

Overall gender capacity report on the gender capacities of CGIAR Livestock and Fish program partners in Ethiopia, Uganda, Tanzania and Nicaragua

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Acronyms

ACDI/VOCA	Agricultural Cooperative Development International and Volunteers in Overseas Cooperative Assistance
ADDAC	Asociación para la Diversificación y el Desarrollo Agrícola Comunal
ADM	Asociación de Desarrollo Municipal
AEA	Ayuda En Acción
AGP	Agricultural Growth Programme
ATA	Agricultural Transformation Agency
CA	Capacity Assessment
CC	Cooperación Canadiense
CD	Capacity Development
CIAT	International Center for Tropical Agriculture
COSUDE	Cooperación Suiza
CV	Cadenas de Valor
CRP	CGIAR Research Programme
DCDO	District Community Development Officer
DVO	District Veterinary Office
ECA	Escuelas de Campo
FAO	Food and Agriculture Organisation of the United Nations
FGD	Focus Group Discussion
FM	Faida Mali
GALS	Gender Action Learning System
GIZ	Cooperación Alemana
GFD	Grupos Focales de Discusión
GRUMIC	Grupo de Mujeres para la Incidencia de Camoapa
HIN	Heifer International/ Nicaragua
HIT	Heifer International Tanzania
ICARDA	International Center for Agricultural Research in the Dry Areas
IDO	Intermediate Development Outcomes
IDR	Instituto de Desarrollo Rural
IICA	Instituto Interamericano de Cooperación para la Agricultura
ILO	International Labor Organization
INTA	Instituto Nicaragüense de Tecnología Agropecuaria
ILRI	International Livestock Research Institute
IPG	International Public Goods
ISU	Iowa State University
KII	Key Informant Interview
KKCU	Kabonera-Kyanamukaaka Pig Cooperative Union
LMD	Livestock Market Development
Livestock and Fish CRP	Livestock and Fish
LGA	Local Government Authorities
LIVES	Livestock and Irrigation Value Chains for Ethiopian Smallholders
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MAG	Ministerio Agropecuario
MGLSD	Ministry of Gender, Labour and Social Development
M&E	Monitoring and Evaluation
MEFCCA	Ministerio de Economía Familiar, Comunitaria, Cooperativa y Asociativa
MINED	Ministerio de Educación de Nicaragua

MINSA	Ministerio de Salud de Nicaragua
MoA	Ministry of Agriculture
MoreMilkIT	More Milk in Tanzania Project
NAADs	National Agricultural Advisory Services
NITLAPAN	Instituto de Investigación y Desarrollo Nitlapan
NGO	Non-governmental Organisation
NRP	National Research Partners
NSGD	National Strategy for Gender Development
ODEL	Oficina de Desarrollo Económico Local
ONG	Organización No Gubernamental
OXFAM	Oxford Committee for Famine Relief
PMA	Programa Mundial de Alimentos
PPM	Pig Production and Marketing
PPP	Public Private Partnership
SASI	Systems Analysis for Sustainable Innovation
SIP	Strategic Implementation Plan
SLD	Socios Locales de Desarrollo
SLI	Socios Locales de Investigación
SNV	Servicio Holandés de Cooperación al Desarrollo
SRVC	Small Ruminant Value Chain
SPVC	Smallholder Pig Value Chain
SUA	Sokoine University of agriculture
TDB	Tanzania Dairy Board
TGNP	Tanzania Gender Networking Programme
TI	Transition International
UNA	Universidad Nacional Agraria
UNAG	Unión Nacional de Agricultores y Ganaderos
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
VCT	Value Chain Transformation and Scaling
VC	Value chain
VEDCO	Volunteer Efforts for Development Concern
WEE	Women's Economic Empowerment
WiLD	Women in Livestock Development

Executive summary

Background

Transition International¹, at the request of ILRI, developed a gender capacity assessment and development guide (January 2015) to analyze the gender capacities of Livestock and Fish (Livestock and Fish CRP) partners. The capacities of twenty-four Livestock and Fish CRP partners in four countries (Ethiopia, Uganda, Tanzania and Nicaragua), representing two partner types (development and research), have been assessed during the period December 2014 – September 2015. This report aims to summarize these four assessments, analyze the differences and similarities, and present recommendations for the design of capacity development interventions.

The gender capacity assessment differentiates three sets of variables, namely:

- Three levels of capacities (enabling environment, organizational, and individual);
- Two types of partner according to their functions (development and research partners);
- Six core gender capacities (gender analysis and strategic planning; gender responsive programming, budgeting, and implementation; knowledge management and gender responsive M&E; effective partnerships and advocacy on promoting gender equality; gender and leadership; innovation in gender responsive approaches).

Capacity levels vary across these variables, and further differentiation is made through the comparison of four different countries, each with their own value chains.

Key findings

Differences between the gender capacities at the organizational and individual level are minor; individual scores are higher for all capacities except (A) gender analysis and strategic planning (equal scores) and (E) gender and leadership, for which organizational scores are higher. The environmental level has not been assessed in quantitative terms, although the effects have been analyzed. The governments of Nicaragua and Ethiopia have relatively well-developed and specific gender policies in place, which are, however, quite weak in practice. The influence of government on the livestock sector and on the capacities of some key partners is reasonably strong in Ethiopia; for example, policy requires organizations to hire a certain quota of women. In Tanzania, on the other hand, governmental influence on gender capacities is said to be minimal. Donors and other NGOs have influenced the capacities of organizations in all countries, for example by requesting sex-disaggregated data and by promoting gender mainstreaming.

Comparing types of partner organizations, development partners score higher on all core gender capacities. These organizations are more familiar with implementing gender sensitive programs and may have more exposure to various capacity developers, such as gender and development trainers and donor organizations, that have gender related interventions. Some of the more gender sensitive partners were inherently more critical on their achievements on gender and thus scored themselves lower.

¹ See www.transitioninternational.com

Comparing the four countries, Nicaragua stands out with significantly better-developed capacities. Nicaragua appears to have a more supportive institutional environment, and the World Bank rates its gender equality in general as high.

Lastly, comparing the six core gender capacities, the capacity on gender and leadership stands out as the best-developed capacity, and the capacity on innovation in gender responsive approaches as the least-developed.

A more detailed description of capacity levels for each core gender capacity follows below:

Gender analysis and strategic planning

Although the assessed organizations have at least a basic understanding of what relevant gender issues entail, for the majority, and especially the research organizations, the capacity to analyze gender dynamics within their value chains is limited. Knowledge of gender analytical frameworks and tools is limited, and when organizations do use tools, the tools are largely not specific to gender and value chain analysis.

The majority of organizations have provided gender training for their staff, but often the training was insufficient, or was not in line with what is really needed, for example was not focused on their specific kind of work.

Gender responsive programming, budgeting, and implementation

Most development organizations have the capacity to ensure that interventions address women and men equally, as well as the capacity to implement actions towards a more gender responsive internal organization (policies, systems and structures). In general, partners show more weakness in their capacity to develop gender responsive programs and implement a gender (mainstreaming) strategy² with sufficient human and financial resources. The research partners generally have no gender mainstreaming strategy, and no separate budget allocated to specific gender activities.

Knowledge management and gender responsive M&E

Most of the assessed organizations, and especially the research partners, collect and interpret sex-disaggregated data, and use this for reporting purposes. However, most of them do not use this data for gender analysis. Development organizations are slightly better in gender responsive M&E compared to research partners but the majority of the partners do not have a gender responsive M&E system in place. Knowledge documents and publications on gender are not often consulted by these organizations, nor do they produce such documents themselves.

Effective partnerships and advocacy on promoting gender equality

All of the partners work in partnership with other organizations (including around the Livestock and Fish CRP program); however, gender is not among the central issues on which they work together. Also, while most development partners participate in advocacy, gender is not considered a key issue in these initiatives.

² See Annex B for a definition of gender mainstreaming

Gender and leadership

Overall, this is the best-developed capacity. Most of the organizations show commitment to gender equality and women's empowerment and leadership. Research organizations tend to have only a commitment and vision, without necessarily taking actions towards women's leadership.

Development partners have better capacities to hire women as staff members and have a more equal gender balance than research partners.

Innovation in gender responsive approaches

This core gender capacity was found to be the least developed of all capacities. Both type of partners, and in particular the research organizations, lack an understanding of gender responsive approaches and the meaning of gender accommodating versus gender transformative strategies. Most organizations barely identify and document gender transformative approaches and achieved changes.

Recommendations for gender capacity development

The capacity development can build on the identified strengths and opportunities: staff have supportive attitudes and organizations are committed to gender equality; most organizations are already implementing gender equality interventions; many organizations have dedicated gender staff appointed and research organizations have the capacity to collect, interpret, and report on sex-disaggregated data (not to be confused with the capacity to actually use this data in gender analysis). The Livestock and Fish CRP program has a comprehensive gender strategy in place and many tools and methodologies for gender and value chain development already exist. Finally, the Livestock and Fish CRP program includes some partners with more experience or knowledge in gender and value chains, which could be exchanged with other, less advanced, partners.

The capacity development response should be a combination of training workshops, coaching and mentoring, experimental learning (feedback loops), systematization and experience exchange. The report proposes a structure for capacity development and four thematic modules: 1) gender analysis for value chain development; 2) strategy development; 3) monitoring and documentation; and 4) gender responsive organizations.

Introduction to the capacity assessment

Transition International³, at the request of ILRI, developed a gender capacity assessment and development guide (January 2015). The framework for the guide consists of the Livestock and Fish CRP capacity assessment guidelines⁴, and a capacity development approach as outlined in the Capacity Development Road Map 2014-2016⁵, and refers to the capacity assessment framework currently used by UNDP⁶ and FAO⁷.

The objective of the gender capacity assessment is to analyze the current gender capacities against desired future gender capacities of the Livestock and Fish CRP partners in four value chain countries (Ethiopia, Uganda, Tanzania and Nicaragua), and to subsequently design tailor-made capacity development interventions per country.

The capacities of twenty-four partners in four Livestock and Fish CRP countries have been assessed during the period December 2014 – September 2015. This report aims to summarize these four assessments, analyze differences and similarities, and present recommendations for the design of gender capacity development interventions for the Livestock and Fish CRP partners.

For each country, an assessment report has been written separately, which includes country specific information.

This report starts with a description of the methodology for the gender capacity assessment and the processes that have been followed in the four countries for data collection and analysis (chapter two). In chapter three, country specific contexts regarding value chains and institutional (policies and legislations) aspects that are related to gender capacities of partner organizations are described. Chapter four compares findings per level, partner type, and country. Chapter five includes more detailed description of capacity levels for each core gender capacity. Finally, recommendations for gender capacity development are made in chapter six.

³ See www.transitioninternational.com

⁴ CGIAR, (2014) Capacity Assessment Guideline (draft)

⁵ CGIAR, (2014) Capacity development 2014-2016 (draft)

⁶ UNDP, (2008) Capacity Assessment Methodology, User's Guide, Capacity Development Group, Bureau for Development Policy, New York

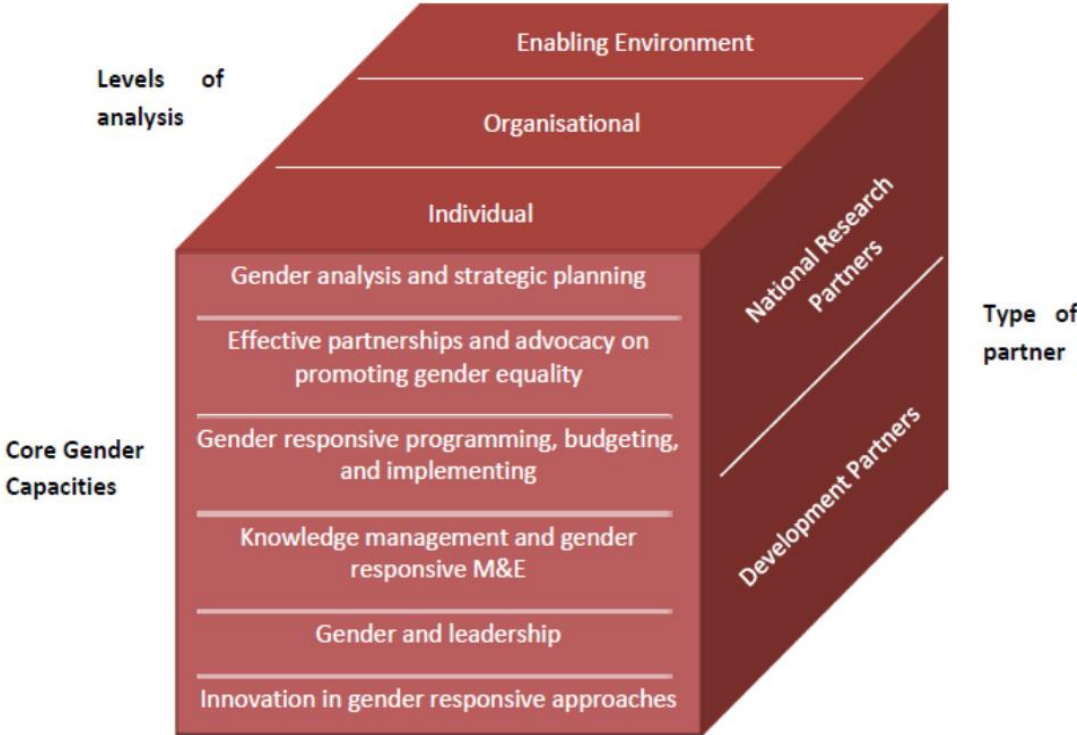
⁷ FAO, (2011) Capacity development. Learning module 1. Enhancing FAO's practices for supporting capacity development of member countries

Methodology and process of the capacity assessment

The methodology for the gender capacity assessment, as described in the gender capacity assessment and development guide, is based on a systemic approach to capacity development. A three-dimensional framework is designed for the gender capacity assessment and development process. It differentiates three sets of variables, namely:

- Three levels of capacities (enabling environment, organizational, and individual);
- Type of partner according to their functions (development and research partners);
- Core gender capacities formulated based on insights and experiences from gender capacity assessments and the type of work Livestock and Fish CRP partners are engaged in.

The above sets of variables can be visualized in the below three-dimensional matrix:



Based on these sets of variables, parameters have been defined for assessing Livestock and Fish CRP partner’s gender capacities (see annex A for a list of all parameters and scores). The parameters are different for each variable (for instance, for development partners, at the organizational level of the core gender capacity ‘gender analysis and strategic planning’, five parameters were developed to assess capacity at these interrelated variables):

A.II.1	The capacity to analyze gender dynamics within the value chain
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain
A.II.3	The capacity to apply gender analysis tools and frameworks

A.II.4	Providing access to gender (analysis) training for female and male staff
A.II.5	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these

Three tools⁸ were developed to assess capacities at each level (enabling environment, organizational, and individual). The tools are the same for each partner type and core gender capacity, but the parameters are different. For example, for research partners, at the organizational level of the core gender capacity 'gender analysis and strategic planning', the following four parameters were developed:

A.II.1	The capacity to systematically include gender analysis in all research of the targeted VC
A.II.2	The capacity to develop and apply gender analytical frameworks and tools in research
A.II.3	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these
A.II.4	Providing access to gender (analysis) training for female and male scientists

Most of the parameters refer to the organizations' interventions towards stakeholders (their projects and programs). The following parameters (for development partners) are related to the internal organization and its systems, structures, policies, resources etc:

A.II.4	Providing access to gender (analysis) training for female and male staff
A.II.5	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these
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.
B.II.8	Presence of gender experts who have the capacity to develop and implement gender responsive programs
B.II.9	Position and mandate of dedicated gender staff (expert or focal point)
B.II.10	Balance between responsibilities of gender experts and general staff members on gender mainstreaming
E.II.5	Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance
E.II.6	Presence of women in leadership (management) and balanced representation

⁸ The tools and guidance notes are finalized after the CA process and available as a separate document.

The parameters are similar, but not the same, for research partners, since these organizations have different mandates and functions:

A.II.3	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these
A.II.4	Providing access to gender (analysis) training for female and male scientists
B.II.5	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
B.II.6	Presence of gender scientists who have the capacity to do gender specific research
B.II.7	Position and mandate of gender scientists and/or focal points
E.II.5	Effectiveness in hiring women as researchers and fellows and to acquire gender balance throughout the organization
E.II.6	Presence of women in leadership (management, senior scientists) and balanced representation

In December 2014, the gender capacity assessment guide and tools developed by TI for ILRI were tested in Tanzania, by TI and ILRI together. After the pilot assessment in Tanzania the tools, including some of the questionnaires, were finalized in order to better fit the needs of ILRI. The same tools and parameters have been used in all four countries (with some small adaptations post assessment in Tanzania).

The other three countries set up assessment teams, who were trained by TI on the methodology of the assessment, and the correct use of the developed tools. TI provided backstopping support during each assessment and provided the overall analysis of the quantitative data. The data collection began in February (Nicaragua) and April (Uganda and Ethiopia) and reports were finalized in May (Nicaragua) and September (Uganda and Ethiopia).

All four gender capacity assessments followed a series of steps that are described in the gender capacity assessment and development guide. Before beginning the assessments, the teams undertook a desk review of relevant documents and adapted the tools to the varying country contexts (this adaptation was mainly based on country specific contextual issues and language and led to some changes in the formulation of the questions, however the core capacities and parameters were not changed).

For each country, a decision was made on which stakeholders to involve, and a work-plan and agenda were developed. The decision was based on the objectives and scope of the gender capacity assessment in that particular country, and decided together with Country Value Chain Coordinator. Each assessment started by identifying which organizations and individuals should be involved in the assessment process, what role they play, and what stake they have in bringing about a change. The sample of organizations included more than twice as many development organizations (seventeen) as research organizations (seven), and the division per country is particularly unbalanced in Uganda and Tanzania, where only one research organization participated in the assessment (reflecting the L&F partnership arrangement in these countries). The only country where there was an equal number of research and development organizations assessed was Ethiopia.

Table 1: Number of organizations assessed, by country and type

	Ethiopia	Tanzania	Nicaragua	Uganda	Totals
Research organizations	3	1	2	1	7
Development organizations	3	3	5	6	17
Totals	6	4	7	7	24

The organizational capacities of development partners and research partners were assessed during a focus group discussion (FGD), which included a discussion on each core capacity and the completion of a questionnaire. Each organization assessed its own capacities, guided by the consultant(s). At the conclusion of each organization's assessment, a list of the top ten most, and least, developed parameters was shared with the partner, and the staff present used this list to discuss which capacities and parameters they wished to develop; however, other parameters could also be proposed. Following instructions in the tools, the facilitator(s) occasionally came up with their own suggestions, based on the assessment. The assessment forms from Uganda and Ethiopia did not include narrative information or explanation of the proposed capacities to develop (unclear why).

Initially, individual staff members from each organization were invited to fill in an online questionnaire (using Google Forms), which assessed capacities at the individual level. During the pilot stage in Tanzania it became clear that not all staff members had filled in the questionnaire; therefore, when implementation began in Nicaragua a modification to the methodology was made: immediately after each organizational assessment, individual staff members were requested to fill in the online questionnaire in the office. In Uganda and Ethiopia, internet was often not reliable at the partners' offices, therefore staff filled in printed questionnaires that were later copied to the online forms by the assessment team.

Between the four countries a total of twenty-four partner organizations were assessed at the organizational level, twenty-two at the individual level and a further twenty-four stakeholders were interviewed to collect information regarding the environmental level. For two partners in Tanzania, data at the individual level was not collected due to the aforementioned reasons.

Table 2: Division of assessment levels, by country

	Ethiopia	Tanzania	Nicaragua	Uganda	Totals
Individual	6	2	7	7	22
Organizational	6	4	7	7	24
Environmental	7	3	8	6	24
Totals	13	7	15	11	46

Both at organizational and individual levels, capacities have been scored using a scale of one to five (Each organization assessed its own capacities, guided by the consultant(s)):

1. Very Low: No evidence or only anecdotal evidence of 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 and 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 is needed.

Finally, each team conducted semi-structured interviews to collect data at the level of the enabling environment. The most interviews were conducted in Nicaragua (with eight experts), in Tanzania only three were conducted.

After all the meetings were conducted and the interviews and questionnaires were completed, the capacity assessment teams analyzed and interpreted the results. Excel worksheets were used to analyze the quantitative data. Results were analyzed per type of partner, level of analysis and core gender capacity. Data analysis was both quantitative (analysis of scores) and qualitative (analysis of information coming from discussions and interviews). Each country team submitted a written report.

After the finalization of the data collection and the country reports, TI analyzed all data using another excel worksheet, and produced this report. A lot has been paraphrased from the country reports, without using quotations.

The (dis)enabling environment

In each of the four countries, assessment teams have collected and reviewed relevant documents, including country specific Livestock and Fish CRP reports and other documentation related to gender in the value chain in that particular country. They also held semi-structured interviews with (gender) experts who are either connected to the Livestock and Fish CRP program, or are working with one of the operational, development or research partners (for example, SNV in Tanzania or the Ministry of Women, Children and Youth Affairs in Ethiopia). The document review and interviews were used to analyze the enabling environment: *the broader system, including downstream/upstream policies, rules and legislation, regulations, gender power relations, external partnerships, political space and gender norms and values*; and its interaction with the other two levels of analysis (organizational and individual).

The information is used in this chapter to describe country specific contexts regarding value chains and institutional (policies and legislations) aspects that are related to gender capacities of partner organizations.

Different countries, different value chains

In each country, the Livestock and Fish CRP program focuses on a different value chain (beef/dairy cattle, sheep and goats, pigs), each with its own gender dynamics. In all value chains, women are mostly present on the production side, while men are involved in the higher revenue generating nodes of the VC. Women provide much of the labor but are usually not the owner of the resource, or the ones making decisions about livestock. Even in the Uganda smallholder pig sector, which is considered a female enterprise, men are largely in control of income and benefits from the product. The women involved in the production have less access to services including animal health, credit, and extension.

A similar trend is observed when a value chain scales up and sales increase; women lose control of resources and the benefits of those resources in favor of men. Development interventions that focus on commercialization without taking a gender equality approach therefore may only benefit men, and can even negatively impact women. Development and research actors should have sufficient capacities to analyze and understand these gender dynamics in order to develop gender sensitive interventions and monitor the effects of these interventions on gender relations and the position of women.

Ethiopia

In Ethiopia, women manage the backyard farming of small livestock. Usually women have no formal ownership or control over their livestock at the household level. This is despite the fact that women are very much involved in carrying out activities such as feeding and cleaning of livestock and the processing of milk. Men mostly carry out the processing and marketing of meat. Moreover, it is largely men who control the income generated from sales of sheep and goats. Since women have no market information, even if they are entitled to make decisions during sales, they are more likely to sell their animals at a low price at the farm gate. Also, women are less likely to access extension and veterinary services and to be members of cooperatives.

Tanzania

In Tanzania, the focus is on dairy cattle. This sector is typically informal and the majority of the cattle are kept under the extensive pastoralist system. Gender roles and tasks differ vastly between

extensive and intensive livestock systems, and also within those systems. Ownership patterns are, however, the same in both systems. Men control the cattle, while women control milk sales. Commonly, with increased commercialization and an increase of sales, women are losing this control in favor of men.

Uganda

The Uganda Smallholder Pig Value Chain (SPVC) sector is considered a female enterprise because pigs are seen as livestock that women can manage, especially in backyard production systems⁹. Women are usually visible in the production node of the value chain but much less in post-production. Men are largely in control of income and benefits that accrue from the enterprise. Men have more access to market information and contacts with market agents and therefore dominate pig marketing. In addition, establishing an active pig market in Uganda is not easy as pigs are mostly sold at the farm gate due to religious considerations. The slaughtering of pigs and often the purchase of pork is usually a man's domain. Piggery is increasingly becoming important in Uganda with demand for pork rising tenfold in the last two decades. However, with increasing market-oriented production, women may not derive the benefits associated with the enterprise due to their minimal involvement in the marketing nodes of the value chain.

Nicaragua

In Nicaragua, women in agricultural value chains face different challenges mostly related to access to land, legalization of property, and access to credit. Furthermore, intermediaries control market access by setting high prices and charging interest rates up to fifty percent. Consequently, this reduces the chances small producers have to compete in the market. One of the main gender issues in Nicaragua's value chain and livestock sector is the traditional gender division of labor with the attribution of productive roles to men and reproductive, and community roles to women. In practice, women play a key productive role in the livestock sector with their reproductive and community roles having a strong impact in each link of the chain. However, popular beliefs idealize the productive roles and livestock sectors as male domains so the role of the women is made invisible (viewed as support to the more important male roles) and undervalued (they receive less income and have less access and control over material, financial and natural resources). This highlights a compelling need to focus on gender roles and dynamics of access and control over resources. In terms of commercialization, it is important to analyze where women are positioned and how they are visualized. This includes examining whether women receive information, have access to credit, knowledge, technology and technical assistance, as well as who is supporting them, and how.

Institutional environment

Nicaragua has a relevant gender sensitive legal framework in place, however, this is largely theoretical. Of the three East African countries, Ethiopia has the best-developed policies as it has, at least on paper, developed gender policies and also mainstreamed gender into its agricultural policies. Uganda and Tanzania have livestock policies but they are not gender sensitive. In all countries the capacity to actually implement policies is considered low. This is related to lack of budget, lack of trained and qualified staff in gender issues, low political will and awareness, and so on. In Ethiopia

⁹ The Uganda report uses the term control but since that entails being able to decide upon selling animals etc. and controlling income and other benefits, maybe managing is a better term.

and Tanzania responsible structures for gender mainstreaming (such as focal points and offices), are in place in other departments through to the local levels. Gender responsive programming in Ethiopia has a strong focus on ensuring participation of female-headed households in programs, and not on the position of women within male-headed households. The government of Ethiopia also pursues an affirmative action policy and has put in place quotas for women to be represented in all organizations. The influence of government on the livestock sector and the capacities of some key actors, including producers, are reasonably strong in Ethiopia, yet low in Tanzania.

NGOs, such as Heifer Project International in Tanzania, and Oxfam GB in Uganda, have had a lot of influence on the livestock sector and claim to have successfully empowered women. Methodologies such as the Gender Action Learning System (GALS), employed by Oxfam GB in Uganda, can also be taken as an example of good practice¹⁰.

Ethiopia

Ethiopia has a National Policy for women and this policy has delineated the responsibilities of the Women's Affairs Office (WAO) under the Prime Minister's Office, the Regional and Zonal Women's Affairs Sector, and the Women's Affairs Department (WAD) in the various Ministries. The Women, Children and Youth affairs office ensures that policies, legislation, development programs, and projects implemented by the federal government give due consideration to issues of women, children, and youth. These structures are not in place at the lowest – kebele – level, and are weak at the zonal and woreda (district) level. Both the WAO and the WAD in the sectorial ministries lack resources and qualified personnel. In many cases WADs are marginalized and gender is not mainstreamed in many of the activities in the ministries.

Amongst the national gender mainstreaming strategies, a gender mainstreaming guideline for the Ministry of Agriculture is in place. Although capacity development is highlighted as one of the key areas of intervention in the gender mainstreaming guideline, the gender capacity of staff is still very low. The Government of Ethiopia is pursuing an affirmative action policy, which would increase the number of female staff in all its structures. The number of hired women is still very low in most institutions and organizations. In addition to this there is an intention to ensure that gender focal units and gender focal persons are put in place, however, the women and men supposed to undertake gender integration responsibilities in programs and projects are generally not qualified or capable of doing so. The job description for extension staff does not specify mainstreaming gender as one of their roles, so these staff does not see addressing gender issues as their responsibility.

Tanzania

Tanzania has a Women and Gender Development Policy (2000) and a National Strategy for Gender Development (NSGD) (2001) which aim to ensure that the gender perspective is mainstreamed into all policies, programs, and strategies. The Ministry of Community Development, Gender, and Children executes its role and responsibilities through Community Development Workers located in all Regional Secretariats and the Local Government Authorities (LGAs). Gender Focal Points have been established and institutionalized in Government Ministries, independent departments, and LGAs (NSGD, 2000). However, authorities at the local level (LGA) lack the capacity to implement policies. Although the Ministry of Livestock and other ministries have gender focal points, these are

¹⁰ It needs to be noted here that the CA did not evaluate the effectiveness of any of the mentioned organizations or their strategies.

not well connected, therefore limiting their abilities to implement gender policies. Moreover, the livestock policy is not gender sensitive. The government does not have a strong influence on the livestock sector nor on the capacities of some key actors (including producers). Most NGOs and the government have a focus on commercializing the dairy sector, and they do not have much interest in the informal and traditional sectors, where women are more visible, or on improving local processing, a role often taken by women.

Uganda

In 2007, the Government of Uganda, through the leadership and coordination of the Ministry of Gender, Labor, and Social Development (MGLSD), developed a National Gender Policy, which serves as a guiding framework for other policies. Key informants considered this policy ineffective since the taskforce did not have any gender background and had not carried out any systematic gender analysis while formulating the policies. The 2007 National Gender Policy does not offer room for capacity development/building or deliberate training to address gender disparities. There is no specific gender policy that influences the pig value chain. Even though policies are not gendered, most agricultural departments designed gender mainstreaming guidelines and training manuals on gender issues. The greatest challenge in Uganda is a lack of political goodwill when it comes to gender budgeting.

Nicaragua

In Nicaragua progress has been made on gender issues within the legal framework through the creation of laws, programs and tools. However, much more progress is needed which requires allocating sufficient resources and raising awareness on the importance of implementing gender policies effectively. Amongst others, small and medium producers (especially women) are not taken into account in policy formulation processes. This lack of making public policy more gender sensitive is a major obstacle for developing the gender capacities of organizations at the local level. Moreover, gender funding for local communities and organizations has been reduced since international cooperation's have reduced their financing due to a changing political landscape. Although international cooperation, public institutions as well as private companies undertake gender capacity building initiatives, more human, financial and technological resources are necessary.

Comparison of findings per variable

The gender capacity assessment differentiates three sets of variables, namely: three levels of capacities (enabling environment, organizational, and individual); two types of partner according to their functions; and six core gender capacities. Further differentiation is made through the comparison of four different countries, each with their own value chains. This chapter compares findings per level, partner type, and country.

Comparison of findings per level

The first variable for the capacity assessment is the **level of analysis**:

- The **enabling environment**: The broader system, including downstream/upstream policies, rules and legislation, regulations, gender power relations, external partnerships, political space and gender norms and values;
- The **organizational** level: The internal policies, arrangements, procedures and frameworks that allow an organization to mainstream gender in all its operations, enabling the coming together of individual capacities for achieving common goals; and
- The **individual** level: The skills, experience, knowledge, leadership, and motivation of people enabling gender mainstreaming

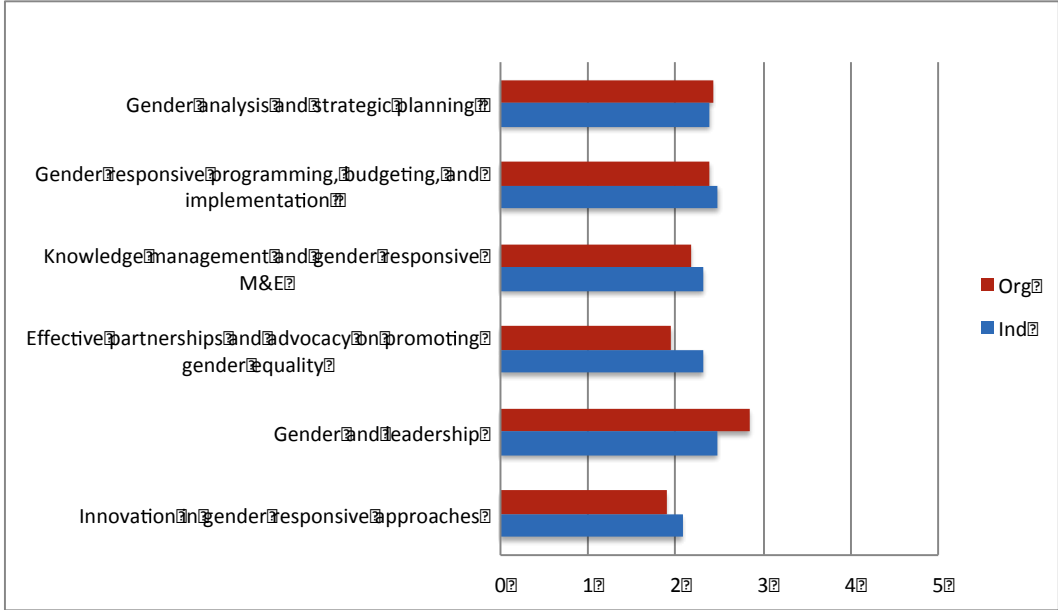
The level of enabling environment is described in chapter three and the interaction of that level with the other two levels is described more in detail in chapter five.

The data for the other two levels is quantitative and can be compared.

Comparing the core gender capacities at the organizational level with capacities at the individual level of all (twenty-four) partners that were assessed, there are only a few differences between the levels, and the overall score is the same (2.3). Individual scores are higher for all capacities except (A) gender analysis and strategic planning (same) and (E) gender and leadership, for which organizational scores are higher.

The fact that the organizational level scores are lower for four core capacities out of the six, is possibly due to the fact that the workshop methodology was developed in such a way that consensus had to be reached, thus giving rise to group discussions and a more balanced score. Individual scores on the other hand were given anonymously and so there was no chance of other people controlling how each person scored her/himself. Moreover, as responding to the questionnaire was voluntary there is a chance that the survey content naturally attracted more gender specialists in some countries and therefore the results may be biased.

Chart 1: Comparison of organizational and individual scores on core gender capacities



Comparison of findings per partner type

The second variable is the type of work and roles/functions the partner is actually engaged in. Partnership for the program occurs at three levels¹¹: operational¹², research, and development. The gender capacity assessment and development process excludes operational partners¹³ and focuses on the following two types of partners and their functions¹⁴:

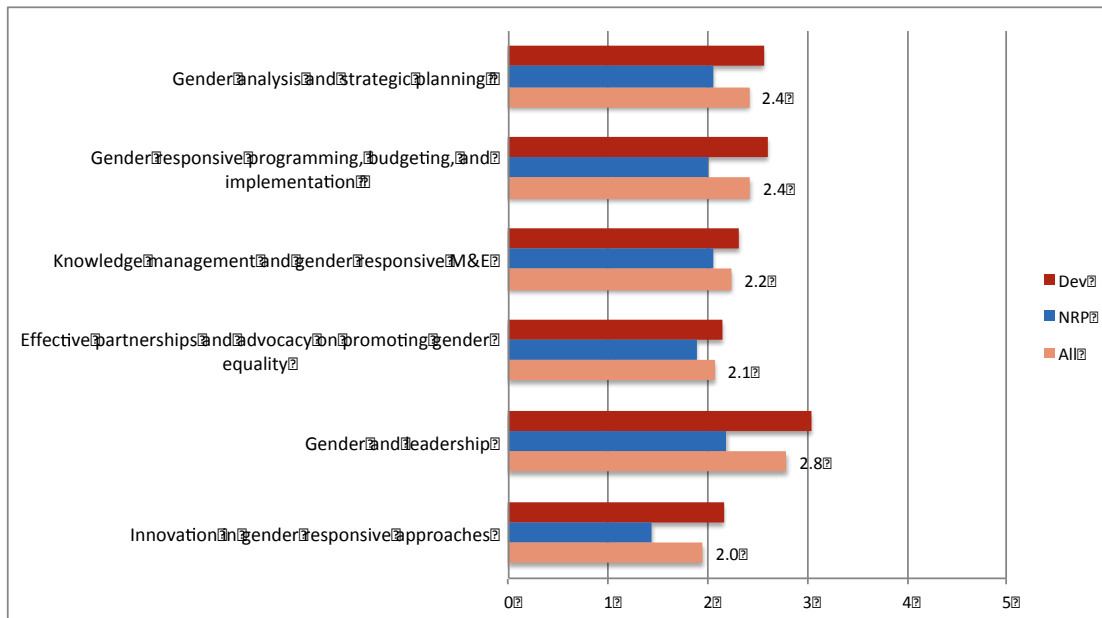
- **National Research Partners** (universities, research institutes), which design and undertake research
- **National Development Partners** (local government offices, extension offices, local / national NGOs, service providers), which co-design the Livestock and Fish CRP programs and deliver joint outputs across similar programming objectives, do joint advocacy and resource mobilization.

Comparing the average findings from all (seventeen) development partners and all (seven) research partners, it can be observed that development partners score higher, on average, on all core gender capacities. Unlike research partners, development organizations may be more exposed to different capacity developers, such as gender and development trainers and donor organizations that have some gender related interventions.

¹¹ CGIAR. 2014. Extension Request 2015-2016: CRP Livestock and Fish
¹² The four CGIAR centers (ILRI, Worldfish, CIAT and ICARDA).
¹³ The operational partners are already subject of a gender capacity development process implemented with KIT.
¹⁴ The partners have been further specified in the development partnership strategy.

Moreover, many development partners are government offices of agriculture, which have a better understanding of government (gender) policies and strategies. In particular, the capacity for gender and leadership has much higher results for development partners; this is largely because these organizations have a more equal internal gender balance (two of the six organizational parameters relate to internal gender balance).

Chart 2: Comparison of development and research organizations



The best-developed parameters for development partners (see also Annex A) were mostly under the capacity for gender and leadership: staff attitudes and organization’s commitment to gender equality and female leadership, and having an internal gender balance. There were also high scores for the capacity to implement gender equal interventions, as well as in understanding organizational gender dynamics, and implementing actions towards a more gender responsive organization. Many development partners have dedicated gender staff (expert or focal point), and staff are able to implement gender responsive interventions; collect, interpret, and report on sex- disaggregated data, and analyze gender dynamics within the value chain.

The best-developed parameters for research partners are also under the capacity for gender and leadership, attitudes and commitment. However the highest score was for the capacity to collect, interpret, and report on sex-disaggregated data in all research. These partners also have relatively high scores for the capacity to develop and maintain effective partnerships, both at the organizational and individual levels.

The least-developed parameters for development partners are those of joint gender advocacy and partnerships with the government. There is also little production of knowledge documents and publications on gender. Most of the least-developed capacities is the ability to apply, analyze, and document gender transformative approaches (GTAs). The capacity of gender experts to negotiate for dedicated financial resources for gender mainstreaming within the organization, and access to gender-sensitive M&E training of female and male staff was also low.

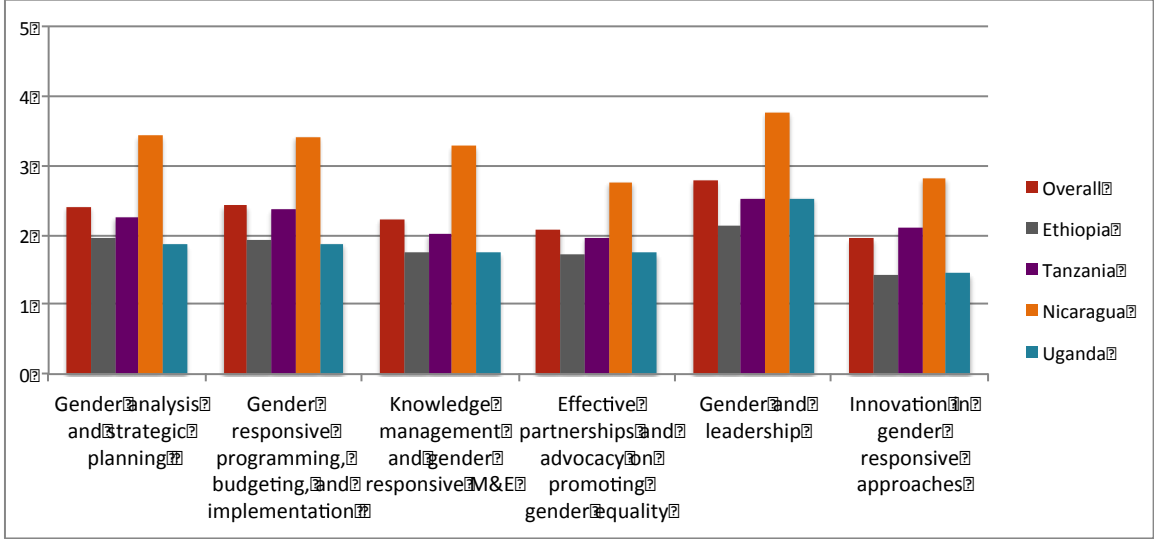
For research organizations, the least-developed parameters are all in the capacity to develop, evaluate, and share insights on gender transformative approaches (GTAs). They also have low capacities for knowledge management and gender responsive M&E: the production of knowledge

documents on gender, provision of gender inputs to other organizations’ publications and to national policies. Most NRP’s do not have a gender (mainstreaming) strategy and score low on the capacity to develop and apply gender analytical frameworks and tools.

Findings per country

Comparing the four countries, Nicaragua stands out with the best-developed capacities. Nicaragua has an average score of 3.2, whereas Tanzania (2.2), Uganda (1.9), and Ethiopia (1.8) have significant lower developed capacities.

Chart 3: Comparison of the four countries on the core gender capacities



This finding is in line with other studies that shows more progress on gender issues in Nicaragua and other Central American countries than in Sub-Saharan African countries. For example, the Country Policy and Institutional assessments database of the World Bank Group shows a higher gender equality rating for Nicaragua (4) than for Ethiopia (3), Tanzania (3.5) or Uganda (3.5), in the last four years (2011 – 2014).¹⁵

When analyzing the results of this gender assessment study in the four countries, Nicaragua seems to have a more supportive institutional environment. However, as conditions vary widely across the four countries and the assessment methodology was not designed to make a comparison between them, this report will focus mainly on the findings in each country and the country-specific recommendations for capacity development that can be made from these.

Ethiopia – general findings

Although the Government of Ethiopia has put in place policies, legal instruments, and gender mainstreaming guidelines across the various sectors in view of improving the enabling environment and bringing about gender equality at all levels, the gender capacity of government staff is still very low and informants say that policies are rarely implemented. Compared to the other three countries,

¹⁵ <http://data.worldbank.org/indicator/IQ.CPA.GNDR.XQ>

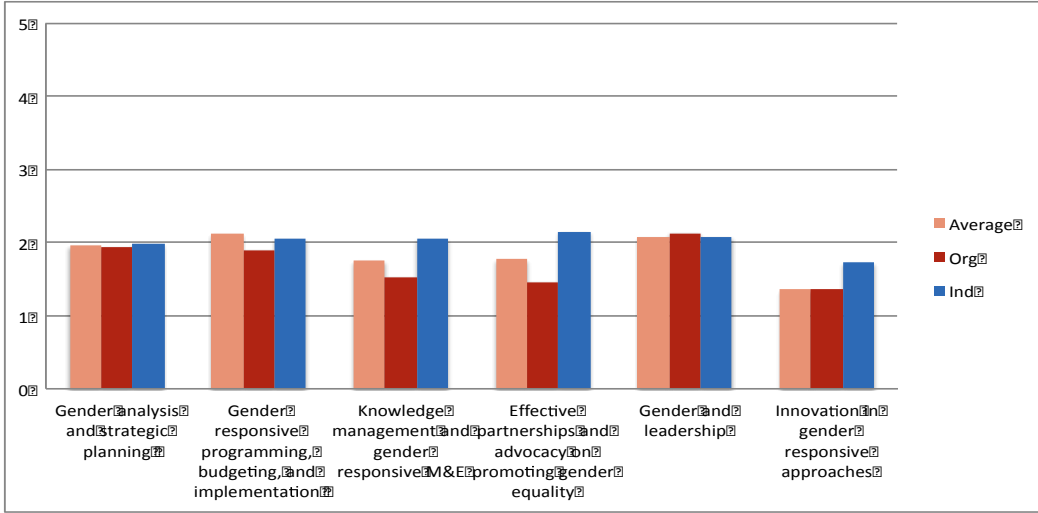
Ethiopia has the lowest developed capacities. Generally, all the partners that were assessed were relatively weak in all the six core gender capacities and there is little variation between partners.

Table 3: Ethiopia Partners

Partners Ethiopia	Environmental	Organizational	Individual
National Research Partners (NRPs)			
Areka Agricultural Research Center	N	1,5	1,5
Bako Agricultural Research Center	N	1,8	2,2
Yabello Pastoral and Dryland Agricultural Research Center	N	1,4	1,9
Development Partners (DEV)			
Doyogena Woreda Office of Agriculture	N	1,7	2,3
Horro Woreda Office of Agriculture	N	2,2	2,2
Yabello Pastoralist Development Office	N	1,8	2,0
Other			
Ethiopian Agricultural Transformation Agency (ATA)	Y	N	N
Ministry of Women, Children and Youth Affairs	Y	N	N
ACDI/VOCA Ethiopia	Y	N	N
ILRI-LIVES	Y	N	N
Ministry of Agriculture (MoA) gender expert	Y	N	N
Women Affair Directorate	Y	N	N
USAID-LMD	Y	N	N
Average		1,7	2,0

Overall, the individual gender capacities (2.0) are stronger developed than the organizational capacities (1.7).

Chart 4: Organizational and individual scores for Ethiopia



Compared to the research partners (1.7), the development partners (2.0) show higher scores for all the core capacities but the difference is insignificant.

All the offices of development partners have a gender focal person, in contrast to the research partner institutions, which do not have a gender focal person on the ground.

Although the development partners claim that they are mainstreaming gender in their interventions to benefit women and men equally, no clear gender mainstreaming strategies are in place. Moreover, all the assessed partners lack the basic know-how about the available tools and frameworks for gender analysis and strategic planning. Although some of them collect and interpret sex-disaggregated data to some extent, it is far from what gender analysis entails. None of the assessed partners has a gender responsive M&E system in place. All the partners work with other organizations and sectors, including the woreda level Women, Youth, and Children office. However, gender is not central to their partnerships and the capacity to create effective partnerships and advocacy for gender equality is not developed. There was low comprehension amongst all partners on what gender responsive approaches truly entail.

Tanzania – general findings

Tanzania has, relatively, the best-developed capacities of the East African countries, with an average of 2.2 (meaning capacities still need further development).

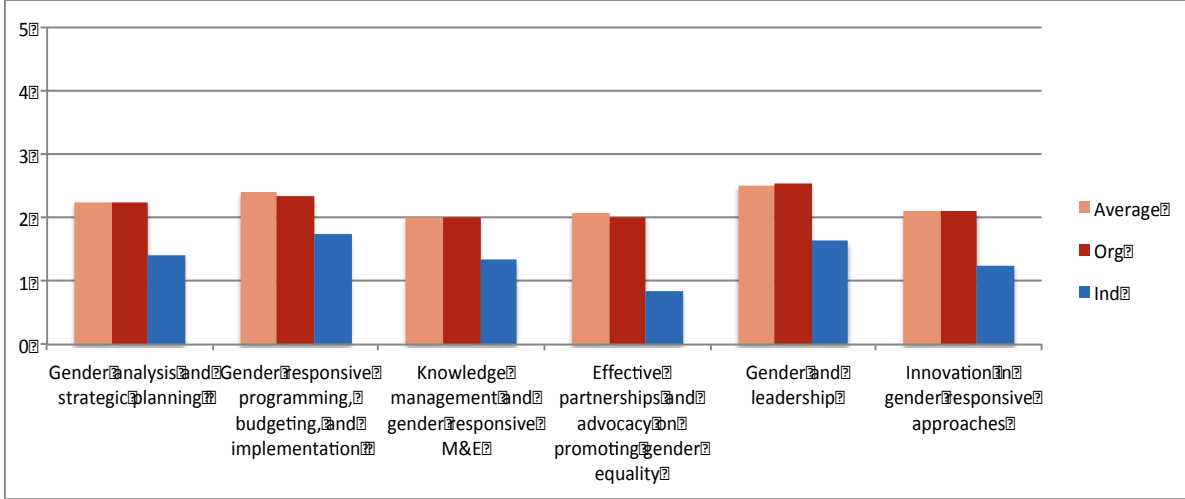
Table 4: Tanzania Partners

Partners	Environmental	Organizational	Individual
National Research Partners (NRPs)			
TALIRI	N	1,2	1,2
SUA	Y	N	N
Development Partners (DEV)			
TDB	N	1,6	1,8
LGA Lushoto	N	3,4	N
Faida Mali	N	2,5	N
SNV	Y	N	N
HIT	Y	N	N
Average		2,2	1,5

The four organizations assessed revealed several differences: LGA Lushoto has the highest scores for all the capacities (3.4), however, it should be noted that their assessment was not very reliable¹⁶. TALIRI and TDB have the lowest scores. Looking at the four partner organizations together, it can be said that their gender capacities are weak. On the ratings scale they average between 2.0 (knowledge management and gender responsive M&E) and 2.5 (gender and leadership).

Capacities at the individual level are much lower (1.5) than organizational capacities (2.2). However, this is also because the two organizations that were assessed at the individual level were the two that have lower capacities at the organizational level.

Chart 5: Organizational and individual scores for Tanzania



All the partners assessed, with the exception of LGA, rated as relatively weak on their capacities for gender analysis and their use of gender analytical tools. The Livestock and Fish CRP gender strategy developed for the whole research program across value chains provides a good basis to identify key gender research areas, but does not give clear guidance with regard to program implementation. The development partners claim that they are able to ensure that interventions benefit women and men equally. However, without tools and systems in place to actually measure effectiveness, this is not easy to establish. Although all organizations, to some extent, collect and interpret sex-disaggregated data, most of them do not have a gender responsive M&E system. Also, the majority of partners have not fully mainstreamed gender into their programs and internal organizational arrangements, and have no mechanisms in place to ensure that factors of gender are taken into consideration. All of the partners work in partnership and coalition with other organizations, however gender is not central to these partnerships. All the development partners participate in advocacy activities, however gender is not integrated into these activities as a core issue. Maziwa Zaidi, the main project implemented by Livestock and Fish CRP in TZ, does have some partners who have strong capacities for gender issues, such as Heifer international and SUA. However, there seems to be little exchange of gender information and good practices. Almost all of the assessed partners claim that their organization is very committed to gender equality and transforming gender power relations. This commitment does not, however, always translate into accountability and a clear vision on gender issues. Although the

¹⁶ Due to difficulties in achieving a good rapport, members of LGA Lushoto were inclined to give higher scores, see also chapter 2 of the Tanzania report.

development organizations all have some examples of interventions that have transformed gender relations, this has been somewhat unplanned.

Uganda – general findings

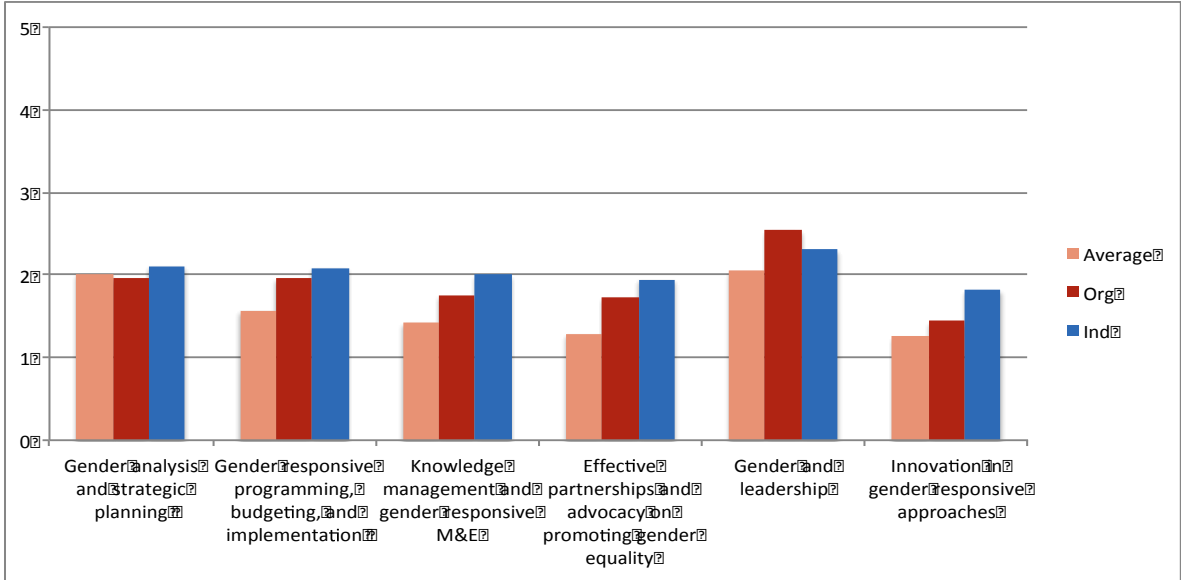
Uganda scores 1.9 on the ratings scale, which is quite low, and there is not much of a difference between partners, with the exception of VEDCO which scored significantly higher than the others. Almost all the partners (with the exception of Makerere University) were development organizations as the program mainly works with development partners.

Table 5: Uganda Partners

Partners Uganda	Environmental	Organizational	Individual
National Research Partners (NRPs)			
Makerere University	N	1,9	2,0
Development Partners (DEV)			
IOWA uni	N	1,7	1,8
DVO Masaka	N	1,2	1,7
DVO Mukono	N	1,7	1,9
PPM	N	1,0	1,6
VEDCO	Y	3,9	3,2
PS Masaka	N	1,3	1,9
Village Enterprise	Y	N	N
SNV	Y	N	N
DCDO Mukono	Y	N	N
MAAIF	Y	N	N
Average		1,8	2,0

The organizational capacities are well in line with the individual.

Chart 6: Organizational and individual scores for Uganda



The lowest capacities in Uganda were for gender responsive approaches and partnerships, and advocacy, and the best developed were gender analysis and strategic planning, and gender and

leadership. With the exception of the relatively high scores for gender analysis and strategic planning, this is in line with the overall assessment for all countries.

Most partners have low capacities for gender analysis and strategic planning. The partners lack mechanisms to ensure gender is taken into consideration, with exception of VEDCO, which does have a gender policy and gender experts. A gender responsive M&E system was also lacking in many of the assessed organizations. VEDCO does have the capacity to develop joint gender advocacy materials with other organizations such as (but not limited to) UWONET, PELAM, Food Right Alliance and Climate change alliance. All the assessed organizations, with the exception of VEDCO, lacked the capacity for any gender transformative approaches at all.

Nicaragua – general findings

Nicaragua scores relatively high for all core gender capacities with an average of 3.2 on the individual level and 3.3 on the organizational level.

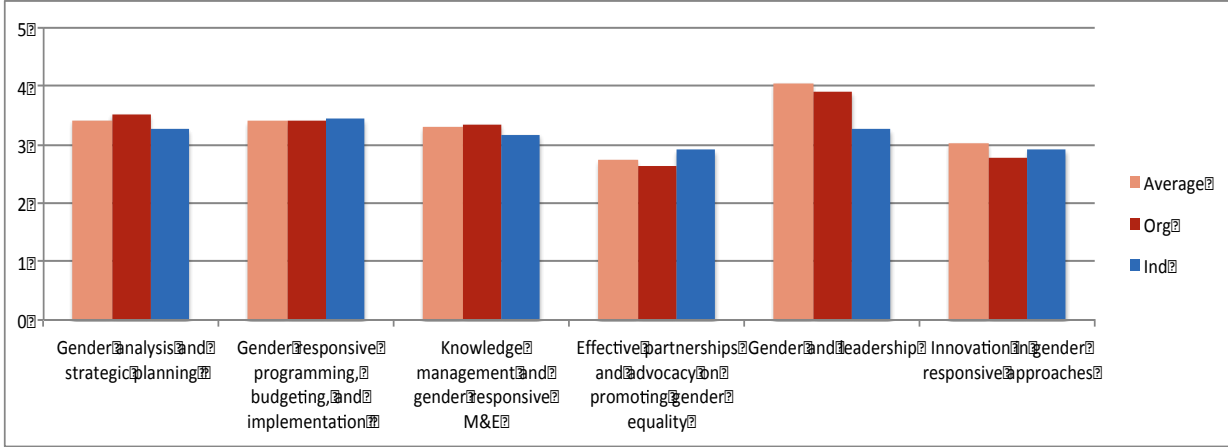
Table 6: Nicaragua Partners

Partners Nicaragua	Environmental	Organizational	Individual
National Research Partners (NRPs)			
NITLAPAN	N	3,2	3,2
UNA Camapoa	N	2,3	2,4
Development Partners (DEV)			
ADM Camoapa	N	4,0	3,9
GRUMIC	N	3,1	3,7
ADDAC, Matagalpa	N	3,5	2,4
ODEL/Alcaldía, Matiguás	N	2,7	3,1
Ayuda en Acción	N	4,0	3,3
Cooperación Canadiense	Y	N	N
IICA	Y	N	N
Heifer	Y	N	N
PMA	Y	N	N
COSUDE	Y	N	N
SNV	Y	N	N
UNAG	Y	N	N
GIZ	Y	N	N
Average		3,3	3,2

Generally, the seven organizations that were assessed were significantly different in terms of their experience, priorities, and gender necessities. Much variety was observed within the way information about gender activities and processes was managed; the allocated resources and the achieved transformations of gender roles.

ADM has the highest score for capacities at the organizational (4.0) and the individual level (3.9) whereas UNA has the lowest scores (2.3 and 2.4 respectively). It is important to mention that in general, the organizations which possess the policies, strategies, and institutional tools to implement, monitor, and evaluate gender capacities were more self-critical than those that tend to focus on broad participation within their activities and address gender issues in a less structured and more superficial way. This happened at the individual as well as at the organizational level.

Chart 7: Organizational and individual scores for Nicaragua



Compared to the other three countries, it seems that Nicaragua’s gender capacities are the best developed with an average score of 3.3. The best-developed capacity in Nicaragua is the capacity for gender and leadership (with an average of 4.1), which is caused by the high number of female personnel and their influence on decisions taken within the organizations. The capacity for Gender Analysis and Strategic Planning also scored high (3.4) as all of the assessed organizations have a framework, guidelines, or criteria (mostly informally) for gender mainstreaming.

The least developed capacity in organizations in Nicaragua is “Effective partnership and advocacy on promoting gender equality” (2.7 on average), with the exception of GRUMIC, which has developed this capacity through their focus on social and political incidences of women in the field.

Organizational capacities do not vary much from individual ones in Nicaragua. The biggest difference can be observed at the gender and leadership capacity, which seems to be better developed at the organizational (3.9), rather than the individual level (3.3).

Findings per Core Gender Capacity

Comparing the six core gender capacities, the capacity on gender and leadership stands out as the best-developed capacity, and the capacity on innovation in gender responsive approaches is the least developed.

One general observation is that some of the more gender sensitive partners were inherently more critical on their achievements on gender and thus scored themselves lower.

This chapter includes more detailed description of capacity levels for each core gender capacity.

Gender analysis and strategic planning

The capacity to design and conduct gender analysis within the context of any of the flagships¹⁷, 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.

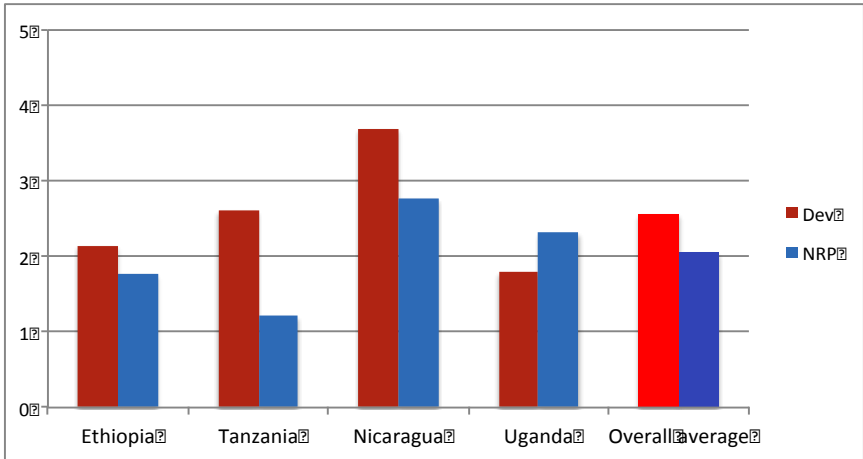
With an average of 2.4 this capacity is close to the overall average for all capacities together of 2.3. For the majority of partners, and especially the research organizations, the capacity to analyze gender dynamics within their value chains is not developed or only partially. Knowledge of gender analytical frameworks and tools is limited and again, the least developed among research partners. Where organizations do use tools, the tools or frameworks are not specifically for gender or value chain analysis. In Ethiopia, none of the partners were conducting any gender analysis. Nicaragua shows much higher scores for this capacity because the majority of organizations, when designing projects, follow guidelines that make gender analysis compulsory. However, also in Nicaragua, comprehensive and detailed gender analysis is hardly conducted. Although most of the partners collect sex-disaggregated data regarding their stakeholders' participation in activities, they do not use this information to conduct gender analysis. The majority of organizations have held gender trainings for their staff, but often these trainings have not been sufficient, have not been in line with what is really needed, or have not been focused on relevant work.

Comparing development and research partners, the development partners are stronger in this capacity, which is the general trend. They apply more tools and frameworks and provide more gender training for staff.

The only country where the NRP is stronger, is Uganda, but, there is only one NRP (Makerere University) assessed compared to six development organizations so this comparison is to be taken with caution.

¹⁷ Animal Health, Genetics, Feed & Forage, Systems Analysis for Sustainable Innovations and Value Chain Transformation and Scaling, see also annex 5 of the gender CA and CD guide.

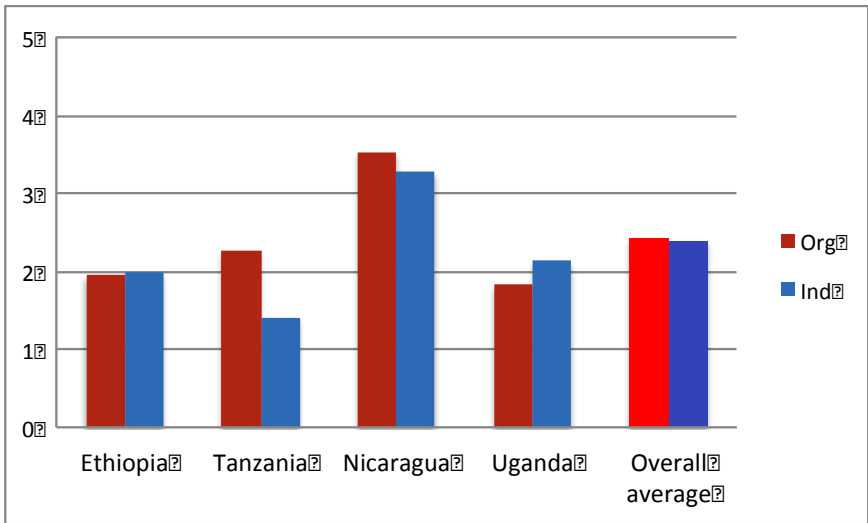
Chart 8: Comparison of development and research organizations



The organizational score is the same as the individual score, but there are differences between countries. In Tanzania the difference is significant; the capacity is much better developed at organizational level but since the two organizations that were assessed at the individual level were the two that have the lower capacities at the organizational level, this actually says more about the organizations themselves. In Uganda, the individual capacity is slightly more developed.

The environment (policies, rules and legislation, regulations, gender relations and social norms) does not seem to have a strong enabling effect of on organizations’ capacity to analyze gender issues and to formulate strategies. Some organizations mention they already have protocols for gender mainstreaming in place, which they may have developed with support of others. In Tanzania, and probably also other countries, gender analysis studies of the value chains, may be available but not really used currently by development organizations. Gender relations and social norms are part of the environment and development and research actors should have sufficient capacities to analyze and understand these dynamics in order to develop gender sensitive interventions and monitor the effects of these interventions on gender relations and the position of women.

Chart 9: Comparison of individual and organizational scores



Ethiopia: Gender analysis and strategic planning

As is the case overall, Ethiopia has the lowest scores also for this capacity. No tangible evidence of gender analysis being conducted was found in any of the development and research partners.

Generally, none of the assessed development partners have the required capacity to understand and apply gender analysis tools and frameworks. Furthermore, as no sufficient training has ever been given to any of the assessed staff, their knowledge of gender analytical frameworks and tools, and their ability to analyze gender dynamics within the small ruminant value chain, is limited. All of the organizations explained that they mainstream gender in all their development work. However, they do not have the required capacity to do so and do not fully understand what gender mainstreaming entails.

Similar to the development partners, the capacity of research partners to undertake gender analysis and strategic planning is low. The results from individual assessments also confirm that researchers have very limited capacity to undertake analysis of gender dynamics in the value chains.

Tanzania: Gender analysis and strategic planning

All the partners, with the exception of LGA, have relatively weak capacities for gender analysis and the use of gender analytical tools. If they do use tools, the tools are not specific to gender and value chain analysis. Staff members do not have the ability to work with such tools. The majority of organizations have held gender trainings for their staff, but often these trainings have not been sufficient according to staff as it was not in line with what is really needed, or not focused on the correct kind of work. It appears that gender analysis studies of the dairy value chains such as those published by research institutes such as the SUA, are rarely used by development organizations. None of the organizations mentioned using any analytical information provided by the government.

Uganda: Gender analysis and strategic planning

At the organizational level all the partners, with the exception of VEDCO, had weak capacities for gender analysis and the use of gender analytical tools. VEDCO has developed this capacity due to their access to gender (analysis) training and resources through their partners, such as OXFAM GB. Most of the partners collect sex-disaggregated data on their stakeholders' participation in activities, but do not conduct a gender analysis of this data.

Nicaragua: Gender analysis and strategic planning

Nicaragua shows high scores for this capacity as the majority of organizations assessed, when designing projects, follow protocols for gender mainstreaming. Four of the seven organizations have a proper gender policy in place, however, the others do not have any formal written guidelines. The only development organization that has specific tools in place for gender analysis is ADM. In this regard, due to the lack of specific tools, procedures, and methods, the inclusion of a gender approach depends upon the individual goodwill of each person as this is not promoted nor sanctioned when it is left out of programs and projects.

Most organizations do not conduct any comprehensive and detailed gender analysis. This does not mean that gender matters are not addressed; rather that the level of analysis is superficial. Instead of questioning profound gender relations, the analysis is limited to disaggregating data by sex and only in some cases identifying difference between them, at most.

Gender responsive programming, budgeting and implementation

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.

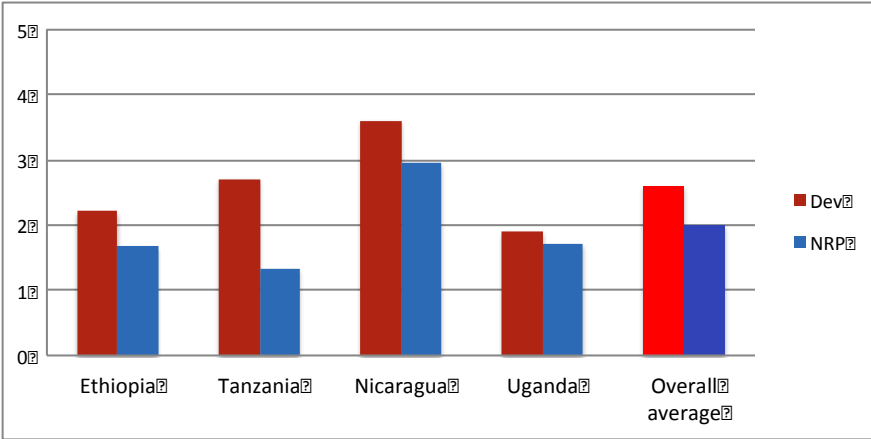
With an average of 2.4 this capacity is close to the overall average of 2.3.

Most development organizations have the capacity to ensure that interventions benefit women and men equally, as well as the capacity to implement actions towards a more gender responsive organization. In Nicaragua, the development partners integrate a gender focus in their planning and programming. However, only in some cases have they specifically allocated budgets for effective implementation of a gender focus. In general, partners show more weakness in their capacity to develop gender responsive programs and implementing a gender (mainstreaming) strategy¹⁸ with sufficient human and financial resources. None of the Ethiopian partners have a gender strategy, even though they all claim to be mainstreaming gender.

The research partners generally have no gender mainstreaming strategy, and no separate budget allocated to specific gender activities.

In this capacity, the development partners are significantly stronger in all countries with the exception of Uganda (which has only one NRP in the assessment). This is probably due to the fact that development organizations are more used to implementing gender sensitive programs, whereas for research organizations undertaking gender responsive research and mainstreaming gender is often not their core priority.

Chart 10: Comparison on development and research organizations

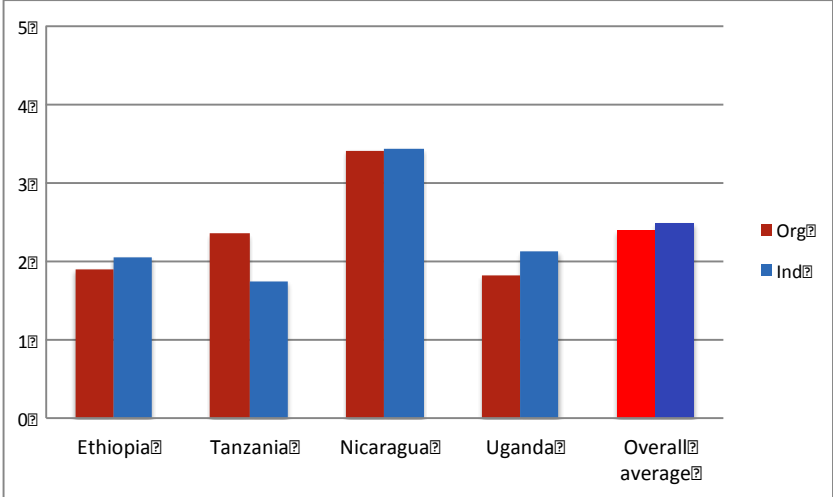


Organizational and individual capacities are in line with each other. Again, in Tanzania, organizational capacities seem stronger due to earlier mentioned reasons. The environment can enable organizations' capacity to develop gender responsive programs and research: gender mainstreaming policy frameworks are in place in Ethiopia to support and guide organizations. However, even in Nicaragua where there are gender policies, a lack of implementation doesn't enable or even hinder

¹⁸ See Annex B for a definition of gender mainstreaming

the development of this capacity in partners. In Tanzania, and probably also in Uganda, other NGOs, that have developed and implemented gender responsive programs, are more influential than the government. The effect of the partners’ work and research on governmental gender policies, budgets, and implementation is unclear as no specific examples were identified.

Chart 11: Comparison of individual and organizational scores



Ethiopia: Gender responsive programming, budgeting and implementation

All three development partners in Ethiopia have a gender focal person who is responsible for gender mainstreaming in the activities of their respective organizations, however, none of the research partners do. The development partners also have better capacities to sensitize communities on gender issues, whereas all of the research partners have very limited capacities to conduct gender responsive researches.

None of the partners have a gender mainstreaming strategy, although they all claim that they mainstream issues of gender. In particular, the research partners have no separate budget allocated to specific gender activities which indicates the extremely limited extent of gender related research works conducted by these research centers. The Ministry of Agriculture prepared a gender mainstreaming guideline, however none of the assessed organizations are aware of this nor have adopted this guideline.

Relatively speaking, the development partners have been found to be more successful than the research partners in terms of implementing actions towards a more gender responsive organization. The research centers are consistently dominated by male staff, employing only one or two female researchers. This seems to be in contradiction to the national guideline, prepared by Ministry of Civil Service, to take affirmative actions during employment to ensure gender equality.

Tanzania: Gender responsive programming, budgeting and implementation

The best-developed parameter under this capacity in Tanzania is the implementation of programs that are in line with national gender policies and frameworks. The development partners claim that they are able to ensure that interventions benefit women and men equally, however no specific project or budget has been allocated to these interventions. Gender specific research outcomes are

rarely used. Two of the development partners have gender experts and a gender mainstreaming strategy in place, in contrast to the assessed research organization, which has none.

In addition, the majority of partners have not mainstreamed gender into their policies and do not have mechanisms in place to ensure that gender is taken into consideration in their programs. Both FM and LGA have gender strategies and gender experts in place, and TDB aims to develop a gender mainstreaming policy. These strategies are not based on the Livestock and Fish CRP gender strategy or linked to it.

As the government is not very active in implementing gender responsive programs, it also does not have much influence on this core capacity. Other NGOs, such as Heifer International, that have developed and implemented gender responsive programs, are more influential as they provide examples.

Uganda: Gender responsive programming, budgeting and implementation

The best-developed parameter under this capacity, based on the six development organizations that were assessed in Uganda, was the capacity to translate research outcomes to define and/or adjust gender responsive programs. VEDCO has been a key partner of Oxfam for the last ten years and has learned to design and implement activities in a gender sensitive way. VEDCO also have a gender strategy and full-time gender staff, and they ensure that gender issues are mainstreamed throughout their work.

Nicaragua: Gender responsive programming, budgeting and implementation

Overall, development partners integrate a gender focus transversally in the planning and programming of their processes, projects, and actions. However, only in limited cases have they specifically allocated budgets for effective implementation.

Generally, there are not many resources for research, particularly in the case of gender research. NGOs are underfunded while academic institutions do not conduct sufficient gender research. Moreover, gender knowledge is lacking among staff who do not directly work with people in the field (e.g. administrative and financial).

Knowledge management and gender responsive M&E

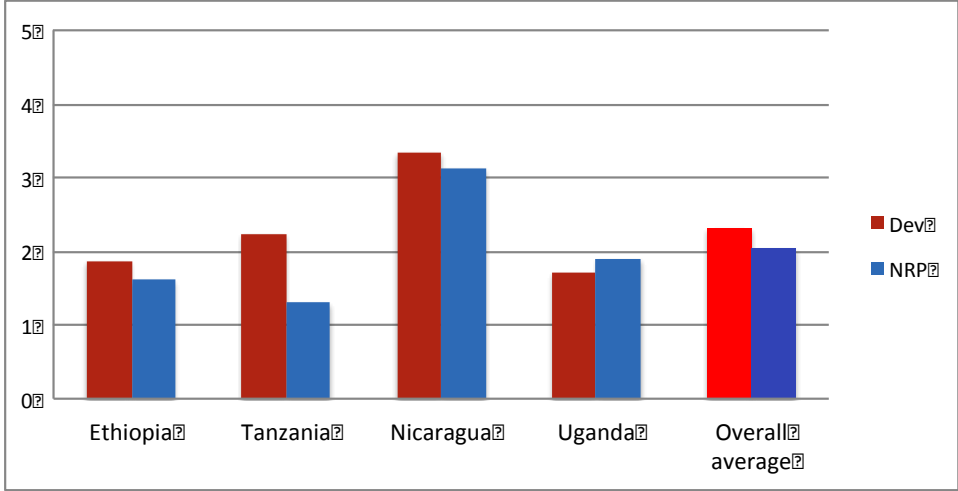
The capacity to collect and analyze sex-disaggregated data, to monitor, and to report on gender responsive programming, specific gender outputs and outcomes, knowledge management, outreach and communication capacity to document stories, blog post and research publications, ensuring wide (social media) outreach on gender responsive programming and its results.

This capacity, with an average score of 2.2, is just under the overall average. Most of the assessed organizations, and especially the research partners, collect and interpret sex-disaggregated data, and use this for reporting purposes. However, most of them do not use this data for gender analysis, or monitor changes at the household level or changes in gender relations. Development organizations are slightly better in having gender responsive M&E system in place (2.4) than research partners (1.9), which seems logical as these organizations need to assess their effects on the communities they work with. Staff members generally do not have the ability to work with gender responsive M&E systems and tools either. It can therefore be concluded that the majority of the partners do not have a gender responsive M&E system. This is true also in Nicaragua, where only one organization has an effective system in place with specific gender indicators, clear regulations, and

incentives. Knowledge documents and publications on gender are rarely produced or even accessed by organizations.

Development partners possess slightly stronger capacities for the above in all countries with the exception of Uganda, for the aforementioned reasons.

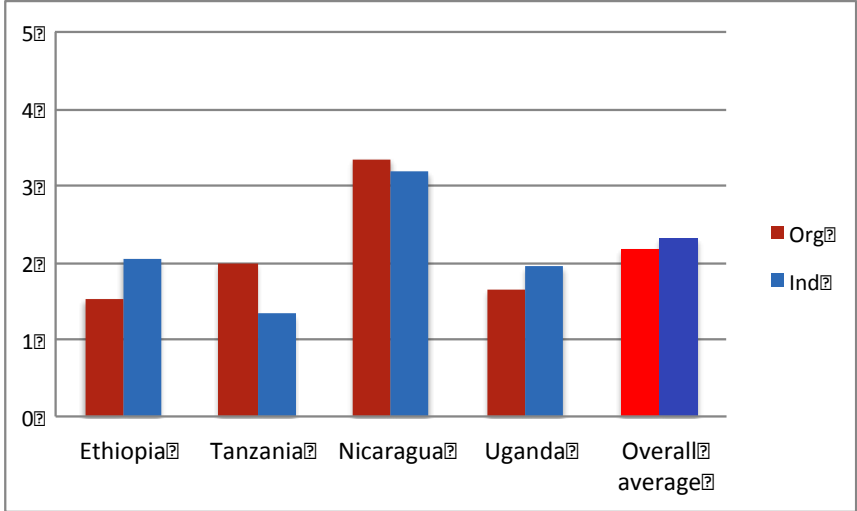
Chart 12: Comparison of development and research organizations



Organizational and individual capacities are in line with one another. Again, in Tanzania, organizational capacities seem stronger due to aforementioned reasons. In Ethiopia individual capacities are much stronger.

An enabling environmental factor could consist of donors requesting sex-disaggregated data. While this practice has encouraged many development organizations to use such data in their reports, it might be a limitation too. Partner organizations that possess little knowledge of gender, may assume that collecting and reporting on sex-disaggregated data is the same as having a gender responsive M&E system.

Chart 13: Comparison of individual and organizational scores



Ethiopia: Knowledge management and gender responsive M&E

Overall all the partners scored low on this core competence, with individual competences being relatively more developed/existent in comparison with organizational capacity.

None of the assessed organizations have a gender responsive monitoring and evaluation system in place. Organizations collect sex-disaggregated data to some extent; however, this is not a requirement for these organizations. This capacity limitation seems to emanate from a lack of technical training on gender responsive monitoring and evaluation approaches. Researchers do not have the capacity to collect sex-disaggregated data. There is also a misunderstanding that sex-disaggregated data is limited to the distinguishing between female or male-headed households.

The capacity of the research partners to provide inputs for national policies and legislation on gender responsive knowledge management within value chains and the capacity to provide inputs to gender reports and publications is very low (1.0). This finding indicates the existence of a significant gender capacity gap as the researchers do not have the capacity to produce any gender related publications, regardless of their mandate to do so.

Tanzania: Knowledge management and gender responsive M&E

This core gender capacity scores relatively low compared to the other capacities. Although all organizations collect and interpret sex-disaggregated data, most of them do not have a gender responsive M&E system. Staff members do not have the ability to work with such systems and tools either. The organizations collect sex-disaggregated data mostly for reporting purposes (e.g. activity reports include data on female and male attendance) but they do not use this data for gender analysis, additionally, they do not monitor changes at the household level or changes in gender relations, nor between the activities.

Uganda: Knowledge management and gender responsive M&E

This core gender capacity scored relatively low both by the development organizations and the national research partner. Although most of the assessed organizations 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 knowledge documents and publications on gender.

Nicaragua: Knowledge management and gender responsive M&E

All assessed organizations capture sex-disaggregated data. However, only NITLAPAN has an effective gender responsive M&E system in place with specific gender indicators, clear regulations, and (moral as well as economic) incentives.

One of the weakest and least practiced gender capacities is to systematize and document experiences, while some of the most effective ways to manage knowledge, monitor, and evaluate gender capacities, are exactly related to this. For example organizations could conduct external analyses to identify concrete achievements and challenges; exchange experiences with other organizations; and systematize and document best practices and lessons learned.

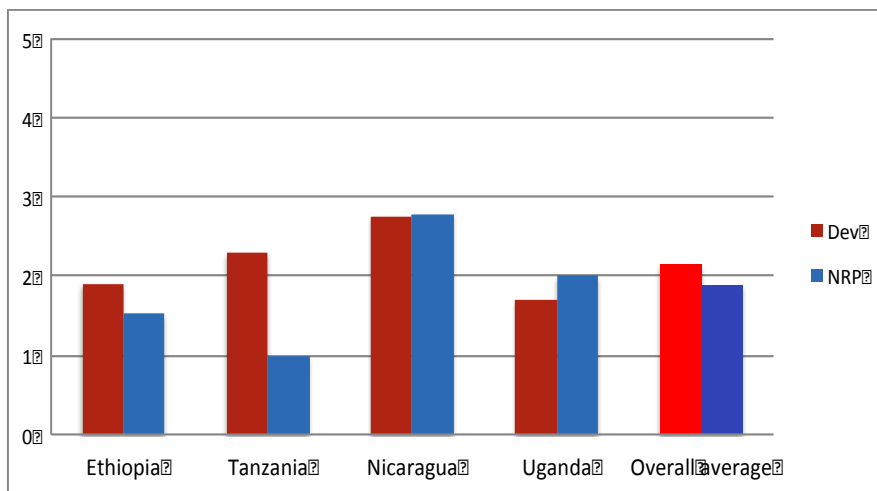
Effective partnerships and advocacy on promoting gender equality

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 strategy¹⁹ identifies inspired alignment of independent autonomous organizations that come together for strategic reasons, not financial ones.

This capacity is slightly less developed (2.1) in comparison to the other capacities. All the partners work in partnerships; however, gender is not among the central issues on which they work. This includes the Livestock and Fish CRP composed partnerships. Additionally, whilst most development partners participate in advocacy, gender is not considered a key issue in these initiatives. In Nicaragua there is a tendency to duplicate efforts due to the lack of culture of partnerships and the fact that effective coordination between organizations has not been consolidated.

Development partners are slightly stronger developed in all countries except for Uganda, for the aforementioned reasons. In Nicaragua there is no difference.

Chart 14: Comparison of development and research organizations

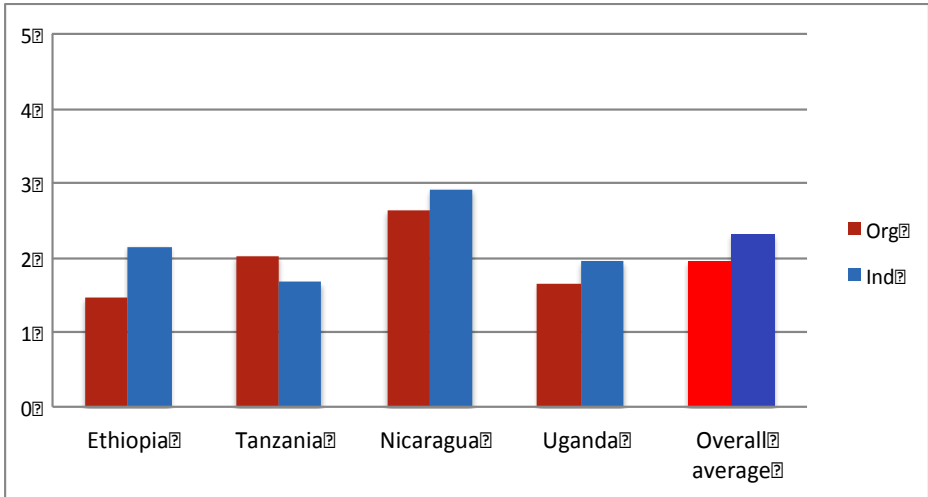


Individual capacities are slightly better developed than organizational level capacities. Again, in Tanzania, organizational capacities seem stronger due to the aforementioned reasons. In Ethiopia individual capacities are much stronger.

Environmental factors can potentially enable the capacity for partnerships and advocacy. In Nicaragua, Ethiopia and probably also in the other countries, partners have established coalitions with cooperatives, national and international organizations, as well as government institutions, in which some gender issues are addressed. The Livestock and Fish CRP program is an important coalition in which gender equality could be promoted. The effect of partner's knowledge and advocacy on policies and legislations regarding gender is difficult to assess but probably low, as no evidence of such effects was found.

¹⁹ CGIAR. 2014. Extension Request 2015-2016: CRP Livestock and Fish

Chart 15: Comparison of individual and organizational scores



Ethiopia: Effective partnerships and advocacy on promoting gender equality

All the partners collaborate with various government and non-governmental organizations, however gender is not among the central issues on which they work. The organizations do not have the capacity to advocate for gender equality. As a result of the low technical, financial, and human capacity currently constraining these organizations, their involvement in effective partnerships and advocacy for the promotion of gender equality is too weak.

Despite the limited capacity of the organizations to work in partnership to advocate for the promotion of gender equality, the environmental factors seem to favor the development of capacity on partnerships and advocacy. The Woreda level Women, Children, and Youth Affairs Office usually works in partnership with other governmental and non-governmental organizations to promote gender equality.

Tanzania: Effective partnerships and advocacy on promoting gender equality

All the partners work in partnerships, however, gender is not central to their work. Also, while all the development partners participate in advocacy, gender is not considered a key issue in these initiatives. All partners, with the exception of LGA, lack the capacity to develop advocacy materials.

Among Maziwa Zaidi’s partners, Heifer international and SUA appear to be the strongest in terms of capacity for gender analysis. Evidence on the strength of these partnership linkages and exchange of information on gender and good practices has not been built yet. SUA has mainstreamed gender throughout the organization, gender expertise is available and strategic gender studies are conducted (although also in this case there seems to be insufficient linkages with organizations that provide services and development).

Environmental factors can potentially enable the capacity for partnerships and advocacy. The Maziwa Zaidi program is an important coalition in which gender equality could be promoted. At the moment, however, gender is not a central issue, and it is not promoted amongst the partners. There are also NGOs and other (women's) organizations that promote gender equality.

Uganda: Effective partnerships and advocacy on promoting gender equality

All of the seven assessed organizations work in partnership with the ILRI Uganda office on the pig value chain activities. However, it seems that gender is not central to these partnerships, with the exception of VEDCO, which has a high capacity to advocate for gender equality, develop joint gender advocacy materials with other organizations, use research outcomes and other materials to advocate for gender equality in the value chain, and also to develop and maintain effective gender coalitions/partnerships with research partners and other actors along the VC.

Nicaragua: Effective partnerships and advocacy on promoting gender equality

Local organizations work together and share information among them. However, there is a tendency to duplicate efforts because of the lack of partnerships culture, and also because effective coordination between organizations has not yet been consolidated. Several organizations work on the same topics in the same territories but they do not coordinate with one another, thus impacts are limited to the possibilities and resources of each individual organization.

Although most of the assessed organizations do not have partnerships that solely focus on the promotion of gender equality, all seven partners have established coalitions with cooperatives, national and international organizations, as well as government institutions, in which some gender issues are addressed.

Three development partners (ADM, ODEL/Municipality and GRUMIC) rated their capacity to advocate for gender equality very highly, as it is something they are working on constantly.

Gender and leadership

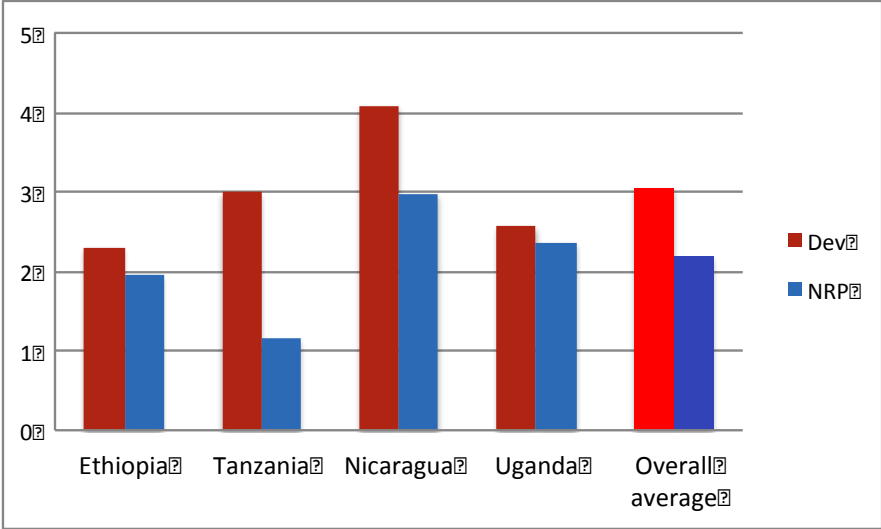
Commitment and accountability to gender equality and women's leadership, and the organization's leadership's capacity to provide adequate vision and guidance to enhance policies on gender mainstreaming.

With an average score of 2.8, the capacity for gender and leadership is the best overall developed capacity.

Most of the organizations show commitment to gender equality and women's empowerment and leadership. For development organizations all the parameters under this capacity are partially developed (around three) but research organizations tend to have only a commitment and vision without necessary taking actions towards women's leadership. Development partners have better capacity developed to hire women as staff members and have a more equal gender balance than research partners. In particular staff from development organizations have positive attitudes toward stimulating women's leadership. Still, gender interventions are not always core to the organization nor are they consistently funded. In Nicaragua gender efforts are often institutionalized within the organizations to a certain degree through gender policies, strategies, tools, trainings, or discussions.

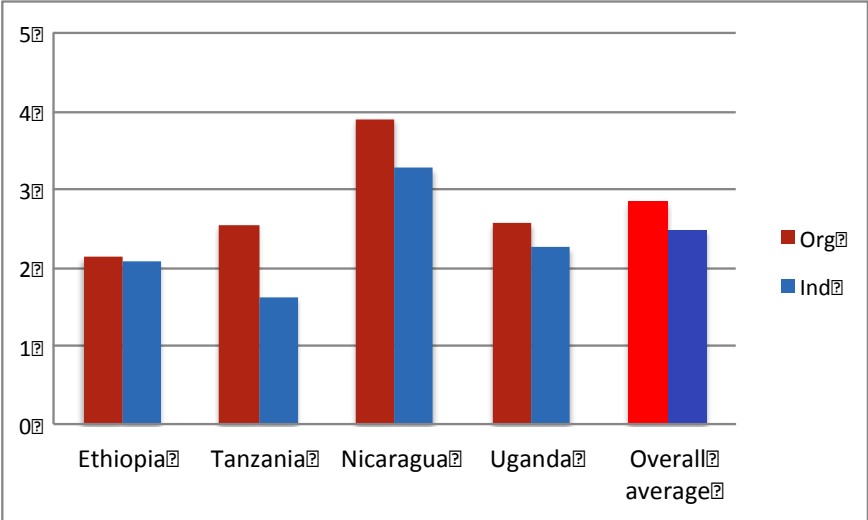
Development partners (3.0) are much stronger in this capacity. The organizations have more of a balance in staff representation and they are more committed and accountable to gender equality.

Chart 16: Comparison of development and research organizations



Organizational capacities are better developed than individual ones. This is probably due to the fact that the high scoring parameters at organizational level, organizational commitment and achieving internal gender balance, are not comparable to some lower scoring individual parameters, such as access to leadership training and women’s leadership abilities. The environment has enabling effects on the organization’s commitment and accountability to gender equality and women's leadership: some governmental gender policies and guidelines (quotas) have contributed to women's leadership.

Chart 17: Comparison of individual and organizational scores



Ethiopia: Gender and leadership

Development partners have better capacities for the hiring of women as staff members to acquire a gender balance than research partners do.

There are slight variations among the development partners in terms of their capacity to ensure gender balance in leadership positions. Amongst the research partners, it is rare to find female researchers in the organizations. There are absolutely no women in leadership (management) positions in the assessed research organizations. The main reason for this lack of women in

leadership positions, that the research organizations mentioned, was a lack of competent female applicants for the role.

In response to the widespread gender imbalances in the country, the Government of Ethiopia has taken various measures to address gender equality issues and to bring women into leadership positions. A national guideline is in place to take affirmative action during employment processes. Despite this enabling policy environment, gender inequality continues to prevail amongst the assessed research and development partners.

Tanzania: Gender and leadership

This core capacity receives the highest scores in general. All of the organizations, with the exception of the research partner TALIRI, claim that they are very committed to gender equality and transforming gender power relations. However, this does not always translate into action, such as a commitment to make gender core to the organization's vision, as gender interventions were not core to the organization nor were they consistently funded.

For all the development organizations, male and female staff members claimed to have positive attitudes toward stimulating women's leadership.

With regard to the capacity on gender and leadership, there seem to be few factors in the environment that enable or disable. Some governmental gender policies have contributed to women's leadership.

Uganda: Gender and leadership

This core capacity received the highest scores in general. PPM had the lowest score for this capacity, reiterating that they have six staff members (five male and one female) and that this disparity exists because women do not have the capacity to work in slaughter houses or sell/market pork, and women are not comfortable to work publicly in activities involving pigs.

Nicaragua: Gender and leadership

The best-developed parameter under this capacity was the organization's vision towards gender equality and transforming gender power relations (with four of the seven partners scoring a full five on the ratings scale). Overall, the organizations are committed to developing and implementing projects that promote women's empowerment and local leadership. Furthermore, they collaborate with other actors, including the government, social groups, and private organizations, in order to encourage gender equity.

Gender efforts are not left to personal will but are often institutionalized within the organizations to a certain degree through gender policies, strategies, tools, trainings, or discussions. Staff are often gender balanced in quantitative terms, with two development organizations using a fifty/fifty rule, and AEA employing sixty percent women in coordinating roles in the field. In the two research institutions, however, men mostly exercise decision-making and management positions, while women take up administrative tasks.

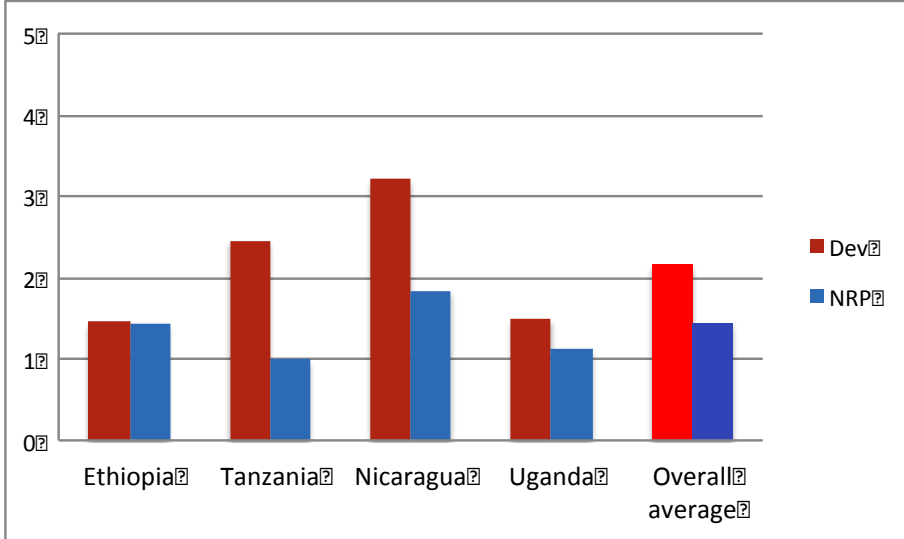
UNA /Camoapa received the lowest score for this capacity, since it does not have any specific gender strategy and lacks the sufficient input and tools to implement their intentions to promote gender equity.

Innovation in gender responsive approaches

The capacity to innovate and experiment with gender responsive approaches (operating along the continuum from gender accommodating to gender transformative), the capacity to search for, absorb and share information, knowledge and resources on innovative approaches and methods with regard to gender.

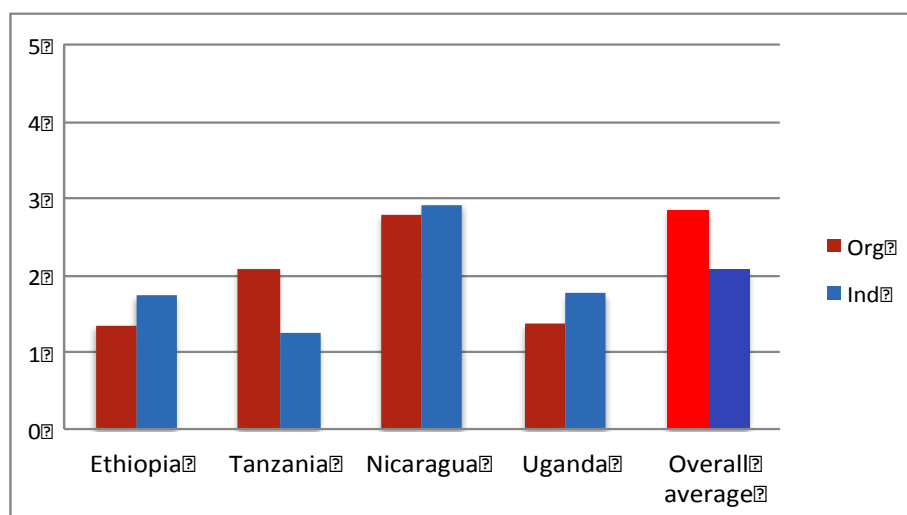
This capacity is the least developed (2.0) of all capacities. Gender responsive approaches are being promoted in the Livestock and Fish CRP gender strategy, but partners do not have much knowledge on the content of this strategy. Moreover, both type of partners and in particular the research organizations, lack an understanding of the meaning of gender accommodating versus gender transformative strategies. Although the development organizations all have some examples of interventions that have transformed gender relations, this has happened serendipitously, if at all. Most of the organizations do not conduct enough research and analysis to understand the relation between the activities and processes they engage in and the transformation of traditional gender roles. Staff members have limited capacities and lack effective tools for identifying, developing, implementing, documenting, and measuring gender transformative approaches and achieved changes.

Chart 18: Comparison of development and research organizations



Research partners are very weak (1.4) in this capacity, and there is quite a difference between NRP’s and development partners.

Chart 19: Comparison of individual and organizational scores



Individual scores are a bit higher (2.1) than organizational ones (1.9). With regard to the environment, it is probable that one of the reasons that most organizations do not know what gender transformative approaches are, is that generally most NGO's and governmental programs are implementing accommodative approaches.

Ethiopia: Innovation in gender responsive approaches

Regarding innovation in gender responsive approaches, both the development and research partners were unable to properly comprehend the term. This clearly shows that they do not have the capacity to innovate gender responsive approaches, let alone the capacity to apply gender transformative approaches or to recognize and analyze gender transformative outcomes.

During the FGDs some participants claimed that they apply gender transformative approaches, however, their descriptions of these approaches plainly show that they do not know what a gender transformative approach is (or what it entails). Their illustrations implied gender accommodative approaches such as promoting chicken production among women farmers, and with only marginal indicators of empowerment or transformation of the norm.

During the discussion it was noticed that there are changes in gender norms in the community but organizations are not aware of the causes for these changes.

Tanzania: Innovation in gender responsive approaches

The Livestock and Fish CRP gender strategy provides a good background for developing, implementing, and scaling up gender transformative approaches. However, partners do not have much knowledge on the content of this strategy. Although the development organizations all have some examples of interventions that have transformed gender relations this has happened serendipitously (for example, Faida Mali applies interventions to stimulate joint planning and joint decision-making, which they assume, encourages men to be more supportive).

This capacity to use gender responsive approaches can be enabled more by environmental factors, such as NGOs that have been working with gender responsive approaches and documented them. The livestock policy is not very gender sensitive and since it is aimed at commercialization of the sector, women will lose out if gender is not specifically included into the upgraded strategies.

Uganda: Innovation in gender responsive approaches

Gender transformative approaches are being promoted in the Livestock and Fish CRP 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 higher than all of the other seven organizations by mentioning that they use the GALS approach (promoted by Oxfam).

Nicaragua: Innovation in gender responsive approaches

All organizations engage in some level of gender transformation efforts. For example, development partner ADM promotes significant qualitative transformation in attitudes and behavior and has documented these in impact stories, AEA focuses on achieving structural changes with women managing their own plots, and NITLAPAN offers incentives to field personnel if they manage to include more women in leadership positions.

However, most of the organizations do not conduct enough research and analysis to understand the relation between the activities and processes they engage in and the strengthening and transformation of traditional gender roles. Therefore, staff members have limited capacities and lack effective tools for identifying, developing, implementing, documenting, and measuring gender transformative approaches and achieved changes.

Capacity development

Desired future gender capacities

From the comparative analysis it is clear that the capacity on gender and leadership stands out as the best-developed capacity, and the capacity on innovation in gender responsive approaches is the least-developed. The other core capacities are all under-developed and it is recommended to ensure that the capacities on gender analysis and strategic planning, gender responsive programming, budgeting and implementation and knowledge management and gender responsive M&E are all brought up to a medium (three) level at least, since these core capacities are very basic to implementing gender responsive research and development programs.

The majority of the assessed organizations expressed the need for capacity development that enables them to analyze gender dynamics within their value chains, including the use of gender analytical tools. The core gender capacity on gender analysis and strategic planning is a very key capacity to be developed amongst all partners. Development and research partners should have sufficient capacities to analyze and understand gender dynamics in order to develop gender sensitive interventions. Research organizations need to include gender analytical frameworks in their research and for development organizations, it is important to have more understanding of the various existing tools and frameworks and to learn how to choose a relevant tool and adapt it to their needs.

The majority of partners do not have a gender responsive M&E system and knowledge documents and publications on gender are rarely produced or let alone accessed by organizations. The capacity of knowledge management and gender responsive monitoring need to be developed amongst all the partners, as this is a basic capacity that enables organizations to monitor the effects of their interventions on gender relations and the position of women. A gender responsive monitoring system needs to be put in place for development partners, and these partners need capacities in gender responsive reporting. Also, most partners need to increase their understanding of the use of sex-disaggregated data to conduct gender analysis and adjust activity implementation accordingly.

For research organizations, the least-developed parameters are all related to developing, evaluating, and sharing insights on gender transformative approaches (GTAs). Also development partners know little about transformative gender approaches. The knowledge of what gender transformative approaches are and how they relate to gender accommodating approaches, should therefore be increased and partners should be supported, when applicable, to develop innovative interventions that aim to transform gender relations.

Most research partners do not have a gender (mainstreaming) strategy, although many expressed a wish to develop their own. Most development organizations have the capacity to ensure that interventions benefit women and men equally but they still need support in implementing a resourced gender (mainstreaming) strategy. Organizational commitments need to translate into gender mainstreaming strategies that include guidelines or procedures that ensure the integration of gender responsive activities and budgets, with the allocation of human and financial resources.

Recommendations for the gender capacity development process

The capacity development will build on the identified strengths and opportunities: supportive attitudes of staff, commitment of organizations to gender equality, existing gender equality interventions, existing dedicated gender staff, and the existing capacity of the research organizations to collect, interpret, and report on sex-disaggregated data. There is a comprehensive Livestock and Fish CRP gender strategy in place and many tools and methodologies for gender and value chain

development already exist. Finally, the Livestock and Fish CRP program includes some partners with more experience or knowledge on gender and value chains; experiences that should be shared with other, less advanced, partners.

Within and amongst countries, there is a high diversity in capacity levels, and the capacity development response can make use of this diversity. Countries (Nicaragua) and partners (VEDCO, SUA, Heifer, ADM Camoapa) with more experience or knowledge can be used for piloting innovative approaches, and stimulating others by showing results.

The gender capacity development process should engage all the assessed partners but focus more on those organizations that have shown the most commitment, interest, and motivation for gender equality interventions. For the others a gender awareness raising process should be set up.

All organizations, both development and research partners, need to strengthen their partnerships and improve coordination. The Livestock and Fish CRP partnership could represent a relevant means for exchange thus enhancing specific gender capacities in main working areas.

To increase understanding and actual implementation of the Livestock and Fish CRP gender strategy, its concepts (such as the different gender responsive approaches) should be explained and integrated in the training modules from the beginning. The Livestock and Fish CRP gender strategy and M&E framework from ILRI could be a guide and a start towards integrating gender sensitive M&E systems in partner organizations.

The capacity development response should be a combination of training workshops, coaching and mentoring, experimental learning (feedback loops), systematization and experience exchange. Participants will learn concepts and methodologies in training workshops, try out tools and methodologies in the field and use feedback and responses from their target populations and colleagues to further adapt them and ensure that the acquired skills and knowledge are actually used in the future. Coaching and mentoring will help participants to reflect and be more effective²⁰.

It is proposed to develop a gender CD plan for each country (and thus each value chain), with clear objectives, activities, expected results, indicators, roles / responsibilities, and a budget. This national plan needs to be developed with the participation and commitment of all partners, with clear roles and responsibilities for them. It will give more detail on each partners' entry level (using the CA) and the required CD they need. The desired capacities, at the level of parameters, need to be clearly indicated with different relevance per partner type and per partner. Development partners for example need more capacities in implementing gender responsive programs, whereas research partners need to increase their capacity to undertake gender responsive research and share insights with others. Not all of the assessed partners will need the same intensity of capacity development and also the thematic areas or topics differ per partner and per partner type.

The creation of a national gender CD committee can facilitate and coordinate the national gender CD plan and ensure exchange of information and documentation both inside as well as outside the national partnership. It is furthermore recommended that at least two gender focal points (preferably gender experts with decision making influence within their organization) be appointed in each organization. These focal points can represent their organization in the national gender CD

²⁰ The methodology will be loosely based upon experiences of AgriProFocus' Gender and Value Chains coaching tracks (<http://agriprofocus.com/gender-in-value-chains>).

committee and monitor and coordinate the gender interventions while gender capacities and responsibilities are being developed throughout organizations.

It is recommended to appoint a gender trainer/coach in each country who is capable of working with the development and research sector. The trainers/coaches are trained and mentored (from a distance) by TI's consultants, and will be given specific lesson plans and tools, based on the modules and process as described. TI's consultants will adjust modules based on feedback from the trainers/coaches. The trainers/coaches could be experts employed by strong development or research partners, ILRI or other operational partners, or external consultants. The organizations with the strongest developed capacities could take certain roles in the CD, such as mentoring or training (field visits) other partners, which enables them to further increase their capacities while strengthening the capacities of others.

Experiences will be thoroughly systematized and documented before they are shared with others. Organizations with innovative approaches can systematize and share their experience and knowledge with other partners. Methodologies such as the Gender Action Learning System (GALS) in Uganda can also be taken as an example of good practice. In general, results on strategic gender research undertaken by research partners, and best practices documented by NGOs, should be made more accessible to development partners. A good way to learn from interventions and their impact on gender aspects is to document them through audio-visual as well as written media, and share the developed resources with all stakeholders. Also, field visits can be organized to exchange experiences at the different project locations, as part of the CD trainings.

The national gender committees can constitute a strategic starting point for negotiating with livestock sectors to advocate for increased female participation in projects, organizational structures, and specifically in decision-making roles.

The following modules should be developed into a course outline. All modules will have a basic part, for organizations that start with low capacities at that level, and a more advanced part, where more advanced partners can start. In this way, not all organizations have to go through the same capacity development process:

Module 1: Gender analysis for value chain development

- Overview and practical use of analytical tools for gender and value chain analysis, such as gender sensitive value chain analysis, activity mapping, access and control profiles, GALS methodology, differentiated for development partners and research partners (including field work)
- The use of sex-disaggregated data to conduct gender analysis

Module 2: Strategy development

- Understanding gender responsive approaches (e.g. GTA, gender accommodating approaches) and other concepts from the Livestock and Fish CRP gender strategy
- Design of gender responsive approaches, with specific attention to innovative interventions that aim to transform gender relations
- Development of external (programmatic) gender mainstreaming strategies with gender responsive budgets, and review of (existing) strategies

Module 3: Monitoring and documentation

- The design and use of gender sensitive monitoring systems
- Developing gender sensitive indicators
- Monitoring and documenting gender responsive approaches (with knowledge documents and publications on gender as outputs)

Module 4: Gender responsive organizations

- Understanding of gender dynamics in the organization and implementing actions towards a more gender responsive organization (adjustments of internal (HR) policies, procedures, systems, business plans, roles and responsibilities of the staff, ToRs, etc. to make them more gender responsive, amongst other things through the integration of affirmative actions towards a better gender balance)

Country specific gender capacity development

All countries have specific requirements for capacity development, namely:

Ethiopia

Since the government system in Ethiopia is top-down, implementation of the gender capacity development intervention should not only focus on developing gender capacities of partners at the lower level but also include actors at a higher level (i.e. regional and zonal level) since they strongly influence activities implemented at local level.

Tanzania

Partners with more experience and/or knowledge (e.g. Heifer, SUA) can support in capacity development as experts and/or mentors. Gender responsive research done by SUA should be made available to the (development) partners, ensuring that it makes sense to their realities.

Uganda

VEDCO was far ahead of all the assessed organizations and could be used by the ILRI Uganda office in the implementation of the key proposed interventions emerging from the overall assessment of this study. The GALS approach is one of the GTA tools and methodologies that should be shared by VEDCO. Livestock and Fish CRP'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.

Nicaragua

Nicaragua is much ahead of the other countries and therefore the capacity development response should also be at a different level. For example, most organizations already have a gender policy but they need assistance in analyzing and updating their gender policy and strategies.

Nicaragua could also be used to pilot some of the more complex gender equality strategies; such as transformative gender approaches; the use of public policies that promote gender equality; as well as educational resources and methodological designs to facilitate the work with families and communities in the field.

Annex A: Gender capacity parameters

National Research Partners	org	ind	all
Gender analysis and strategic planning	2,0	2,1	2,1
The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on NRPs capacity to conduct action research that enables identification of interventions that are likely to lead to gender equitable benefits for women and men participating in the value chain			
The capacity to systematically include gender analysis in all research of the targeted VC	2,1		2,1
The capacity to develop and apply gender analytical frameworks and tools in research	1,5		1,5
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.	2,7		2,7
Providing access to gender (analysis) training for female and male scientists	1,9		1,9
The capacity and commitment of scientists to include gender analysis in their research work		2,3	2,3
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
Gender responsive programming, budgeting, and implementation	2,0	2,1	2,0
The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the capacity to develop gender responsive research			
The effect of the partner's research on governmental gender policies, budgets, and implementation			
The capacity to undertake gender responsive research	2,2		2,2
The capacity to ensure that outcomes of gender responsive research are used by development actors and service providers in their VC interventions	1,9		1,9
The capacity to use feedback from gender responsive interventions to new research	1,9		1,9
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1,6		1,6

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	2,4		2,4
Presence of gender scientists who have the capacity to do gender specific research	1,8		1,8
Position and mandate of gender scientists and/or focal points	2,3	2,2	2,2
Ability of scientists and other staff to implement gender responsive research		2,1	2,1
Knowledge management and gender responsive M&E	2,0	2,2	2,0
The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the capacity to collect and analyse sex disaggregated and gender equality data, to monitor and to report on gender responsive programming, to develop knowledge products			
The effect of the partner's knowledge products on policies and legislations regarding gender and on gender relations and social norms			
The capacity to collect, interpret and report on sex-disaggregated data in all research	3,1		3,1
Existence and quality of a gender responsive M&E system and ability to use it	1,9		1,9
The capacity to provide inputs for national policies and legislation on gender responsive knowledge management within VCs	1,4		1,4
The capacity to collect, develop and make accessible quality knowledge documents and publications on gender	1,7		1,7
Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1,7		1,7
Scientists' ability and commitment to collect, interpret and report on sex-disaggregated data		2,4	2,4
Scientists' 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
Scientists' access to and ability to produce quality documents and publications on gender		2,0	2,0
Effective partnerships and advocacy on promoting gender equality	1,9	2,1	2,0
The effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the capacity to develop partnerships			

and coalitions, and advocate for gender equality			
The effect of partner's knowledge and advocacy on policies and legislations regarding gender and on gender relations and social norms			
The capacity to participate in advocacy for gender equality	1,5		1,5
The capacity to produce relevant research material that is used (by other partners) to advocate for gender equality in the value chain	1,8		1,8
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	2,4		2,4
Scientists' competency to build partnerships and coalitions		2,1	2,1
Gender and leadership	2,2	2,0	2,2
The enabling or hindering effect of the environment on the organization's commitment and accountability to gender equality and women's leadership			
Organization's commitment to gender equality and transforming gender power relations	2,9		2,9
Organization's leadership / senior management accountability to gender equality and transforming gender power relations	1,8		1,8
Organization's vision towards gender equality and transforming gender power relations	2,7		2,7
The capacity to undertake research on women's decision-making power and their role in leadership positions and how to make these more equitable	1,6		1,6
Effectiveness in hiring women as researchers and fellows and to acquire gender balance throughout the organization	2,3		2,3
Presence of women in leadership (management, senior scientists) and balanced representation	1,8		1,8
Capacity to research women's decision-making power and their role in leadership positions and decision-making bodies		2,0	2,0
Researcher's knowledge, attitudes and practices towards enhancing women's positions in leadership	2,4		2,4
Innovation in gender responsive approaches	1,3	1,8	1,4
The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the capacity to develop and share Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women			

The capacity to develop, test and apply Gender Transformative Approaches (GTAs)	1,4		1,4
The capacity to evaluate and share insights on Gender Transformative Approaches (GTAs)	1,3		1,3
The capacity to ensure innovative GT approaches are used by others and scaled up	1,3		1,3
Scientist's ability to conduct research into Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women		1,8	1,8

Development partners	org	ind	all
Gender analysis and strategic planning	2,7	2,5	2,7
The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the organization's capacity to analyze factors that enhance or hinder men and women to attain equitably benefits from the value chain and to formulate and manage strategic planning processes to enhance gender equality			
The capacity to analyze gender dynamics within the value chain	2,8		2,8
The capacity to develop strategies to address gender dynamics in the value chain	2,9		2,9
The capacity to apply gender analysis tools and frameworks	2,4		2,4
Providing access to gender (analysis) training for female and male staff	2,6		2,6
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	3,1		3,1
Staff's knowledge of gender analytical frameworks and tools and the ability to analyze gender dynamics within the value chain		2,7	2,7
The ability to understand and use gender analysis tools and frameworks		2,4	2,4
The ability to apply and translate gender (analysis) training in work		2,5	2,5
Gender responsive programming, budgeting, and implementation	2,8	2,6	2,7
The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the organization's capacity to develop gender responsive programs			

The effect of the partner's work on governmental gender policies, budgets, and implementation			
The capacity to implement programs in line with national gender policies and frameworks	2,9		2,9
The capacity to develop gender responsive programs	2,6		2,6
The capacity to translate research outcomes to define and/or adjust gender responsive programs	2,8		2,8
The capacity to ensure that interventions benefit women and men equally	3,3		3,3
The capacity to sensitize communities on gender issues	3,0		3,0
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	2,5		2,5
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.	3,1		3,1
Presence of gender experts who have the capacity to develop and implement gender responsive programs	2,5		2,5
Position and mandate of dedicated gender staff (expert or focal point)	2,6	3,0	2,8
Balance between responsibilities of gender experts and general staff members on gender mainstreaming	2,3		2,3
Staff's ability to implement gender responsive interventions		2,9	2,9
Gender expert's capacity to negotiate for dedicated financial resources for gender mainstreaming within the organization		2,1	2,1
Knowledge management and gender responsive M&E	2,3	2,4	2,3
The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the organization's capacity to collect and analyse sex disaggregated and gender equality data, to monitor and to report on gender responsive programming, to develop knowledge products			
The effect of the partner's knowledge products on policies and legislations regarding gender and on gender relations and social norms			
The capacity to collect, interpret and report on sex- disaggregated data	2,8		2,8
Existence and quality of a gender responsive M&E system and ability to use it	2,4		2,4
Capacity to train other actors on gender responsive M&E	1,9		1,9

Access to and production of knowledge documents and publications on gender	2,1		2,1
Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	2,0		2,0
Staff's ability to collect, interpret and report on sex- disaggregated data		2,7	2,7
Staff's ability to develop/work with gender sensitive systems and tools for monitoring, evaluation and learning and measuring changes from gender interventions		2,5	2,5
Staff's access to and ability to produce quality documents and publications on gender		2,1	2,1
Access to gender-sensitive M&E training of female and male staff		2,2	2,2
Effective partnerships and advocacy on promoting gender equality	2,1	2,4	2,2
The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the capacity to develop partnerships and coalitions, and advocate for gender equality			
The effect of partner's knowledge and advocacy on policies and legislations regarding gender and on gender relations and social norms			
The capacity to advocate for gender equality	2,2		2,2
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	1,7		1,7
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	1,9		1,9
The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC	2,6		2,6
Staff competency to build partnerships and coalitions		2,4	2,4
Staff competency to advocate for gender equality		2,6	2,6
Staff competency to develop joint gender advocacy materials with other organizations		2,2	2,2
Gender and leadership	3,3	2,7	3,2
The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the organization's capacity to influence the local and national discourses on gender social norms regarding female leadership and women's decision-making power			

Organization's commitment to gender equality and transforming gender power relations	3,7		3,7
Organization's leadership / senior management accountability to gender equality and transforming gender power relations	2,9		2,9
Organization's vision towards gender equality and transforming gender power relations	2,9		2,9
The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions	3,2		3,2
Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	3,5		3,5
Presence of women in leadership (management) and balanced representation	3,3		3,3
Access to leadership training of female staff		2,6	2,6
Ability of female staff to influence decisions, participate and voice one's needs and aspirations		2,8	2,8
Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	3,7		3,7
Innovation in gender responsive approaches	2,2	2,2	2,2
The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the organization's capacity to develop and share Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women			
The capacity to apply gender transformative approaches (GTAs)	2,3		2,3
The capacity to recognize and analyze gender transformative outcomes	2,3		2,3
The capacity to document and learn from GTA's	2,3		2,3
The capacity to ensure GTA's are used by others and scaled up	2,2		2,2
Staff's ability to apply Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women		2,2	2,2

Annex B: Gender and Capacity development: key concepts and definitions

Capacity assessment

An analysis of desired capacities against existing capacities which generates an understanding of capacity assets and needs, that can serve as input for formulating a capacity development response that addresses those capacities that could be strengthened, and optimizes existing capacities that are already strong and well founded. It can also set the baseline for continuous monitoring and evaluation of progress against relevant indicators, and help create a solid foundation for long-term planning, implementation and sustainable results²¹.

Capacity Development

The process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time²². “Capacity” involves the ability of a society or a sector to continue to develop necessary skills, behaviors, networks, and institutions that enable communities and organizations to adapt and become resilient.

Core Gender Capacities

The tailor-made six gender capacities that are required within the Livestock and Fish CRP program partners in order to be able to design and implement gender responsive Livestock and Fish CRP programs.

Gender analysis

Gender analysis explores and highlights the relationships of women and men in society, and the inequalities in those relationships, by asking: who does what? Who has what? Who decides? How? Who gains? Who loses? Gender analysis breaks down the divide between the private sphere (involving personal relationships) and the public sphere (which deals with relationships in wider society). It looks at how power relations within the household interrelate with those at the international, state, market, and community level²³.

In-depth value chain analysis describes both the market system and social context around the core commodity and how they interweave. They need to detail who does what, receives what, uses what resources and makes what positions at different points in the system, as well as explain why any existing social hierarchies exist and persist: e.g. why are more women and men concentrated in particular nodes, serving particular end markets? How does this affect chain performance? How does it relate to community norms or values, and to household rules and responsibilities? These explanations will illuminate the dynamics of power relations among value chain actors and how

²¹ CGIAR. 2014. Capacity Assessment Guideline (draft)

²² UNDP. 2008. Capacity Development, Practice Note.
www.unpdc.org/media/8651/pn_capacity_development.pdf

²³ March, C; Smyth, I; Mukhopadhyay, M. 1999. A guide to gender analysis frameworks. Oxfam skills and practice.

gender relations in the home, community, and market intersect to affect women's and men's positions and outcomes in the chain²⁴.

Gender analytical tools

Tools are components of gender analytical methodologies or frameworks and include observation techniques such as participant observation, the wide range of participatory rural appraisal (PRA) techniques, or the more formal surveys, which provide quantitative data²⁵.

Gender blind programming

Research and development interventions that do not acknowledge and respond to the different socio-economic positions of women and men from the outset risk worsening gender inequalities (e.g. in income).

Gender responsive programming

Programming that considers gender roles and relations, and responds to these, either through gender accommodating or through gender transformative approaches.

Gender accommodating approach

Recognizes and responds to the specific needs and realities of men and women based on their existing roles and responsibilities.²⁶

- Interventions tend to focus on the micro level and reducing identified gender gaps in access to resources, credit, technologies, information, and skills.
- Examples of such approaches are: improving women's skills in poultry farming (a traditional women's commodity), designing trainings in a way that they are easily accessible for women who tend to be more tied to the house, developing credit mechanisms that can be accessed by women's savings groups.
- Such actions are important, given the evidence backing the breadth and depth of these disparities, and may be easier to implement since they are less challenging to the *status quo*.
- But, the interventions tend not to address women's ability to control the benefits, their decision-making power, their position in the household and society. They tend to focus more on involving women than on engaging directly with men about gender.
- And, they may only partially address the problem since they do not act on the underlying causes of the disparities—the systems, norms and attitudes making gender differences acceptable parts of everyday life.
- Providing women access to resources and technologies does not automatically translate into control over them or their benefits, or into social acceptance of new roles and opportunities²⁷.

²⁴ CGIAR Research program on Livestock and Fish. 2013. Kantor, P. The contribution of gender transformative approaches to value chain research for development. Brief

²⁵ March, C; Smyth, I; Mukhopadhyay, M. 1999. A guide to gender analysis frameworks. Oxfam skills and practice.

²⁶ CGIAR. 2013. Gender strategy of the CGIAR Research Program on Livestock and Fish

- Interventions that operate within the existing social system risk creating only incremental short-term improvements.

Gender transformative approach

Improving women's access and control over resources and technologies while explicitly aiming to change gender norms and relations in order to promote gender equality.²⁸

- Such approaches understand that gender is a social construct, which influences how women and men conceive of themselves; how women and men interact in face of expectations; how opportunities and resources are allocated (Risman 2004).
- Gender transformative approaches see the social context as not just something to understand and work within, but as something to act on (Kabeer 1994; Kabeer and Subrahmanian 1996). They, therefore, aim to address the causes of gender inequality and not just the symptoms.
- Examples of interventions are: organizing women and creating awareness of their rights, increasing women's ownership of livestock and their ability to market on their own terms, interventions at household level that improve intra-household decision-making on livestock management including sales and distribution of income from sales.
- In this way the intervention can define strategies to upgrade women's activities while including men in ways that they find relevant, avoiding interventions that only target women and may cause conflict.

Gender responsive monitoring

Gender responsive monitoring and evaluation systems are central to testing expected impact pathways and generating learning to document the outcomes of gender transformative interventions and the conditions under which they are achieved. They should track changes in: the material conditions and social positions of women and men participating in the chain; gender attitudes and practices of chain actors; and chain level performance, including women's and men's shares in chain employment and income across nodes²⁹.

A gender-sensitive indicator can be defined as “an indicator that captures gender-related changes in society over time” (Beck 2000: 7). In order to carry out gender-sensitive monitoring, [sex] disaggregated data is required³⁰.

Sex-disaggregated data

Statistics disaggregated by sex or gender³¹ and sometimes by age.

²⁷ CGIAR Research program on Livestock and Fish. 2013. Kantor, P. The contribution of gender transformative approaches to value chain research for development. Brief.

²⁸ CGIAR. 2013. Gender strategy of the CGIAR Research Program on Livestock and Fish

²⁹ CGIAR Research program on Livestock and Fish. 2013. Kantor, P. The contribution of gender transformative approaches to value chain research for development. Brief.

³⁰ Worldbank. Gender issues in monitoring and evaluation. Overview.

³¹ Worldbank. Gender issues in monitoring and evaluation. Overview.

Gender issues

- Gender division of labor (productive, reproductive, community roles) and roles. Examples: women tend to have more responsibilities and spend more time in productive, reproductive, and community roles. Often though, their roles in productive labor tend to be invisible and undervalued. For example, women play an important role in the dairy value chain; they may feed cattle, and take care of hygienic processes.
- Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources. Examples: gender division of labor do not map directly into livestock ownership. Women are more likely to own small livestock than large livestock. In East Africa, only about thirty percent of female-headed households owned livestock (EADD 2009). In cattle owning households, women owned less than twenty percent of the cattle³².
- Gender differences in decision-making and leadership.
- Nature and level of participation of men and women in livestock and fish value chains; Examples: in India, women play a significant role in providing family labor for livestock-keeping, and among poorer families, their contribution often exceeds that of men (George and Nair 1990)³³. Women's participation in value chains of livestock and aquaculture often are concentrated in the informal economy, and are invisible. Roles (and relative power) in production, processing, and marketing differ by gender—for example, men commonly catch fish and women process or sell them locally.
- Gender differences in education level and technical knowledge.

Gender mainstreaming

Mainstreaming a gender perspective in all types of activities (referred to as gender mainstreaming) is a globally accepted strategy for promoting gender equality. Mainstreaming is not an end in itself but a means to the goal of gender equality. Mainstreaming involves ensuring that gender perspectives and attention to the goal of gender equality are central to all activities – policy development, research, advocacy/dialogue, legislation, resource allocation, and planning, implementation and monitoring of programs and projects³⁴.

³² CGIAR. 2013. Gender strategy of the CGIAR Research Program on Livestock and Fish

³³ CGIAR. 2013. Gender strategy of the CGIAR Research Program on Livestock and Fish

³⁴ UNOG. 2001. Gender Mainstreaming: Strategy for promoting gender equality