledge management and gender responsive M&E	3	
5	To attach/lobby for a gender focal person/expert to the DVO production unit	3	

Pig Production and Marketing Limited

Basic info	
Uganda	
PIG PRODUCTION AND MARKETING LIMITED (PPM)	
2nd May 2015	

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	1.1	1.4
Gender responsive programming, budgeting, and implementation	1.1	1.8
Knowledge management and gender responsive M&E	1.0	1.4
Effective partnerships and advocacy on promoting gender equality	1.0	1.6
Gender and leadership	1.0	2.4
Innovation in gender transformative approaches	1.0	1.2



Top 10 best developed capacities (parameters)- only those with more than 1 score are included here	Score
The capacity to translate research outcomes to define and/or adjust gender responsive programs	2
The capacity to apply gender analysis tools and frameworks	1.5
Gender analysis and strategic planning	1.1
Gender responsive programming, budgeting, and implementation	1.0909091

Least developed capacities (parameters) (all 1)	Score
The capacity to analyze gender dynamics within the value chain	1
The capacity to develop strategies to address gender dynamics in the value chain	1
Providing access to gender (analysis) training for female and male staff	1
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	1
The capacity to implement programs in line with national gender policies and frameworks	1
The capacity to develop gender responsive programs	1
The capacity to ensure that interventions benefit women and men equally	1
The capacity to sensitize communities on gender issues	1

Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1
The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	1

Narrative
This is a business enterprise with their sole purpose being to make profit. They are very weak in the core gender capacities and they also lack the resources (both financial and human) to pursue any analysis of gender issues. Currently most gender capacities here are non-existent, and developing them will need more than short-term, one-off training in gender.

Priority capacities to maintain or develop	Current score	Desired score
Build organizational capacity to carry out gender analysis	1	3
ILRI to support PPM to come up with innovation and specific ways of how to integrate gender in all activities	1	3
Gender responsive budgeting- which budget and where to effect gender in it	1	2
Support for design and implementation of gender responsive programs	1	2
Gender analysis to identify specific issues along the pig value chain from production to slaughter, marketing etc.	1	3

Proposal for capacity development
Proposed training in gender capacities, funds mobilization to do gender work
Proposed more collaborations with local NGOs working on gender integration into piggery work
Enterprise to raise funds and train women in piggery and income generation

Country:	Uganda
Name organization:	PIG PRODUCTION AND MARKETING LIMITED (PPM)
Name(s), positions and gender of participating staff:	Dan, Male, Field Veterinarian Allen, Female, Administrative Assistant Christopher, Male, Production Manager Isaac, Male, Patrick, Male,
Interviewer	Millicent and Robert
Date	2nd May 2015
Time	Start time: 0900 hrs
Notes	<p>This assessment was composed of 5 participants (4 male and 1 female). PPM is a private sector profit making organization. It mainly deals with pig production advisory and consultancy services, breeding pigs, and pig farm marketing services. Since 2011, PPM has had informal partnership with ILRI when it comes to conducting rapid assessment/benchmarking activities i.e. with the FEAST tool, conducting trainings and training manuals. PPM mainly engages men in their work since most women don't show interest in piggery work (slaughtering, sales and marketing). Women engaging as transporters (motorcyclists) is not possible because this domain is energy demanding and can lead to infertility. Even climbing trees is not allowed for women since when they become pregnant, it becomes difficult to push the baby.</p> <p>In Northern Uganda, men are very weak and redundant. Women have taken up their activities. Thus, low income men from this region really appreciate and are proud of their women.</p> <p>PPM has never been keen about gender issues in their activities/daily business. They therefore don't have capacity to conduct a gender analysis, dedicated gender budget etc. PPM is aware</p>

of the gender issues in the pig VC but the problem is lack of financial resources to train and carry out gender sensitization the smallholder farmers.

In terms of the pig enterprise, women are seen/involved at the production stage while men come in at the marketing and sharing of benefit/income node

If a budget is dedicated for gender work, PPM can take men and women smallholder farmers to demonstration farms so that they can learn new knowledge and skills on pig farming since piggery is mostly done as a backyard farming activity. The average weight for pigs/porkers is 30kg which goes of 180,000 Uganda Shillings. According to the Production manager, they have few male staff because of the nature of the work (slaughtering and carrying meat)--social construct and also low academic qualifications issues. The female participant perceived that being a taxi driver and other heavy/masculine tasks has serious side effects. She feared becoming muscular--that the body becomes like a stone. She also feared that climbing trees etc is hectic and thinks that this might be very difficult during child birth. Two ladies/older women operate as taxi conductors in Kampala but have children.

Gender analysis and strategic planning			
Definition	The capacity to design and conduct gender analysis within the context of any of the flagships, access to and level of knowledge and experience in applying gender analytical tools and methodologies, and the capacity to use gender analytical data to inform new research and policies and to create new opportunities that can be leveraged to support the program activities and eventual scaling up.		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools. Discussion: what are gender issues in the targeted value chain?</p> <ul style="list-style-type: none"> • Gender division of labor (productive, reproductive, community roles) and roles; • Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources; • Gender differences in decision-making and leadership; • Nature and level of participation of men and women in livestock and fish value chains; • Gender differences in educational level and technical knowledge <p>Give some examples. Are these gender issues analyzed by the organization?</p>	Current score (1-5)	Comments
A.II.1	The capacity to analyze gender dynamics within the value chain	1.0	There was a very strong agreement. All 5 participants said "No". No strategy or plan of work/action on gender dynamics, PPM is has never focused on engendering their activities.
	<i>To what extent are gender dynamics within the value chain, including interpreting the various gender roles played by men and women, access to and control of resources and benefits, and other gender issues that enhance or hinder men and women to equitably benefit from the value chain, analyzed and understood by the organization? How does the organization know of these gender issues?</i>	1	
	<i>To what extent are incentives and procedures in place to ensure that staff applies gender analysis in their work? To what extent do staff always apply gender analysis in their work, e.g. before starting a project or intervention? Are projects checked on the existence and quality of gender analysis?</i>	1	
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	1.0	There was a very strong agreement. All 5 participants said "No". No strategy or plan of work/action on gender dynamics, PPM is has never focused on engendering their activities.
	<i>To what extent are strategies developed to address gender dynamics in the value chain? What kind of interventions have been developed and implemented in 2014?</i>	1.0	
A.II.3	The capacity to apply gender analysis tools and frameworks	1.5	
	<i>To what extent are gender analytical frameworks and tools to identify and address gender-based constraints and opportunities in technology and value chain developments in the targeted value chains applied? Which frameworks and tools are normally used?</i>	1.0	

	<i>To what extent does the organization make use of a toolkit or inventory of tools?</i>	2.0	
A.II.4	Providing access to gender (analysis) training for female and male staff	1.0	
	<i>To what extent have all staff received sufficient training on gender (analysis)? How many trainings have they attended? Are the trainings sufficient in quality and quantity?</i>	1	
A.II.5	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	1.0	
	<i>To what extent does the organization understand internal gender dynamics and develops strategies to deal with these, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance? E.g. are affirmative actions necessary and to what extent?</i>	1.0	

Gender responsive programming, budgeting, and implementation			
Definition	The capacity to implement gender responsive programs as planned, to mainstream gender throughout all operations and programs and allocate financial and human resources for it, having a gender sensitive structure and organizational culture, reflected amongst others in an internal gender balance.		
FGD	Discuss the kind of programs that this organization implements, are gender issues taken into consideration? Examples: <ul style="list-style-type: none"> - gendered participation in livestock and fish value chains; - gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations, and breeds; - women's access to markets and control over resources, technologies, labor, power and the benefits of their work; - level and equity in animal source food consumption within poor households; - Preferences of male and female producers for certain breeds; etc 	Current score (1-5)	Comments
B.II.1	The capacity to implement programs in line with national gender policies and frameworks	1.0	Truthfully, there is no budget for gender issues as they don't focus on it. But if they know the specific gender needs to address and a budget is available, PPM can comfortably integrate gender in their work. They need a budget to test gendered assessment tools on role and division of labour, access and control over piggery resources; sharing of benefits and decision making (power relation over control of pig income).The PPM production manager emphasized that a budget is necessary to help them train men and women on the sharing of benefits from pig production. The budget can also facilitated experience sharing where by the men and women smallholder pig farmers are taken to learn from those with commercialized pig farms
	<i>To what extent does the organization develop and implement programs in line with national gender policies and frameworks? Are national gender policies and frameworks known and studied? In case of (para) governmental agencies: To what extent are the national gender policies implemented and actively communicated and disseminated by the organization?</i>	1	

B.II.2	The capacity to develop gender responsive programs	1.0	
	<i>To what extent does the organization develop programs that are gender responsive? How many projects/programs implemented in the last year have an explicit focus on gender? What kind of projects have been developed last year?</i>	1	
	<i>To what extent is sufficient budget allocated for gender responsive interventions or projects? How much in 2014?</i>	1	
	<i>To what extent are systems, procedures and incentives in place to ensure that all interventions are gender responsive? Give specific examples of each that was used in 2014. Are proposals and reports checked on gender sensitivity? Who checks them?</i>	1	
B.II.3	The capacity to translate research outcomes to define and/or adjust gender responsive programs	2.0	
	<i>To what extent does the organization use research outcomes from the national research partnership to define and/or adjust gender responsive programs? Which studies have been used? How relevant is research done in LAF program for the organization?</i>	2	Some research-field findings especially recommendations by ILRI are used for business planning but not gender
B.II.4	The capacity to ensure that interventions benefit women and men equally	1.0	
	<i>To what extent, and how does the organization make sure women and men benefit equally from provision of services, inputs, trainings, and technologies? Give examples.</i>	1	
	<i>To what extent, and how does the organization make sure women and men benefit equally from envisaged program impacts such as on the increase of household income, increased farmers' participation in the value chain, improved access and consumption of animal source food, etc? Give examples.</i>	1	
	<i>Are mechanisms, such as policies and procedures, in place to ensure that interventions benefit women and men? Are they effective, e.g. does all staff understand and implements?</i>	1	
B.II.5	The capacity to sensitize communities on gender issues	1.0	
	<i>To what extent does the organization develop and implement interventions to sensitize women about their rights?</i>	1	
	<i>To what extent does the organization develop and implement interventions to strengthen farmers groups, cooperatives, producer's organizations and associations, with a gender equality perspective? What kind of interventions, e.g. training? With what effect?</i>	1	
B.II.8	Presence of gender experts who have the capacity to develop and implement gender responsive programs	1.0	
	<i>To what extent does the organization have gender experts in place? What are their highest degree specializations (major and minor)?</i>	1	
	<i>To what extent does the organization seek gender expertise from outside? How many were sought in 2014? For how long (weeks) did they render their services?</i>	1	
B.II.6	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1.0	

	<i>Do you have a gender policy (a statement/intention on gender equality) developed and in place? Describe it.</i>	1	
	<i>Do you have a gender strategy (a strategic roadmap) developed and in place? Please give us a copy.</i>	1	
	<i>To what extent has your gender mainstreaming policy been implemented? Does everyone know and understand the gender policy?</i>	1	
	<i>To what extent are adequate financial and human resources available to implement the policy? Does it have a special budget to undertake gender related activities?</i>	1	
B.II.9	Position and mandate of dedicated gender staff (expert or focal point)	1.0	
	<i>To what extent do gender experts and/or focal points have a mandate to ensure gender is mainstreamed?</i>	1.0	
B.II.10	Balance between responsibilities of gender experts and general staff members on gender mainstreaming	1.0	
	<i>To what extent responsibilities for gender mainstreaming shared within the organization? Do other staff members have formal responsibilities for integrating gender in their work, e.g. in their job descriptions?</i>	1.0	
B.II.7	The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	1.0	
	<i>To what extent are actions towards a more gender responsive organization implemented? Give specific examples of actions implemented towards a better gender balance in 2014 and with what results?</i>	1	
	<i>To what extent are policies and procedures in place to ensure gender equality in the workplace?</i>	1	

Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyze sex disaggregated data, to monitor and to report on gender responsive programming, specific gender outputs and outcomes, knowledge management, outreach and communication capacity to document stories, blog post and research publications, ensuring wide (social media) outreach on gender responsive programming and its results.		
FGD	Explain the difference between sex-disaggregated data within and beyond the household, and household data disaggregated by household head. Explain the extent to which these two data are useful for gender analysis and the invisibility of women from MHH in data disaggregated by HH head. Explain the definition of gender responsive monitoring, evaluation and learning.	Current score (1-5)	Comments
C.II.1	The capacity to collect, interpret and report on sex- disaggregated data	1.0	They have records but are not sex disaggregated. They are planning to revise the recording sheets/forms to include the sex of the clients/customers-the purpose of these records are for tracking the

			sources of the pigs purchased. The organization does carry out any research.
	<i>To what extent does the organization collect sex- disaggregated data?</i>	1	
	<i>To what extent are mechanisms in place to ensure that all data collected is sex disaggregated? What are they?</i>	1	
	<i>To what extent is sex disaggregated data not only collected, but also interpreted and reported on? How many projects reported this in 2014? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in 2014. What analysis was conducted on the data? By whom (qualification)?</i>	1	
C.II.2	Existence and quality of a gender responsive M&E system and ability to use it	1.0	They don't have but they will start on keeping sex disaggregated records. To develop a check list on: who sold/brought the pigs, where are they from, who received the payment etc.
	<i>To what extent is the M&E system gender responsive? Give a specific example.</i>	1	
	<i>To what extent do reports reflect lessons on changes in gender norms? Please share a gender responsive M&E report and the tools used to collect the data used in the report.</i>	1	
	<i>To what extent are guidelines, tools and methods for gender responsive M&E in place?</i>	1	
C.II.3	Capacity to train other actors on gender responsive M&E	1	They don't do anything on research unless the information is business related, though they use ILRI 's information when planning
	<i>To what extent does the organization train other actors on gender responsive M&E? How many organizations / persons have been trained?</i>	1	
C.II.4	Access to and production of knowledge documents and publications on gender	1	
	<i>To what extent does the organization collect, develop and make accessible knowledge documents and publications on gender? How many did you publish in 2014? Who provided the gender expertise for each? Can we get one or two copies?</i>	1	
C.II.5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1	
	<i>To what extent does the organization provide gender inputs, perspectives, insights to other organizations' reports and publications? Which organizations in 2014? Who did it? Can we have one or two such reports?</i>	1	

Effective partnerships and advocacy on promoting gender equality			
Definition	The capacity to build coalitions; influence government and external partners, and to advocate for women's rights. The definition of development partnership relationships provided in the development partnerships strategy identifies inspired alignment of independent autonomous organizations that come together for strategic reasons, not financial ones.		
FGD	Make sure that everyone understands the definition of partnerships and advocacy for gender equality. Discussion: Do you have partnerships around gender equality, with other organizations along the value chain, e.g. service providers, producer organizations, development organizations? Do you advocate for gender equality?	Current score (1-5)	Comments
D.II.1	The capacity to advocate for gender equality	1	<p>Though PPM does not deal with gender issues as an organization, they partner and work with partners such as ILRI, Netherlands Embassy and many other private companies that deal with feeds and drugs to ensure that the products reach the farmers. Given that this is now a learning experience to PPM, they feel that they can suggest to partners to support them undertake capacity building activities to farmers in groups at each stage of piggery farming. They are strongly promoting collective farmer group organization or village groups so as to show them the viable opportunities of belonging to a group, though it's not easy as it needs time to convince them as they believe in free things. The problem is that the government usually gives them free things thus a contributing to farmers mindsets about just receiving free things. Politics in Uganda is very strong and farmers will not listen if you are not giving free things.</p> <p>PPM proposed that to deal with the above issue, they can to start at least with 5 or 3 groups, help them out then they become role models to other farmers who can start to see change happen. We can help them with capital and other few resources.</p> <p>There are almost no pig markets in Uganda because its primitive to talk about eating pork as its backward, shaggy, no proper abattoirs, when transporting pigs you must ensure the vehicle is covered so that they are not seen. People hide when consuming the pork. PPM have T-shirts with pigs branded on them so that they promote piggery though the Muslims don't advocate for such a venture.</p> <p>If we can provide start-up capital to women, they can increase the supply of pigs by producing more. A challenge also facing the consumption of pork, is that its more expensive compared to other meat products. If a man (who mostly do it) slaughters a pig, the he will</p>

			rather let his family consume the legs because the rest of the meat is money, which should be sold. If it was a woman who took a pig to the abattoir, she can ensure that part of the good/lean meat other than the legs goes back to her household members for consumption.
	<i>To what extent does the organization participate in advocacy for gender equality? Does the organization aim to influence governmental policies? Provide documented evidence for such participation. Does it have an influence on policy-making at national level? Does it have an influence on regulatory frameworks at local, national levels? In case of (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?</i>	1	
D.II.2	The capacity to develop joint gender advocacy materials with other organizations and use research outcomes and other material to advocate for gender equality in the value chain	1	
	<i>To what extent does the organization develop joint gender advocacy materials with other organizations? What kind of materials were developed? Give examples from 2014.</i>	1	
	<i>To what extent does the organization use research outcomes and other materials to advocate for gender equality in the value chain? Give examples from 2014.</i>	1	
D.II.3	The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	1	
	<i>To what extent does the organization work with government in partnership? Are public-private partnerships in place? Are these partnerships gender responsive, e.g. are gender sensitive/specific organizations included? Are gender issues central to the partnership? In case of (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships?</i>	1	
	<i>Are partnerships with government used for influencing policies? Give an example from 2014.</i>	1	
D.II.4	The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC	1	
	<i>To what extent is gender equality central to partnerships? Are coalitions in place around gender equality in value chains? How many and who are the partners? Are R4D partnerships or collaborations key to any success in promoting gender equality? Which other initiatives have gender capacities?</i>	1	
	<i>To what extent does the organization work with gender-sensitive/ specific organizations? Does it work with women and women groups to address possible gender related constraints (e.g. transportation, mode of payment)</i>	1	
	<i>To what extent does the organization promote gender equality among its partners? Give specific examples from 2014.</i>	1	

Gender and leadership			
Definition	Commitment and accountability to gender equality and women's leadership, and the organization's leadership's capacity to provide adequate vision and guidance to enhance policies on gender mainstreaming.		
FGD	None	Current score (1-5)	Comments
E.II.1	Organization's commitment to gender equality and transforming gender power relations	1	PPM has 6 staff (5 male and 1 female). This disparity is mainly because women don't have much capacity in moving to slaughter houses and selling/marketing of pork. Females often shy away due to perceptions that pigs are dirty and not quite many of them feel free to identify with. All participants seemed to agree that women central Uganda are weak and can't handle tasks such as slaughtering pigs, loading and offloading meat etc. Women aren't comfortable to introduce themselves in public as working in piggery activities. PPM has no work done on gender, but they are now seeing the sense of engendering their work. The organization is committed to gender equality except need capacity development in this area.
	<i>To what extent is the organization's leadership committed to gender equality? Give two specific examples of clear and explicit commitment towards gender equality.</i>	1	
	<i>To what extent is commitment towards gender equality shared throughout the organization? To what extent do staff support gender responsive approaches? What do most staff say about integrating gender?</i>	1	
	<i>To what extent do the organization's culture and values support gender equality? Does the organization value gender-sensitive behavior? Does it demonstrate gender-sensitive behavior? (language used, jokes, material used, etc.)</i>	1	
E.II.2	Organization's leadership / senior management accountability to gender equality and transforming gender power relations	1	
	<i>To what extent is the organization's leadership supportive in the allocation of human and financial resources for gender equality?</i>	1	
	<i>To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?</i>	1	
	<i>To what extent does the organization report on gender equality? Do reports reflect implementation of gender responsive actions?</i>	1	
E.II.3	Organization's vision towards gender equality and transforming gender power relations	1	
	<i>To what extent does the organization have a clear vision towards gender equality? Does gender equality and/or empowerment of women appear in the general vision or mission statement? To what extent does everyone understand and promote the vision?</i>	1	

E.II.4	The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions	1	
	<i>To what extent does the organization develop and implement programs/projects on women's decision-making power and their role in leadership positions? Give an example from 2014.</i>	1	
E.III.3	Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	1	
	<i>To what extent do staff support women's decision-making power and their role in leadership positions?</i>	1	
E.II.5	Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	1	
	<i>To what extent are mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?</i>	1	
E.II.6	Presence of women in leadership (management) and balanced representation	1	
	<i>To what extent is the organization balanced in terms of female and male representation at all levels?</i>	1	
	<i>What were the numbers of men and women in 2014 at management and middle management level? Is it balanced?</i>	1	
	<i>What were the numbers of men and women (see table) in 2014 in different -non managerial - staff positions? Is it balanced?</i>	1	

Innovation in gender responsive approaches			
Definition	Innovative and experimental approaches for impact in women's empowerment (from accommodating to transformative), capacity to search for, absorb and share information, knowledge and resources.		
FGD	Define Gender Transformative Approaches (GTAs), include examples. Discussion: Does the organization have any experience with Gender Transformative Approaches (GTAs)? What are other innovative approaches and methods with regard to gender? Give examples.	Current score (1-5)	Comments
F.II.1	The capacity to apply gender transformative approaches (GTAs)	1	
	<i>To what extent does the organization apply Gender Transformative Approaches (GTAs)? Give specific examples for 2014.</i>	1	
	<i>To what extent are incentives, manuals and procedures in place to ensure that Gender Transformative Approaches (GTAs) are applied?</i>	1	
F.II.2	The capacity to recognize and analyze gender transformative outcomes	1	
	<i>To what extent does the organization recognize Gender Transformative outcomes when they happen? Give specific examples for 2014.</i>	1	

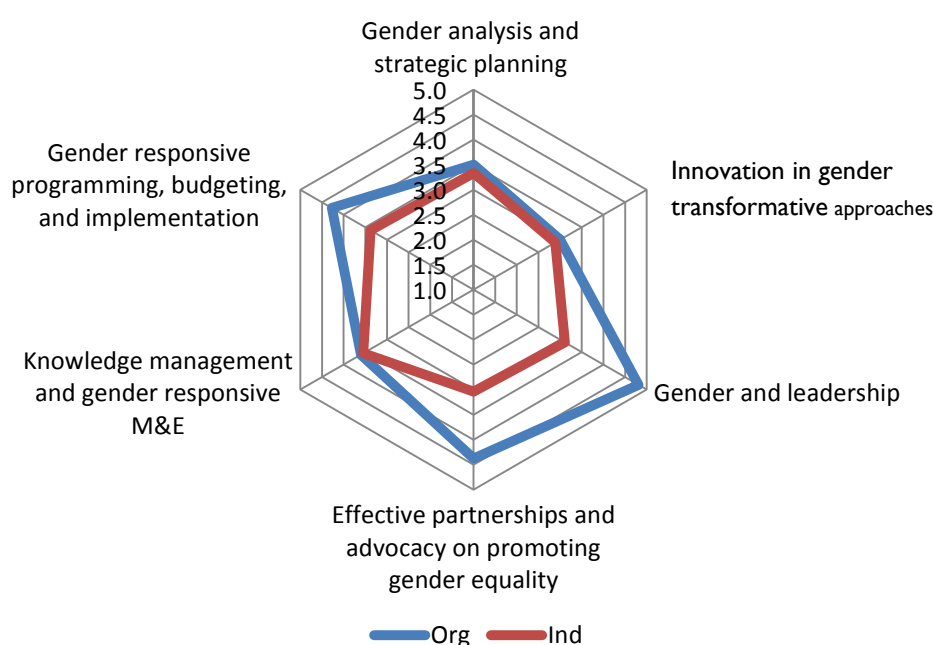
F.II.3	The capacity to document and learn from GTA's	1	
	<i>To what extent does the organization document and learn from Gender Transformative Approaches (GTAs)? Have experiences been documented? Share samples of such documents from 2014.</i>	1	
F.II.4	The capacity to ensure GTA's are used by others and scaled up	1	
	<i>To what extent has the organization scaled up innovative approaches – how many approaches went to scale in 2014? Have these innovations been upscaled by others? Give specific examples from 2014.</i>	1	

Inputs for the Capacity development Strategy			
	Discuss highest and weakest scores and vote to define the priority of importance of capacities: each participant gets 5 votes to indicate which five capacities are more important / relevant according to him / her. Important capacities can include weak capacities that need to be strengthened, as well as existing capacities that need to stay in place. Discuss the outcome of the voting and make a priority listing of 5 – 10 capacities. Discuss and agree for each prioritized capacity how to maintain or strengthen them.		
	Priority capacities to maintain or develop	Desired score (1-5)	Proposal for capacity development
1	Build organizational capacity to carry out gender analysis	3	
2	ILRI to support PPM to come up with innovation and specific ways of how to integrate gender in all activities	3	
3	Gender responsive budgeting- which budget and where to effect gender in it	2	
4	Support for design and implementation of gender responsive programs	2	
5	Gender analysis to identify specific issues along the pig value chain from production to slaughter, marketing etc.	3	

Volunteer Efforts for Development Concern

Basic info
UGANDA
Volunteer Efforts for Development Concern(VEDCO)
8th May 2015

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	3.5	3.3
Gender responsive programming, budgeting, and implementation	4.3	3.4
Knowledge management and gender responsive M&E	3.6	3.5
Effective partnerships and advocacy on promoting gender equality	4.4	3.0
Gender and leadership	4.8	3.1
Innovation in gender responsive approaches	3.0	2.9



Top 10 best developed capacities (parameters)	Score
The capacity to ensure that interventions benefit women and men equally	5.0
Position and mandate of dedicated gender staff (expert or focal point)	5.0
The capacity to collect, interpret and report on sex- disaggregated data	5.0
The capacity to develop joint gender advocacy materials with other organizations and use research outcomes and other material to advocate for gender equality in the value chain	5.0
The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC	5.0
Organization's leadership / senior management accountability to gender equality and transforming gender power relations	5.0
Organization's vision towards gender equality and transforming gender power relations	5.0
The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions	5.0
Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	5.0
Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	5.0

Least developed capacities (parameters) (all 1)	Score
The capacity to apply gender transformative approaches (GTAs)	3.0
The capacity to recognize and analyze gender transformative outcomes	3.0
The capacity to document and learn from GTA's	3.0
The capacity to ensure GTA's are used by others and scaled up	3.0
The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	2.5
Capacity to train other actors on gender responsive M&E	1.0
The capacity to develop strategies to address gender dynamics in the value chain	3.0
The capacity to apply gender analysis tools and frameworks	3.0
The capacity to analyze gender dynamics within the value chain	3.5
Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	4

Narrative
VEDCO is doing really good in terms of gender integration into their work. They have full-time gender staff with expertise in gender who ensure that gender issues are mainstreamed throughout VEDCO's work. They have experimented with gender transformative approaches including the use of the GALS methodology-Gender Action Learning System (GALS), which comprises a series of tools that enable household members to negotiate their needs and interests and find innovative, gender-equitable solutions in livelihoods planning and value chain development.

Priority capacities to maintain or develop	Current score	Desired score
Need to develop more capacity in gender analytical frameworks and tools (gender analysis and strategic planning)	3.5	4
Innovation in gender responsive approaches	3	5
Advocacy in promoting gender equality	3.1	4
knowledge management in terms of publication	3.6	5
Gender and leadership specifically in ensuring staff understand the codes of conduct	4.8	5

Proposal for capacity development
Collaborate with partners with stronger gender capacities
Financial resources to carry out comprehensive gender training

Country:	UGANDA
Name organization:	Volunteer Efforts for Development Concern(VEDCO)
Name(s), positions and gender of participating staff:	Babirye Grace, Female, Program Director Saada Kitimbo, Female, Office Attendant Henry Nsereko, Male, Exeructive Director Kizito K.Nsubuga, Male,Livestock officer Jane Nakiranda, Female,Program Manager Nkuutu Elizaphani, Male, Project Extension Officer Emmanuel Kasulubedhe, Male, Project Extension Officer Ronald Balibuzani, Male,Project Extension Officer John Sembera, Male,Project Extension Officer Christopher Isojiw, Male,Advisor/Consultant
Interviewer	Robert and Millicent
Date	8th May 2015
Time	4 hours

Notes

This assessment was composed of 10 participants (7 male and 3 female). VEDCO is a private sector non-profit making organization. All participants were alert, knowledgeable about the subject and contributed as ease despite the presence of top management. It mainly deals with advisory services including pig production.

VEDCO's Vision-Improved quality of life of small/medium holder farmers; Mission-To empower small/medium holder farmers for food and nutrition security, agricultural trade and institutional development; Core values-result oriented, equal opportunities, team work, excellence, transparency and accountability

Gender analysis and strategic planning

Definition	The capacity to design and conduct gender analysis within the context of any of the flagships, access to and level of knowledge and experience in applying gender analytical tools and methodologies, and the capacity to use gender analytical data to inform new research and policies and to create new opportunities that can be leveraged to support the program activities and eventual scaling up.		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools.</p> <p>Discussion: what are gender issues in the targeted value chain?</p> <ul style="list-style-type: none"> • Gender division of labor (productive, reproductive, community roles) and roles; • Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources; • Gender differences in decision-making and leadership; • Nature and level of participation of men and women in livestock and fish value chains; • Gender differences in educational level and technical knowledge <p>Give some examples.</p> <p>Are these gender issues analyzed by the organization?</p>	Current score (1-5)	Comments
A.II.1	The capacity to analyze gender dynamics within the value chain	3.5	Participation and involvements inform of records e.g. in input distribution, during trainings.70% of our beneficiaries are women and 30% men. They have well written out guidelines that stipulate that, 70% of women should be targeted right from organizational planning, inception workshops to validate field results and during routine data collection
	<i>To what extent are gender dynamics within the value chain, including interpreting the various gender roles played by men and women, access to and control of resources and benefits, and other gender issues that enhance or hinder men and women to equitably benefit from the value chain, analyzed and understood by the organization? How does the organization know of these gender issues?</i>	4	
	<i>To what extent are incentives and procedures in place to ensure that staff applies gender analysis in their work? To what extent do staff always apply gender analysis in their work, e.g. before starting a project or intervention? Are projects checked on the existence and quality of gender analysis?</i>	3	
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	3.0	They have a gender policy, VEDCO is clearly a focus on engendering their activities. They Used the GALS strategy to build the capacity of their target beneficiaries in the pig value chain. We score three because the issue of adaptability is still low and also we have had changes in the staffing level so they have got to learn about the tools and strategies. They plan to carry out a capacity building for staff on gender actions learning(GALS)
	<i>To what extent are strategies developed to address gender dynamics in the value chain? What kind of interventions have been developed and implemented in 2014?</i>	3.0	

A.II.3	The capacity to apply gender analysis tools and frameworks	3.0	The gender action tree, diamond, road journal are some of the PRA tools used by the organization. All VEDCO staff had capacity building in gender. They have an inventory on all the tools they use
	<i>To what extent are gender analytical frameworks and tools to identify and address gender-based constraints and opportunities in technology and value chain developments in the targeted value chains applied? Which frameworks and tools are normally used?</i>	3.0	
	<i>To what extent does the organization make use of a toolkit or inventory of tools?</i>	3.0	
A.II.4	Providing access to gender (analysis) training for female and male staff	4.0	Advocacy and applicability is still lacking, the community is also rigid due to their cultural backgrounds ,VEDCO feels their farmer trainings are basic and needs to go deeper
	<i>To what extent have all staff received sufficient training on gender (analysis)? How many trainings have they attended? Are the trainings sufficient in quality and quantity?</i>	4	
A.II.5	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	4.0	They considered gender dimensions of the value chains while planning as well as during gender training. They are gendered right from the proposals on the choice of technology/intervention. They also took on affirmative action in terms of targeting.
	<i>To what extent does the organization understand internal gender dynamics and develops strategies to deal with these, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance? E.g. are affirmative actions necessary and to what extent?</i>	4.0	The strategic plan is gendered.

Gender responsive programming, budgeting, and implementation			
Definition	The capacity to implement gender responsive programs as planned, to mainstream gender throughout all operations and programs and allocate financial and human resources for it, having a gender sensitive structure and organizational culture, reflected amongst others in an internal gender balance.		
FGD	Discuss the kind of programs that this organization implements, are gender issues taken into consideration? Examples: - gendered participation in livestock and fish value chains; - gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations, and breeds; - women's access to markets and control over resources, technologies, labor, power and the benefits of their work; - level and equity in animal source food consumption within poor households; - Preferences of male and female producers for certain breeds; etc.	Current score (1-5)	Comments
B.II.1	The capacity to implement programs in line with national gender policies and frameworks	4.0	They key partner of VEDCO is OXFARM.OXFARM is very gender sensitive and provides VEDCO with gender analysis frameworks. They have been training/implementing for OXFARM for last three years though informally they have worked with OXFARM for 10 years

	<i>To what extent does the organization develop and implement programs in line with national gender policies and frameworks? Are national gender policies and frameworks known and studied? In case of (para) governmental agencies: To what extent are the national gender policies implemented and actively communicated and disseminated by the organization?</i>	4	
B.II.2	The capacity to develop gender responsive programs	4.0	GALs TOT, Harvest plus for the delivery fortified foods for youth and pregnant women(Nutrition program).They scored a 4 because they need to cover much more districts, currently they are in only 6 and yet they target 24.They also work with partners in the implementation and they feel their capacities need to be developed further.
	<i>To what extent does the organization develop programs that are gender responsive? How many projects/programs implemented in the last year have an explicit focus on gender? What kind of projects have been developed last year?</i>	4	
	<i>To what extent is sufficient budget allocated for gender responsive interventions or projects? How much in 2014?</i>	4	
	<i>To what extent are systems, procedures and incentives in place to ensure that all interventions are gender responsive? Give specific examples of each that was used in 2014. Are proposals and reports checked on gender sensitivity? Who checks them?</i>	4	
B.II.3	The capacity to translate research outcomes to define and/or adjust gender responsive programs	4.0	
	<i>To what extent does the organization use research outcomes from the national research partnership to define and/or adjust gender responsive programs? Which studies have been used? How relevant is research done in LAF program for the organization?</i>	4	
B.II.4	The capacity to ensure that interventions benefit women and men equally	5.0	In the Male headed households, they target both male and female while for female headed HHs, the target is the females and youth/children
	<i>To what extent, and how does the organization make sure women and men benefit equally from provision of services, inputs, trainings, and technologies? Give examples.</i>	5	
	<i>To what extent, and how does the organization make sure women and men benefit equally from envisaged program impacts such as on the increase of household income, increased farmers' participation in the value chain, improved access and consumption of animal source food, etc? Give examples.</i>	5	
	<i>Are mechanisms, such as policies and procedures, in place to ensure that interventions benefit women and men? Are they effective, e.g. does all staff understand and implements?</i>	5	
B.II.5	The capacity to sensitize communities on gender issues	4.0	Climate change, HIV/AIDS and related trainings, they go ahead to dig deeper into women's rights. Examples of rights-the right to access to resources, right to food, right to sharing of wealth using the diamond tool, the right to education, gender based violence and link them to Women network-they organization next to them etc. They also use the GALs

	<i>To what extent does the organization develop and implement interventions to sensitize women about their rights?</i>	4	
	<i>To what extent does the organization develop and implement interventions to strengthen farmers groups, cooperatives, producer's organizations and associations, with a gender equality perspective? What kind of interventions, e.g. training? With what effect?</i>	4	
B.II.8	Presence of gender experts who have the capacity to develop and implement gender responsive programs	4.5	The gender focal person is responsible for guiding VEDCOs interventions, national and local gender campaigns. The focal person has an MSC. Gender and development studies. They have a number of gender experts right from the board.
	<i>To what extent does the organization have gender experts in place? What are their highest degree specializations (major and minor)?</i>	5	
	<i>To what extent does the organization seek gender expertise from outside? How many were sought in 2014? For how long (weeks) did they render their services?</i>	4	At least twice a year
B.II.6	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	4.5	They are currently engendering their gender strategy
	<i>Do you have a gender policy (a statement/intention on gender equality) developed and in place? Describe it.</i>	5	
	<i>Do you have a gender strategy (a strategic roadmap) developed and in place? Please give us a copy.</i>	5	They are currently engendering their gender strategy
	<i>To what extent has your gender mainstreaming policy been implemented? Does everyone know and understand the gender policy?</i>	4	
	<i>To what extent are adequate financial and human resources available to implement the policy? Does it have a special budget to undertake gender related activities?</i>	4	
B.II.9	Position and mandate of dedicated gender staff (expert or focal point)	5.0	
	<i>To what extent do gender experts and/or focal points have a mandate to ensure gender is mainstreamed?</i>	5.0	
B.II.10	Balance between responsibilities of gender experts and general staff members on gender mainstreaming	4.0	
	<i>To what extent responsibilities for gender mainstreaming shared within the organization? Do other staff members have formal responsibilities for integrating gender in their work, e.g. in their job descriptions?</i>	4.0	
B.II.7	The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	4.0	
	<i>To what extent are actions towards a more gender responsive organization implemented? Give specific examples of actions implemented towards a better gender balance in 2014 and with what results?</i>	4	
	<i>To what extent are policies and procedures in place to ensure gender equality in the workplace?</i>	4	

Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyze sex disaggregated data, to monitor and to report on gender responsive programming, specific gender outputs and outcomes, knowledge management, outreach and communication capacity to document stories, blog post and research publications, ensuring wide (social media) outreach on gender responsive programming and its results.		
FGD	Explain the difference between sex-disaggregated data within and beyond the household, and household data disaggregated by household head. Explain the extent to which these two data are useful for gender analysis and the invisibility of women from MHH in data disaggregated by HH head. Explain the definition of gender responsive monitoring, evaluation and learning.	Current score (1-5)	Comments
C.II.1	The capacity to collect, interpret and report on sex- disaggregated data	5.0	The M&E specialist and program manager ensures these is implemented
	<i>To what extent does the organization collect sex- disaggregated data?</i>	5	
	<i>To what extent are mechanisms in place to ensure that all data collected is sex disaggregated? What are they?</i>	5	
	<i>To what extent is sex disaggregated data not only collected, but also interpreted and reported on? How many projects reported this in 2014? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in 2014. What analysis was conducted on the data? By whom (qualification)?</i>	5	The M&E specialist and program manager ensures these is implemented
C.II.2	Existence and quality of a gender responsive M&E system and ability to use it	4.0	
	<i>To what extent is the M&E system gender responsive? Give a specific example.</i>	4	
	<i>To what extent do reports reflect lessons on changes in gender norms? Please share a gender responsive M&E report and the tools used to collect the data used in the report.</i>	4	
	<i>To what extent are guidelines, tools and methods for gender responsive M&E in place?</i>	4	
C.II.3	Capacity to train other actors on gender responsive M&E	1	Because of financial constraint
	<i>To what extent does the organization train other actors on gender responsive M&E? How many organizations / persons have been trained?</i>	1	
C.II.4	Access to and production of knowledge documents and publications on gender	4	They share reports on the website and through funders/partners district level
	<i>To what extent does the organization collect, develop and make accessible knowledge documents and publications on gender? How many did you publish in 2014? Who provided the gender expertise for each? Can we get one or two copies?</i>	4	
C.II.5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	4	
	<i>To what extent does the organization provide gender inputs, perspectives, insights to other organizations' reports and publications? Which organizations in 2014? Who did it? Can we have one or two such reports?</i>	4	

Effective partnerships and advocacy on promoting gender equality

Definition	The capacity to build coalitions; influence government and external partners, and to advocate for women's rights. The definition of development partnership relationships provided in the development partnerships strategy identifies inspired alignment of independent autonomous organizations that come together for strategic reasons, not financial ones.		
FGD	Make sure that everyone understands the definition of partnerships and advocacy for gender equality. Discussion: Do you have partnerships around gender equality, with other organizations along the value chain, e.g. service providers, producer organizations, development organizations? Do you advocate for gender equality?	Current score (1-5)	Comments
D.II.1	The capacity to advocate for gender equality	5	They work with farmers to encourage them to interact and present their issues to members of parliament
	<i>To what extent does the organization participate in advocacy for gender equality? Does the organization aim to influence governmental policies? Provide documented evidence for such participation. Does it have an influence on policy-making at national level? Does it have an influence on regulatory frameworks at local, national levels? In case of (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?</i>	5	
D.II.2	The capacity to develop joint gender advocacy materials with other organizations and use research outcomes and other material to advocate for gender equality in the value chain	5	PELUM,FOOD RIGHT ALLIANCE, Climate change alliance/network, etc.
	<i>To what extent does the organization develop joint gender advocacy materials with other organizations? What kind of materials were developed? Give examples from 2014.</i>	5	
	<i>To what extent does the organization use research outcomes and other materials to advocate for gender equality in the value chain? Give examples from 2014.</i>	5	
D.II.3	The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	2.5	There was a reverse on the tax on inputs. This was their advocacy work, in Buyende nutrition committees have been formed and so many more.
	<i>To what extent does the organization work with government in partnership? Are public-private partnerships in place? Are these partnerships gender responsive, e.g. are gender sensitive/specific organizations included? Are gender issues central to the partnership? In case of (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships?</i>	5	
	<i>Are partnerships with government used for influencing policies? Give an example from 2014.</i>		
D.II.4	The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC	5	
	<i>To what extent is gender equality central to partnerships? Are coalitions in place around gender equality in value chains? How many and who are the partners? Are R4D partnerships or collaborations key to any success in promoting gender equality? Which other initiatives have gender capacities?</i>	5	

	<i>To what extent does the organization work with gender-sensitive/ specific organizations? Does it work with women and women groups to address possible gender related constraints (e.g. transportation, mode of payment)</i>	5	
	<i>To what extent does the organization promote gender equality among its partners? Give specific examples from 2014.</i>	5	

Gender and leadership			
Definition	Commitment and accountability to gender equality and women's leadership, and the organization's leadership's capacity to provide adequate vision and guidance to enhance policies on gender mainstreaming.		
FGD	None	Current score (1-5)	Comments
E.II.1	Organization's commitment to gender equality and transforming gender power relations	4.3333333	4F, 3M at board level; 2M, 5F at management level. One of their core values is equal opportunities
	<i>To what extent is the organization's leadership committed to gender equality? Give two specific examples of clear and explicit commitment towards gender equality.</i>	5	
	<i>To what extent is commitment towards gender equality shared throughout the organization? To what extent do staff support gender responsive approaches? What do most staff say about integrating gender?</i>	4	
	<i>To what extent do the organization's culture and values support gender equality? Does the organization value gender-sensitive behavior? Does it demonstrate gender-sensitive behavior? (language used, jokes, material used, etc.)</i>	4	Its stipulated in the policy but not yet digested to the tune of all staff understanding
E.II.2	Organization's leadership / senior management accountability to gender equality and transforming gender power relations	5	Professional advances in carrier, equal opportunities in promotions, participation in decision making is equal
	<i>To what extent is the organization's leadership supportive in the allocation of human and financial resources for gender equality?</i>	5	
	<i>To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?</i>	5	
	<i>To what extent does the organization report on gender equality? Do reports reflect implementation of gender responsive actions?</i>	5	
E.II.3	Organization's vision towards gender equality and transforming gender power relations	5	
	<i>To what extent does the organization have a clear vision towards gender equality? Does gender equality and/or empowerment of women appear in the general vision or mission statement? To what extent does everyone understand and promote the vision?</i>	5	
E.II.4	The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions	5	
	<i>To what extent does the organization develop and implement programs/projects on women's decision-making power and their role in leadership positions? Give an example from 2014.</i>	5	

E.III.3	Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	5	Annual staff meetings are always free to every to express their views- recommendations are made
	<i>To what extent do staff support women's decision-making power and their role in leadership positions?</i>	5	
E.II.5	Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	5	
	<i>To what extent are mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?</i>	5	
E.II.6	Presence of women in leadership (management) and balanced representation	4.3333333	46 staff in total(60%M,40%F)
	<i>To what extent is the organization balanced in terms of female and male representation at all levels?</i>	4	
	<i>What were the numbers of men and women in 2014 at management and middle management level? Is it balanced?</i>	5	
	<i>What were the numbers of men and women (see table) in 2014 in different -non managerial - staff positions? Is it balanced?</i>	4	5F,2M-Management;4F,6M-non managerial staff left the organization

Innovation in gender responsive approaches			
Definition	Innovative and experimental approaches for impact in women's empowerment (from accommodating to transformative), capacity to search for, absorb and share information, knowledge and resources.		
FGD	Define Gender Transformative Approaches (GTAs), include examples. Discussion: Does the organization have any experience with Gender Transformative Approaches (GTAs)? What are other innovative approaches and methods with regard to gender? Give examples.	Current score (1-5)	Comments
F.II.1	The capacity to apply gender transformative approaches (GTAs)	3	The Gender Action learning approach-women are included in decision making and implementation of VEDCO's program/project activities. They demonstrate the currently picture and then introduce the focus on the future. It's visioning in a nut shell. They have the problem tree analysis tool-roles, marketing etc. To solve the problem of transport for women, there is a linkage created between the women and the traders and empower them to sale at premium price but at home. They also at times to support the women to produce in large quantities to distance markets such as those in Kampala. They also emphasize the importance of joint decision making. They use IEC materials(Pictorial).Men now allow and respect women's projects because they have got a feeling that the project benefits the entire family
	<i>To what extent does the organization apply Gender Transformative Approaches (GTAs)? Give specific examples for 2014.</i>	3	
	<i>To what extent are incentives, manuals and procedures in place to ensure that Gender Transformative Approaches (GTAs) are applied?</i>	3	The Gender Action learning approach has been regularized in the strategy
F.II.2	The capacity to recognize and analyze gender transformative outcomes	3	They capture/use case studies and success stories

	<i>To what extent does the organization recognize Gender Transformative outcomes when they happen? Give specific examples for 2014.</i>	3	
F.II.3	The capacity to document and learn from GTA's	3	
	<i>To what extent does the organization document and learn from Gender Transformative Approaches (GTAs)? Have experiences been documented? Share samples of such documents from 2014.</i>	3	
F.II.4	The capacity to ensure GTA's are used by others and scaled up	3	Piloted in Moyo and scaled out in Apac, Kamuli and Mukono
	<i>To what extent has the organization scaled up innovative approaches – how many approaches went to scale in 2014? Have these innovations been up scaled by others? Give specific examples from 2014.</i>	3	

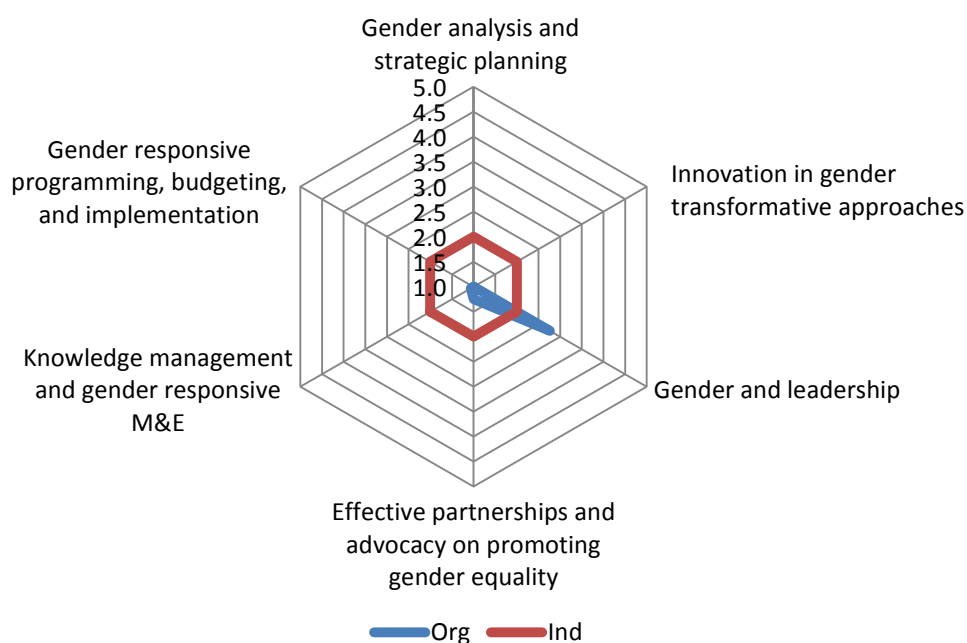
Inputs for the Capacity development Strategy

	Discuss highest and weakest scores and vote to define the priority of importance of capacities: each participant gets 5 votes to indicate which five capacities are more important / relevant according to him / her. Important capacities can include weak capacities that need to be strengthened, as well as existing capacities that need to stay in place. Discuss the outcome of the voting and make a priority listing of 5 – 10 capacities. Discuss and agree for each prioritized capacity how to maintain or strengthen them.		
	Priority capacities to maintain or develop	Desired score (1-5)	Proposal for capacity development
1	Need to develop more capacity in gender analytical frameworks and tools (gender analysis and strategic planning)	4	Collaborate with partners with stronger gender capacities
2	Innovation in gender responsive approaches	5	Financial resources to carry out comprehensive gender training
3	Advocacy in promoting gender equality	4	
4	Knowledge management in terms of publication	5	
5	Gender and leadership specifically in ensuring staff understand the codes of conduct	5	

Kaboneera-Kyanamukaaka Cooperative Union Masaka District

Basic info
Uganda
Private Sector Masaka (Cooperative) - Kaboneera-Kyanamukaaka cooperative Union
6th May 2015

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	1.0	0.0
Gender responsive programming, budgeting, and implementation	1.0	0.0
Knowledge management and gender responsive M&E	1.1	0.0
Effective partnerships and advocacy on promoting gender equality	1.3	0.0
Gender and leadership	2.8	0.0
Innovation in gender transformative approaches	1.0	0.0



Top 10 best developed capacities (parameters)	Score
Presence of women in leadership (management) and balanced representation	4
Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	4
Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	4
Organization's commitment to gender equality and transforming gender power relations	4
The capacity to advocate for gender equality	2
The capacity to collect, interpret and report on sex- disaggregated data	1
Organization's leadership / senior management accountability to gender equality and transforming gender power relations	1
The capacity to analyze gender dynamics within the value chain	1
The capacity to develop strategies to address gender dynamics in the value chain	1
The capacity to apply gender analysis tools and frameworks	1

Least developed capacities (parameters) (all 1)	Score
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The capacity to analyze gender dynamics within the value chain	1
The capacity to develop strategies to address gender dynamics in the value chain	1
The capacity to apply gender analysis tools and frameworks	1
Providing access to gender (analysis) training for female and male staff	1
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	1
The capacity to implement programs in line with national gender policies and frameworks	1
The capacity to develop gender responsive programs	1
The capacity to translate research outcomes to define and/or adjust gender responsive programs	1
The capacity to ensure that interventions benefit women and men equally	1
The capacity to sensitize communities on gender issues	1

Narrative
<p>This cooperative was started so as to help women pig farmers, who are the majority in Masaka district. However, majority of the cooperative members are women, thus scoring themselves better in gender and leadership. Their executive committee is composed of 8 members - 4 female (a treasurer and 3 members) and 4 male (chairperson, vice chair, secretary general and one member). This members are usually elected by the cooperative members. They believe that women are usually trustworthy when it comes to finances and affirmative action is there to ensure that the treasurer should be a woman.</p> <p>Moreover, they scored very low in other gender capacities simply because they have never been trained in gender issues. In the middle of the assessments, all the participants reiterated that for all the six core gender capacities score is 1 (or zero) simply because they have never been trained/nor they understand what gender mean. They requested the facilitator to give then a brief overview of what gender and sex mean. The facilitators took over this role of giving them basic training for almost an hour on what gender through demonstration and brainstorming exercises.</p> <p>Given the problem of language barrier, we scored each core gender capacity immediately after its translation (with the help of a translator from the DVO's office in Masaka) so that the participants could easily understand what the six different core gender capacities are/mean.</p>

Priority capacities to maintain or develop	Current score	Desired score
Gender analysis and strategic planning as it was one of the least scored capacity. If this is developed it will be an eye opener for them to integrate gender in their work.	1	3
knowledge management and gender responsive M&E	1	3
Gender responsive programming, budgeting and implementation	1	3
Gender and leadership	3	5
Effective partnership and advocacy on promoting gender	1	3

Country:	Uganda
Name organization:	Private Sector Masaka (Cooperative) - Kaboneera-Kyanamukaaka cooperative Union
Name(s), positions and gender of participating staff:	Barbra Kasussa, Female, treasurer Kate Muwonge, Male, Vice chairman Annet Kaweesa, Female, Committee member Kaweesi Mike, Male, Committee member Scthuba, Male, Committee member Sam Ssekyondwa, Male, General secretary Ponsiano Nyombi, Male, Chairman Marjorein Mayanja, Female, Marketing
Interviewer	Millicent, Robert and Violet
Date	6th May 2015
Time	7 hours

This assessment was done with the help of a translator (Appointed from the DVO's office, Masaka).

The total number of participants were 8 (5 male and 3 female).

The individual questionnaires were administered only to 5 participants (2 female and 3 male) because of language barrier and time constraints

We scored each core gender capacity immediately after its translation so that they participants would easily understand what the six different core gender capacities are/mean.

The community is repulsive to gender issues since they feel gender is fighting their culture/ normal way of life. They are silent about gender. People who join the cooperative have HH arrangement since the women members are not able to afford the membership alone, and that their husbands don't just allow their wives (who are members) to keep on attending to events/meetings at the cooperative. This also applies to the male cooperative members. They will say " I will join the cooperative, though my husband/wife is not for it".

One of the participants noted that he has always been attending the trainings and he is now a cooperative member, although his wife and children have never attended the training. Sometimes we just answer and respond to this gender issues just to please the donors/partners but in reality nothing happens on the ground to change/transmit the gender knowledge.

They are very low/weak when it comes to **gender analysis and strategic planning** since they only collect sex disaggregated data when ILRI asks them. Otherwise nothing of the sought exists in this cooperative.

In the middle of the assessments, all the participants reiterated that for all the six core gender capacities score is 1 (or zero) simply because they have never been trained on what gender is. They requested to be taught on what gender is. The facilitators took over this role of giving them basic training on what gender is. This encompassed the difference between gender and sex using demonstrations and brainstorming exercises (photos from flip charts available).

At the end of this assessment, the chairman of this co-operative noted that ILRI has never been tangible as it has done in this day's activity of identifying their gender capacity gaps. He commended the interviewers for the good work by teasing out the areas they need to work on in terms of building their gender capacity. He further reiterated that ILRI as their partner organization should try and collaborate with them in the feeds component since availability of feeds is one of the most constraints that the pig farmers face. If ILRI can connect them with a feeds company/market, then they sell them to farmers that will be a big plus for them as a cooperative.

Notes

Gender analysis and strategic planning			
Definition	The capacity to design and conduct gender analysis within the context of any of the flagships, access to and level of knowledge and experience in applying gender analytical tools and methodologies, and the capacity to use gender analytical data to inform new research and policies and to create new opportunities that can be leveraged to support the program activities and eventual scaling up.		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools.</p> <p>Discussion: what are gender issues in the targeted value chain?</p> <ul style="list-style-type: none"> • Gender division of labor (productive, reproductive, community roles) and roles; • Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources; • Gender differences in decision-making and leadership; • Nature and level of participation of men and women in livestock and fish value chains; • Gender differences in educational level and technical knowledge <p>Give some examples.</p> <p>Are these gender issues analyzed by the organization?</p>	Current score (1-5)	Comments
A.II.1	The capacity to analyze gender dynamics within the value chain	1.0	They only collect sex disaggregated data when ILRI asks them. Otherwise nothing of the sought exists in this cooperative. They think gender is part of the larger basket of trainings in group dynamics and as a cooperative, they have never trained in gender.
	<i>To what extent are gender dynamics within the value chain, including interpreting the various gender roles played by men and women, access to and control of resources and benefits, and other gender issues that enhance or hinder men and women to equitably benefit from the value chain, analyzed and understood by the organization? How does the organization know of these gender issues?</i>	1	
	<i>To what extent are incentives and procedures in place to ensure that staff applies gender analysis in their work? To what extent do staff always apply gender analysis in their work, e.g. before starting a project or intervention? Are projects checked on the existence and quality of gender analysis?</i>	1	
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	1.0	
	<i>To what extent are strategies developed to address gender dynamics in the value chain? What kind of interventions have been developed and implemented in 2014?</i>	1.0	

A.II.3	The capacity to apply gender analysis tools and frameworks	1.0	
	<i>To what extent are gender analytical frameworks and tools to identify and address gender-based constraints and opportunities in technology and value chain developments in the targeted value chains applied? Which frameworks and tools are normally used?</i>	1.0	
	<i>To what extent does the organization make use of a toolkit or inventory of tools?</i>	1.0	
A.II.4	Providing access to gender (analysis) training for female and male staff	1.0	
	<i>To what extent have all staff received sufficient training on gender (analysis)? How many trainings have they attended? Are the trainings sufficient in quality and quantity?</i>	1	
A.II.5	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	1.0	
	<i>To what extent does the organization understand internal gender dynamics and develops strategies to deal with these, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance? E.g. are affirmative actions necessary and to what extent?</i>	1.0	

Gender responsive programming, budgeting, and implementation			
Definition	The capacity to implement gender responsive programs as planned, to mainstream gender throughout all operations and programs and allocate financial and human resources for it, having a gender sensitive structure and organizational culture, reflected amongst others in an internal gender balance.		
FGD	Discuss the kind of programs that this organization implements, are gender issues taken into consideration? Examples: <ul style="list-style-type: none"> - gendered participation in livestock and fish value chains; - gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations, and breeds; - women's access to markets and control over resources, technologies, labor, power and the benefits of their work; - level and equity in animal source food consumption within poor households; - Preferences of male and female producers for certain breeds; etc 	Current score (1-5)	Comments
B.II.1	The capacity to implement programs in line with national gender policies and frameworks	1.0	The main problem of almost all piggery cooperatives is documentation. When they meet the men male and female smallholder farmers they ask them who does what, but they never document/researched. They have never been trained on gender issues as a cooperative.

	<i>To what extent does the organization develop and implement programs in line with national gender policies and frameworks? Are national gender policies and frameworks known and studied? In case of (para) governmental agencies: To what extent are the national gender policies implemented and actively communicated and disseminated by the organization?</i>	1	
B.II.2	The capacity to develop gender responsive programs	1.0	
	<i>To what extent does the organization develop programs that are gender responsive? How many projects/programs implemented in the last year have an explicit focus on gender? What kind of projects have been developed last year?</i>	1	
	<i>To what extent is sufficient budget allocated for gender responsive interventions or projects? How much in 2014?</i>	1	
	<i>To what extent are systems, procedures and incentives in place to ensure that all interventions are gender responsive? Give specific examples of each that was used in 2014. Are proposals and reports checked on gender sensitivity? Who checks them?</i>	1	
B.II.3	The capacity to translate research outcomes to define and/or adjust gender responsive programs	1.0	This organization partners with ILRI's projects, and helps them when it comes to data collection, though they have never been given final feedback/results of their working partnership. ILRI is to be blamed for not sharing the research outcomes not them.
	<i>To what extent does the organization use research outcomes from the national research partnership to define and/or adjust gender responsive programs? Which studies have been used? How relevant is research done in LAF program for the organization?</i>	1	
B.II.4	The capacity to ensure that interventions benefit women and men equally	1.0	
	<i>To what extent, and how does the organization make sure women and men benefit equally from provision of services, inputs, trainings, and technologies? Give examples.</i>	1	
	<i>To what extent, and how does the organization make sure women and men benefit equally from envisaged program impacts such as on the increase of household income, increased farmers' participation in the value chain, improved access and consumption of animal source food, etc? Give examples.</i>	1	
	<i>Are mechanisms, such as policies and procedures, in place to ensure that interventions benefit women and men? Are they effective, e.g. does all staff understand and implements?</i>	1	
B.II.5	The capacity to sensitize communities on gender issues	1.0	They work just as the way other cooperatives work and thus are not mandated to be involved on advocacy work. This is supposed to be done by civil society organizations

	<i>To what extent does the organization develop and implement interventions to sensitize women about their rights?</i>	1	
	<i>To what extent does the organization develop and implement interventions to strengthen farmers groups, cooperatives, producer's organizations and associations, with a gender equality perspective? What kind of interventions, e.g. training? With what effect?</i>	1	
B.II.8	Presence of gender experts who have the capacity to develop and implement gender responsive programs	1.0	They have never been trained in gender and there don't have a gender expert in place
	<i>To what extent does the organization have gender experts in place? What are their highest degree specializations (major and minor)?</i>	1	
	<i>To what extent does the organization seek gender expertise from outside? How many were sought in 2014? For how long (weeks) did they render their services?</i>	1	
B.II.6	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1.0	
	<i>Do you have a gender policy (a statement/intention on gender equality) developed and in place? Describe it.</i>	1	
	<i>Do you have a gender strategy (a strategic roadmap) developed and in place? Please give us a copy.</i>	1	
	<i>To what extent has your gender mainstreaming policy been implemented? Does everyone know and understand the gender policy?</i>	1	
	<i>To what extent are adequate financial and human resources available to implement the policy? Does it have a special budget to undertake gender related activities?</i>	1	
B.II.9	Position and mandate of dedicated gender staff (expert or focal point)	1.0	
	<i>To what extent do gender experts and/or focal points have a mandate to ensure gender is mainstreamed?</i>	1.0	
B.II.10	Balance between responsibilities of gender experts and general staff members on gender mainstreaming	1.0	
	<i>To what extent responsibilities for gender mainstreaming shared within the organization? Do other staff members have formal responsibilities for integrating gender in their work, e.g. in their job descriptions?</i>	1.0	
B.II.7	The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	1.0	
	<i>To what extent are actions towards a more gender responsive organization implemented? Give specific examples of actions implemented towards a better gender balance in 2014 and with what results?</i>	1	

	<i>To what extent are policies and procedures in place to ensure gender equality in the workplace?</i>	1	
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Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyze sex disaggregated data, to monitor and to report on gender responsive programming, specific gender outputs and outcomes, knowledge management, outreach and communication capacity to document stories, blog post and research publications, ensuring wide (social media) outreach on gender responsive programming and its results.		
FGD	Explain the difference between sex-disaggregated data within and beyond the household, and household data disaggregated by household head. Explain the extent to which these two data are useful for gender analysis and the invisibility of women from MHH in data disaggregated by HH head. Explain the definition of gender responsive monitoring, evaluation and learning.	Current score (1-5)	Comments
C.II.1	The capacity to collect, interpret and report on sex- disaggregated data	1.3	They ensure that their registry book, people/members identify themselves as Mrs. Or Mr. They usually collect sex disaggregated data only when ILRI asks them to do so.
	<i>To what extent does the organization collect sex- disaggregated data?</i>	2	
	<i>To what extent are mechanisms in place to ensure that all data collected is sex disaggregated? What are they?</i>	1	
	<i>To what extent is sex disaggregated data not only collected, but also interpreted and reported on? How many projects reported this in 2014? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in 2014. What analysis was conducted on the data? By whom (qualification)?</i>	1	
C.II.2	Existence and quality of a gender responsive M&E system and ability to use it	1.0	They don't have an M&E system in place. They don't even know how to undertake monitoring and evaluation
	<i>To what extent is the M&E system gender responsive? Give a specific example.</i>	1	
	<i>To what extent do reports reflect lessons on changes in gender norms? Please share a gender responsive M&E report and the tools used to collect the data used in the report.</i>	1	
	<i>To what extent are guidelines, tools and methods for gender responsive M&E in place?</i>	1	
C.II.3	Capacity to train other actors on gender responsive M&E	1	
	<i>To what extent does the organization train other actors on gender responsive M&E? How many organizations / persons have been trained?</i>	1	
C.II.4	Access to and production of knowledge documents and publications on gender	1	

	<i>To what extent does the organization collect, develop and make accessible knowledge documents and publications on gender? How many did you publish in 2014? Who provided the gender expertise for each? Can we get one or two copies?</i>	1	
C.II.5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1	
	<i>To what extent does the organization provide gender inputs, perspectives, insights to other organizations' reports and publications? Which organizations in 2014? Who did it? Can we have one or two such reports?</i>	1	

Effective partnerships and advocacy on promoting gender equality			
Definition	The capacity to build coalitions; influence government and external partners, and to advocate for women's rights. The definition of development partnership relationships provided in the development partnerships strategy identifies inspired alignment of independent autonomous organizations that come together for strategic reasons, not financial ones.		
FGD	Make sure that everyone understands the definition of partnerships and advocacy for gender equality. Discussion: Do you have partnerships around gender equality, with other organizations along the value chain, e.g. service providers, producer organizations, development organizations? Do you advocate for gender equality?	Current score (1-5)	Comments
D.II.1	The capacity to advocate for gender equality	2	They only have partnership with ILRI as of now. ILRI has always involved them in activities on the ground which are usually gendered.
	<i>To what extent does the organization participate in advocacy for gender equality? Does the organization aim to influence governmental policies? Provide documented evidence for such participation. Does it have an influence on policy-making at national level? Does it have an influence on regulatory frameworks at local, national levels? In case of (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?</i>	2	
D.II.2	The capacity to develop joint gender advocacy materials with other organizations and use research outcomes and other material to advocate for gender equality in the value chain	1	
	<i>To what extent does the organization develop joint gender advocacy materials with other organizations? What kind of materials were developed? Give examples from 2014.</i>	1	
	<i>To what extent does the organization use research outcomes and other materials to advocate for gender equality in the value chain? Give examples from 2014.</i>	1	

D.II.3	The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	1	
	<i>To what extent does the organization work with government in partnership? Are public-private partnerships in place? Are these partnerships gender responsive, e.g. are gender sensitive/specific organizations included? Are gender issues central to the partnership? In case of (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships?</i>	1	
	<i>Are partnerships with government used for influencing policies? Give an example from 2014.</i>	1	
D.II.4	The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC	1	
	<i>To what extent is gender equality central to partnerships? Are coalitions in place around gender equality in value chains? How many and who are the partners? Are R4D partnerships or collaborations key to any success in promoting gender equality? Which other initiatives have gender capacities?</i>	1	
	<i>To what extent does the organization work with gender-sensitive/ specific organizations? Does it work with women and women groups to address possible gender related constraints (e.g. transportation, mode of payment)</i>	1	
	<i>To what extent does the organization promote gender equality among its partners? Give specific examples from 2014.</i>	1	

Gender and leadership			
Definition	Commitment and accountability to gender equality and women's leadership, and the organization's leadership's capacity to provide adequate vision and guidance to enhance policies on gender mainstreaming.		
FGD	None	Current score (1-5)	Comments
E.II.1	Organization's commitment to gender equality and transforming gender power relations	3.666667	<p>Their executive committee is composed of 8 members - 4 female (a treasurer and 3 members) and 4 male (chairperson, vice chair, secretary general and one member). This members are usually elected by the cooperative members. They believe that women are usually trustworthy when it comes to finances and affirmative action is there to ensure that the treasurer should be a woman.</p> <p>They do not make any gender insensitive jokes with staff and</p>

			cooperative members, though the written code of conduct on do's and don'ts is not there yet.
	<i>To what extent is the organization's leadership committed to gender equality? Give two specific examples of clear and explicit commitment towards gender equality.</i>	5	
	<i>To what extent is commitment towards gender equality shared throughout the organization? To what extent do staff support gender responsive approaches? What do most staff say about integrating gender?</i>	3	
	<i>To what extent do the organization's culture and values support gender equality? Does the organization value gender-sensitive behavior? Does it demonstrate gender-sensitive behavior? (language used, jokes, material used, etc.)</i>	3	
E.II.2	Organization's leadership / senior management accountability to gender equality and transforming gender power relations	1.3333333	Though they have never been trained in gender, they have equal number of female and male members in the executive (4 men and 4 women)
	<i>To what extent is the organization's leadership supportive in the allocation of human and financial resources for gender equality?</i>	2	
	<i>To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?</i>	1	
	<i>To what extent does the organization report on gender equality? Do reports reflect implementation of gender responsive actions?</i>	1	
E.II.3	Organization's vision towards gender equality and transforming gender power relations	1	Their vision and mission statement doesn't have any mention of gender.
	<i>To what extent does the organization have a clear vision towards gender equality? Does gender equality and/or empowerment of women appear in the general vision or mission statement? To what extent does everyone understand and promote the vision?</i>	1	
E.II.4	The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions	1	They have never designed nor implemented a project though they only support ILRI In their work with smallholder pig farmers
	<i>To what extent does the organization develop and implement programs/projects on women's decision-making power and their role in leadership positions? Give an example from 2014.</i>	1	
E.III.3	Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	4	This cooperative was started so as to help women pig farmers, who are the majority in Masaka district. However, majority of the cooperative members are women, and that they have equal number of men and women in the executive. Currently the treasurer is a woman and that women are trusted as treasurers compared to men.

	<i>To what extent do staff support women's decision-making power and their role in leadership positions?</i>	4	
E.II.5	Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	4	
	<i>To what extent are mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?</i>	4	
E.II.6	Presence of women in leadership (management) and balanced representation	4.3333333	<p>Their executive committee is composed of 8 members - 4 female (a treasurer and 3 members) and 4 male (chairperson, vice chair, secretary general and one member).</p> <p>This cooperative has been in existence only for three years and given that majority of the members are female, in 2014, the chairperson, secretary general were all women, the vice chair was a male, all of who were elected into these positions by the cooperative members.</p>
	<i>To what extent is the organization balanced in terms of female and male representation at all levels?</i>	5	
	<i>What were the numbers of men and women in 2014 at management and middle management level? Is it balanced?</i>	4	
	<i>What were the numbers of men and women (see table) in 2014 in different -non managerial - staff positions? Is it balanced?</i>	4	

Innovation in gender transformative approaches			
Definition	Innovative and experimental approaches for impact in women's empowerment (from accommodating to transformative), capacity to search for, absorb and share information, knowledge and resources.		
FGD	Define Gender Transformative Approaches (GTAs), include examples. Discussion: Does the organization have any experience with Gender Transformative Approaches (GTAs)? What are other innovative approaches and methods with regard to gender? Give examples.	Current score (1-5)	Comments
F.II.1	The capacity to apply gender transformative approaches (GTAs)	1	They don't know what GTA are and it's their first time to hear of such terms
	<i>To what extent does the organization apply Gender Transformative Approaches (GTAs)? Give specific examples for 2014.</i>	1	
	<i>To what extent are incentives, manuals and procedures in place to ensure that Gender Transformative Approaches (GTAs) are applied?</i>	1	

F.II.2	The capacity to recognize and analyze gender transformative outcomes	1	
	<i>To what extent does the organization recognize Gender Transformative outcomes when they happen? Give specific examples for 2014.</i>	1	
F.II.3	The capacity to document and learn from GTA's	1	
	<i>To what extent does the organization document and learn from Gender Transformative Approaches (GTAs)? Have experiences been documented? Share samples of such documents from 2014.</i>	1	
F.II.4	The capacity to ensure GTA's are used by others and scaled up	1	
	<i>To what extent has the organization scaled up innovative approaches – how many approaches went to scale in 2014? Have these innovations been up scaled by others? Give specific examples from 2014.</i>	1	

Inputs for the Capacity development Strategy			
	Discuss highest and weakest scores and vote to define the priority of importance of capacities: each participant gets 5 votes to indicate which five capacities are more important / relevant according to him / her. Important capacities can include weak capacities that need to be strengthened, as well as existing capacities that need to stay in place. Discuss the outcome of the voting and make a priority listing of 5 – 10 capacities. Discuss and agree for each prioritized capacity how to maintain or strengthen them.		
	Priority capacities to maintain or develop	Desired score (1-5)	Proposal for capacity development
1	Gender analysis and strategic planning as it was one of the least scored capacity. If this is developed it will be an eye opener for them to integrate gender in their work.	3	
2	knowledge management and gender responsive M&E	3	
3	Gender responsive programming, budgeting and implementation	3	
4	Gender and leadership	5	
5	Effective partnership and advocacy on promoting gender	3	