

Gender capacity assessment of the African chicken genetic gains project partners in Ethiopia



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Gender capacity assessment of the African chicken genetic gains project partners in Ethiopia

Els Rijke

Transition International


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Patron: Professor Peter C Doherty AC, FAA, FRS

Animal scientist, Nobel Prize Laureate for Physiology or Medicine—1996

Box 30709, Nairobi 00100 Kenya

Phone +254 20 422 3000

Fax +254 20 422 3001

Email ilri-kenya@cgiar.org

ilri.org

better lives through livestock

ILRI is a CGIAR research centre

Box 5689, Addis Ababa, Ethiopia

Phone +251 11 617 2000

Fax +251 11 667 6923

Email ilri-ethiopia@cgiar.org

ILRI has offices in East Africa • South Asia • Southeast and East Asia • Southern Africa • West Africa

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Acronyms

ACGG	African Chicken Genetic Gains
AGP	Agricultural Growth Program
ARARI	Amhara Agricultural Research Institute
ATA	Agricultural Transformation Agency
CA	Capacity assessment
CapDev	ILRI Capacity Development Unit
CD	Capacity development
CIAT	International Center for Tropical Agriculture
CRP	CGIAR research program
DVO	District veterinary office
EIAR	Ethiopian Institute for Agricultural Research
FAO	Food and Agriculture Organization of the United Nations
FHH	Female-headed households
ICARDA	International Center for Agricultural Research in the Dry Areas
ILO	International Labour Organization
ILRI	International Livestock Research Institute
IP	Innovation platform
KII	Key informant interview
KIT	Royal Tropical Institute
L&F CRP	CGIAR Research Program on Livestock and Fish
LIVES	Livestock and Irrigation Value Chains for Ethiopian Smallholders
MHH	Male-headed households

MoANR	Ministry of Agriculture and Natural Resources
MoLF	Ministry of Livestock and Fisheries
MoWCA	Ministry of Women and Children Affairs
NGO	Non-governmental organization
NARS	National agricultural research system
NPC	National project coordinator
OARI	Oromia Agricultural Research Institute
PC	Project coordinator
PI	Principal investigator
PICO-EA	Institute for People, Innovation and Change in Organizations-Eastern Africa
PIT	Project implementation team
PMDC	Poultry multiplication and distribution centres
PPP	Public-private partnership
SARI	Southern Agricultural Research Institute
SNC	Sub-national coordinator
TARI	Tigray Agricultural Research Institute
Ti	Transition international
UNDP	United Nations Development Programme
VC	Value chain
WAD	Women's Affairs Directorate
WUR	Wageningen University and Research Centre

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Executive summary

Background

The gender capacity assessment in Ethiopia, which took place in December 2016, analysed the current gender capacities against desired future gender capacities of the African Chicken Genetic Gains (ACGG) partners. It measured six core gender capacities at organizational and at individual (staff) levels of all six engaged national and regional research institutes. These capacities are assessed in relation to the environmental (contextual) level; the institutional and policy environment that enables or disables the other capacities. For the latter, public and private sector partners of the ACGG implementers, including gender experts, were interviewed.

General findings

Women are predominantly found in the production part of the poultry value chain; only at the level of small-scale production where income are very low. There are many barriers for women if they want to move up in the value chain (into other processes or by increasing their production), and women who do improve their businesses run a great risk of losing their say over the business or not being able to control income derived from it. Women have less access to inputs, services, information, and markets than men. They are hardly represented in relevant fora and their voices are often not heard, which means their needs and interests may not be known or taken into consideration.

The influence of government on the livestock sector is reasonably strong in Ethiopia. The country has a women's ministry and structures for gender mainstreaming (such as gender focal points and offices) in place, and has developed several policies. However, policies are not always implemented and capacities are insufficient. Current policies are also inadequate as focus is limited to the participation of women in activities and on female-headed households; women in male-headed households are overlooked. The high-level public commitment to gender does not translate into actions at lower levels and gender responsiveness is very low within the national agricultural research system (NARS), the main implementing institutions of ACGG.

The ACGG program has good intentions when it comes to engaging women and considering their needs and interests, but gender has not been fully mainstreamed. Although this assessment and other consultancies currently undertaken will strengthen this, the current lack of a gender strategy, guidelines, training, and advisory/technical support is not supporting the development of gender capacities in the program.

All core gender capacities in Ethiopia are between insufficiently and partially developed (between 2.4 and 2.9 on a scale of 1–5). Gender analysis and strategic planning, as well as knowledge management and gender-responsive monitoring and evaluation (M&E) are the two least developed capacities. Although respondents ranked the core gender capacity on partnerships and advocacy as the best-developed one, according to Transition international (Ti), it should receive a much lower score as it is in fact insufficiently developed. Ti also believes that (parts of) other core capacities were assessed as too high by the respondents.

EIAR has the best-developed capacities and Urban Agriculture Core Process the least. Comparing sub-national coordinators and the other staff members, the former have less developed capacities in the core gender capacities 'gender-responsive programming, budgeting, and implementation' as well as 'knowledge management and gender-responsive M&E' than the other assessed staff members.

The following are main findings for each core gender capacity:

Gender analysis and strategic planning

In the assessed organizations, the core gender capacity for gender analysis and strategic planning is insufficiently developed and it is the least developed capacity of all six. Organizations do not systematically conduct gender analyses, nor use them for the development of strategies. They hardly ever provide gender (analysis) training to staff nor make gender analysis tools and frameworks available to them. Manuals and toolkits are available within the national agriculture research system, but not specifically for value chain analysis and livestock development.

Gender-responsive programming, budgeting and implementation

Governmental policies provide a framework for gender mainstreaming and all assessed institutions follow governmental guidelines, however these are inadequate and implementation is lacking. The regional NARS have not developed their own gender-mainstreaming policies and gender expertise is limited in these institutions.

Women's participation in activities is relatively high; however, this is more a reflection of the existing gender dynamics (70% of poultry producers in sub-Saharan Africa are women) and the target set in the ACGG program proposal, than of the capacities of the institutions to implement program activities in a gender-responsive way. The capacity to ensure that women's interests and needs are considered in research is insufficient as it is largely assumed that women do not have different interests and research normally does not distinguish between men and women and the different categories of women.

Knowledge management and gender-responsive monitoring and evaluation

Together with the core capacity on gender analysis, this capacity received the lowest ranking and is insufficiently developed. M&E is not gender-responsive as gender is only systematically monitored if research is aimed at gender. In addition, although organizations collect sex-disaggregated data, they limit reporting to only reflecting the number of women and men participating and do not use the collected data for analysing results for women and men. Gender-responsive documents are almost absent.

Partnerships and advocacy

According to the participants in the assessments, this is the best-developed core gender capacity of all six; and it is partially developed. However, the partners have a low capacity to achieve the program's objective to ensure the full participation of women at community-level and in the national innovation platforms (IP). The IP meetings are not gender-responsive and the representation of women and their organizations is very low, despite attempts to target them specifically.

Leadership and transformation

Staff have very positive attitudes towards gender equality; the actual commitment from management remains debatable. The capacity to implement strategies that strengthen women's position and power, and the capacity to develop and experiment with gender transformative approaches are insufficiently developed; these are not common practices in the organizations.

Gender at the workplace

Governmental guidelines state that equal opportunities must be provided to female and male employees and affirmative action should be taken. Even with such policies in place, there is a significant gender imbalance in the NARS, especially amongst researchers and in management. Opportunities for women to attain higher positions is significantly lower than for men. Although the number of qualified and interested women is indeed very small in Ethiopia, other policies or strategies to create more women-friendly environments or to accommodate women are hardly considered. Staff, especially male staff, have very positive attitudes and practices towards gender equality at the workplace though.

Recommendations for gender capacity development

It is very important that ACGG finalizes its gender strategy with clear gender indicators and an action plan, as there is much need for guidance and support. This gender strategy should be developed with the participation of ACGG staff from all levels (principal investigator, co-principal investigators, sub-national coordinators and field officers), as well as with the public and private sector partners.

ACGG/ILRI can work closely with gender experts and departments in the NARS and encourage the NARS to improve its gender responsiveness. Direct capacity development interventions, such as training, should be focused at the sub-national coordinators and other ACGG staff, and could be open to other individuals and partner organizations. Essential capacities for sub-national coordinators to develop are gender analysis and strategic planning, gender-responsive M&E and gender-responsive programming, budgeting, and implementation.

It is very important that women and their organizations are represented at all platform meetings and their voices are being heard. These capacities will need to be developed in sub-national coordinators and other staff, with support from Institute for People, Innovation and Change in Organizations-Eastern Africa and the Royal Tropical Institute.

I. Introduction to the capacity assessment

I.1 Introduction

The African Chicken Genetic Gains (ACGG) program is financed by the Bill & Melinda Gates Foundation and led by the International Livestock Research Institute (ILRI), in collaboration with the national agricultural research system (NARS), as well as public and private sector partners in three countries (Nigeria, Tanzania and Ethiopia).

The development of gender capacities is crucial for the achievement of ACGG's program objectives. Women are key actors in smallholder chicken value chains and the program aims to ensure that interventions are gender-transformative through the empowerment of smallholder women chicken producers. ACGG aims to place women at the heart of its activities, from constraint identification, definition of breeding objectives, testing of improved lines through to full participation in the (community-level) innovation platforms and in the national platforms.

Gender capacity development helps to strengthen and sustain the upgrading of the chicken value chain. It therefore needs to be integrated in program implementation, from the start to the end.

This gender capacity assessment in Ethiopia analyses the current gender capacities against desired future gender capacities of the ACGG partners. The results of the assessment are used for the formulation of a capacity development response, which aims to increase the ability of the different ACGG program partners to effectively and efficiently perform functions, solve problems, and set and achieve objectives in a gender-responsive manner.

The capacity assessment in Ethiopia follows the guide for the assessment and development of gender capacities of ILRI's ACGG program partners¹, which was tailor-made by Ti for ACGG and based on the experiences assessing the capacities of ILRI's Livestock and Fish program.

I.2 Program set up in Ethiopia

The Ethiopian Institute of Agricultural Research (EIAR) is the principal national partner for ACGG in Ethiopia. At regional level, the program is implemented by four regional NARS: Amhara Agricultural Research Institute (ARARI), Southern Agricultural Research Institute (SARI), Oromia Agricultural Research Institute (OARI), Tigray Agricultural Research Institute (TARI), and one other partner: the Urban Agriculture Core Process based in Addis Ababa (not a NARS, but performing similar functions). The project implementation team (PIT) consists of a national project coordinator (NPC), a principal investigator (PI) and co-PI, all based at EIAR. Each regional NARS is represented by a sub-national coordinator (SNC). The SNCs are primarily responsible for implementing gender capacity development (CD) and other gender-related interventions.

The program is overseen by the Ministry of Livestock and Fisheries, while the EIAR is accountable to the Ministry of Agriculture and Natural Resources (MoANR).

2. Methodology and process of the capacity assessment

The gender capacity assessment process in Ethiopia started with the identification of the organizations and individuals needed to be involved in the assessment process, a rapid pre-assessment (desk) review of relevant documents and the preparation and agreement of an agenda.

It was agreed to conduct the assessment between the 12 and 15 December, 2016, as the SNCs were already in Addis Ababa for a (gender) training workshop (Agriculture to nutrition project).

The methodology and process as described in the capacity assessment guide for ACGG were largely followed. The biggest deviation from the original planning regarded the assessments of the regional NARS.

Originally, the capacities of each selected organization were to be assessed during a workshop session with a select group of staff members, guided by the Ti consultant. This session assesses the capacities at organizational level through a discussion and questionnaire, and immediately after the organizational assessment, the same individuals fill in a short questionnaire to assess their individual level capacities. This process was followed for EIAR (the national level NARS) and for one of the partner organizations based in Addis Ababa: Urban Agriculture Core Process.

The regional NARS (ARARI, SARI, OARI, TARI) are located in other states and due to resource limitations, it was not possible for the consultant to travel to all the states and conduct the assessments with each of the organizations. It was, therefore, decided to change the methodology and conduct bilateral sessions with each SNC in Addis Ababa, to assess both organizational and individual-level capacities. The SNCs were, thus, representing their organizations for the organizational capacity assessment. The SNCs did not always feel completely confident in their answers, and preferred more participation and input from their colleagues. Therefore, a mini-assessment tool (annex 8.2) and guidance note (annex 8.3) was designed for the SNCs that enabled them to facilitate a discussion with members of their organization on capacities, and collect data, both quantitative and qualitative.

This has improved the reliability of the data as more staff members participated in the assessment, although not all parameters were discussed due to the lack of a more skilled and knowledgeable facilitator. Unfortunately the SNC from OARI neither conducted the mini-assessment, and nor collected individual questionnaires. The assessment of OARI is therefore incomplete as it is only based on the opinion of one person.

Data collection	Male	Female	Total	% female
Individual	18	9	27	33%
Organizational			6	
Environmental	4	2	6	33%

In total, six organizations were assessed; these are all program partners (five NARS and one Core Process). Twenty-seven individuals were assessed, more male than female. This (individual level) sample is not representative, as the total number of staff at these institutions is a few thousands. Respondents were selected purposively to include the SNC and different staff levels as well as others that could inform the assessment on gender aspects: senior and

middle management, operational staff, and gender experts, if available. The actual sample included a wide range of staff members: six SNCs, three gender experts, one human resources management expert, researchers, research directors and coordinators, and officers/coordinators.

It was planned initially to conduct a full organizational and individual level capacity assessment with one of the community- or regional-level innovation platforms, but since these platforms are not actual organizations, this was not feasible.

For the environmental-level assessment, key informants were interviewed and documentation revised. Five interviews were held (with six individuals as one entity was represented by two people). It was planned to conduct these interviews with (gender) experts who are part of the ACGG program, either operational, development or research partners. The consultant interviewed representatives from the Women's Affairs Directorate of the two most relevant ministries (Agriculture, and the new Ministry of Livestock); and three different businesses (members of national innovation platform), representing private sector. No interviews could be undertaken with the Ministry of Women and Children Affairs. It was not possible to interview the gender expert from the national NARS due to her time constraints. Also, no smallholder chicken producer groups could be visited (reason unknown). Therefore, information from experts is somewhat limited and not representing a broad sample. However, the information obtained is sufficient for the assessment and to develop a capacity development response. A member of the Institute for People, Innovation and Change in Organizations-Eastern Africa (PICO-EA) was interviewed over Skype.

The organizational and individual capacity assessment tools have been adapted with few minor changes and the mini-assessment tool has been added to the toolkit. The key informants interview format has been adapted and now includes more questions. The adapted tools have been used for the other two ACGG countries where subsequent assessments were undertaken.

The actually implemented agenda is annexed to this report (8.1).

3. The (dis)enabling environment

Information for this chapter is based largely on document review (referenced in footnotes and listed in the bibliography section), including the gender capacity assessment undertaken by Ti for the CGIAR Research Program on Livestock and Fish (L&F CRP) in 2015², program documentation, as well as interviews with key informants. The key informants did not fully representing the smallholder poultry sector, nor were any gender experts interviewed.

3.1 The smallholder poultry sector in Ethiopia

The majority of farmers in Ethiopia are smallholders with 85% of households farming less than two hectares and 40% less than 0.5 hectares³.

The commonest poultry production system in Ethiopia is scavenging and semi-scavenging around the backyard, 97% are indigenous chicken. These chickens have traits considered very important, such as their capability to hatch their own eggs. The production performance of indigenous chickens is however low⁴.

The importation of exotic breeds is mainly undertaken by the government-run chicken multiplication and distribution centres (PMDC). Some PMDCs in different regions of the country have their own parent stock and hatcheries from which they multiply and distribute breeding and production birds to urban and rural areas. The PMDCs also import and produce exotic day-old-chicks (DOCs). Moreover, there are a handful of other medium- and large-scale commercial germplasm importers. In addition to the PMDCs, related input services are provided by the private and public sectors. Public sector importers include the agricultural research institutes such as Debre Zeit Agricultural Research Centre, while there are few the private sector chicken farms, the largest ones being the Elfora Agro-Industries, Alema and Genesis⁵.

3.2 Relevant gender issues in the sector

As pointed out in the ACGG proposal to the Bill and Melinda Gates Foundation (BMGF)⁶, women are key actors in smallholder chicken value chains. They own approximately 70% of the chickens in sub-Saharan Africa, manage the flocks and are the traders in chickens and chicken products. This is also the case for Ethiopia.

2. ILRI 2015

3. FAO 2014

4. EIAR 2015

5. ILRI 2014

6. ILRI 2014

According to Galiè et al⁷, Ethiopian women and children normally own poultry because they are responsible for their daily management. Culturally, women are considered capable of fully owning poultry and making independent decisions about chickens and eggs.

The fact that women own and manage chicken production does not mean that they will automatically benefit from development interventions, such as improved breeds.

Women are more over-burdened than men because of the fact that they undertake both farming operations and domestic (household) chores, while this is very rarely the case for the latter. In the highlands of the country, women spend 16 hours a day on productive and reproductive tasks compared to 12 hours for men during peak farming seasons⁸. Therefore, they have serious time limitations.

Although women may contribute substantial amounts of time and effort in livestock production, they are unlikely to have control over the income derived from their work. Female-headed households (FHH) have greater control over crop and livestock value chains than married women. Women tend to be invisible as they are largely involved in the unpaid production part of the value chain or as informal, underpaid workers⁹.

Women farmers in Ethiopia produce 23% less than their male counterparts according to the World Bank¹⁰. Studies show that the annual income generated by FHHs is largely less than male-headed households (MHHs)¹¹: FHHs generate 12% less income from crop sales and 25% less income from livestock sales than MHHs. FHHs account for 20% of the households in Ethiopia¹².

The gender gap in production is mainly associated with less use of inputs and technologies, and less access to extension services and information by FHHs than MHHs. Women receive fewer inputs and have less access to improved technologies and services than compared to men. Veterinary services are not consistent and are expensive, especially for FHHs who have lower incomes than MHH. Women's lack of market information, linkages and distance from markets often forces them to sell their products in the nearest market at lower prices. FHHs have less access to extension services than compared with MHHs. Accessibility of extension services is even worse for married women because of the perception that they are represented by their husbands.

The gender disparity is especially strong in marketing. The market participation of married women is restricted to small sales. Men take the upper hand in decision making and selling large volumes of produces, and also controlling the income generated from the proceeds. This gender disparity is especially apparent in MHHs and women from MHHs (wives) are disadvantaged compared to FHHs. Decisions related to markets are mainly made by husbands (70%) or jointly (15%). The participation of men and women in the processing segment of the value chain largely depends on the type of product and is poorly developed although women use commodities and simple technology to develop cottage industries¹³.

In 2005, only 9% of the farmers were members of cooperatives, of which women's membership was 22%¹⁴. Women's participation in cooperative management teams is negligible, as these are often dominated by men. Agricultural cooperatives, especially, are rarely accessible to married women. Women-specific cooperatives, however, do provide better opportunities for participation and access to services, including for married women.

As a conclusion, women are predominantly and almost exclusively found in the production part of the poultry value chain, and only at the level of small-scale production where they earn very little. There are many barriers for women

7. Galiè et al 2015

8. Agajie and Derese 2011 in MoANR 2016

9. MoANR 2016

10. World Bank 2012 in MoANR 2016

11. Guush et al 2013 in MoANR 2016

12. FAO 2014 in MoANR 2016

13. MoANR 2016

14. Thomas et al 2013 in MoANR 2016

if they want to move up in the value chain (into other processes or increase their production), and women who do improve their businesses run a great risk of losing their say over the businesses or not being able to control income derived from it. Women have less access to inputs, services, information, and markets than men. Women are hardly represented in relevant fora and their voices are often not heard, which means their needs and interests may not be known or taken into consideration.

3.3 Governmental institutions

The influence of government on the livestock sector is reasonably strong in Ethiopia¹⁵, as the government is heavily involved down to the lowest level of community organization. There is a women's ministry and structures for gender mainstreaming (such as gender focal points and offices) in place, as well as several policies on gender (discussed in the next chapter). The government has implemented several programs in recent years that specifically target women, such as rural credit packages and the Ethiopia Women's Development Fund¹⁶.

In September 2015, the previous Ministry of Agriculture was restructured into two Ministries: the Ministry of Agriculture and Natural Resources (MoANR) and the Ministry of Livestock and Fisheries (MoLF). Each of these Ministries has a Women's Affairs Directorate (WAD) in place, which is responsible for the coordination of gender mainstreaming activities of the Ministry.

Although there is a general commitment to gender mainstreaming and equality within the ministries, the structure and the implementation processes have a number of weaknesses, which are described in detail in the MoANR's (draft) gender equality policy¹⁷ and confirmed by the gender mainstreaming coordinator¹⁸. The following is a summary.

In the **Ministry of Agriculture and Natural Resources**, the WAD is one of its 30 directorates and provides services to all other directorates. Resources are inadequate (currently only 11 staff at federal level). The focal point structures which are there to support gender mainstreaming are not established in all regional and lower level offices. The focal point personnel that are established are expected to implement gender mainstreaming but do not have sufficient capacity or resources. All program staff within the ministry are expected to mainstream gender in their plans and activities. This shared responsibility is not well articulated since it is not translated into gender-responsive planning, M&E, or performance assessments. Budgets for gender-related activities are not separate but identified by breaking down the ministry's budgets according to the impact on women and men. In reality, the actual practice is not encouraging. Rather, gender is wrongly equated with women and gender mainstreaming is considered as the work of WAD only. Inadequate implementation has largely hampered progresses towards gender equality. Inadequate accountability mechanisms and limited commitment of the management bodies, in-existent or inadequate gender mainstreaming manuals and implementation guidelines have been other bottlenecks. The Agriculture Sector also has a significant gender imbalance in its staffing profile. Women account for 36% of the total number of employees at the MoANR. The majority of women are placed in low paying positions as compared to the men, due to their low academic achievements. The gender imbalance in project areas is even wider where the proportion of female extension workers was found to be 1:15. In addition, women representation in the management committee has continued to be insignificant if not zero.¹⁹

The **Ministry of Livestock and Fisheries** has recently been created (end 2015) which is an opportunity for more attention and budget allocation to livestock development. At the moment, however, the ministry is under capacitated and under resourced. The capacity of the WAD is very low; it has only two senior and two junior staff. WAD's staff has no experience or knowledge in gender, and none of them has been trained or received any form of capacity

15. See also Ti and ILRI 2015

16. MoA 2011

17. MoANR 2016

18. KII with MoANR, 14 dec 2016

19. MoANR 2016

development support. Also the budget is insufficient²⁰. Therefore, the directorate of this ministry cannot support the ACGG program much in developing its gender capacities. On a positive note, its director participated in the two innovation platform (IP) meetings of ACGG.

The WAD of the MoANR has more resources than the MoLF, and the MoANR gender mainstreaming coordinator was more knowledgeable on gender issues, although none of the directorate members participated in the IP meetings and there is limited collaboration with the ACGG program²¹.

The **Ministry of Women and Children Affairs (MoWCA)** was established in 2005 and entrusted with the responsibility of coordinating and following up on the implementation of the National Policy on Women²². This ministry is relevant for gender capacities as it is in charge of designing strategies, policies, legislation, programs and projects for federal government organs to ensure that they give due consideration to women and youth-related issues. In the 2015 L&F CRP capacity assessment report, it was stated that the Women's Affairs Office (WAO) is strong in some regions, but the structures are not in place at the lowest *kebele* level and weak at zonal and woreda levels. There are no mechanisms to set up the structures at lower levels in order to help extension staff implement the strategies to progress towards gender equality²³. The gender focal point system is not fully utilized to its potential due to frequent staff turn-over and capacity limitation in some instances²⁴.

The MoWCA was not visited for this assessment; they are also very involved in the program and do not attend (IP) meetings.

Assessments undertaken over the years show that both the WAO from the MoWCA and the WADs in the sectoral ministries lack capacity; they have problems with resources and qualified personnel. In many cases WADs are marginalized and gender is not mainstreamed in all of the ministries' activities. The WAD has problems reaching the grassroots levels since it ends at the woreda level, a problem that has received limited attention²⁵.

Government, non-governmental organizations (NGOs), development and research organizations have formed **the Ethiopian Network for Gender Equality in Agriculture (ENGEA)**, aimed at creating synergies between these partners to develop and implement gender-responsive agricultural policies and to advocate for gender equality and promote best practices²⁶.

The **Agricultural Transformation Agency (ATA)** has a mandate to develop and implement solutions to systemic bottlenecks in order to transform the agriculture sector. Its gender program team is responsible for mainstreaming gender into all activities and ensuring that men, women and young farmers participate and benefit from agricultural transformation²⁷.

The **national agricultural research system (NARS)** in Ethiopia consists of the Ethiopian Institute of Agricultural Research (EIAR), the umbrella body with its headquarters in Addis Ababa and regional agricultural research institutes (RARIs) in all regional states. EIAR is the only organization in the country with a mandate solely for agricultural research; employing more than 4,000 people in total (of which approximately 25% are women). The RARI's employ another 1,700 researchers (excluding support staff and management—unknown gender division)²⁸.

The consideration of gender issues and women's specific interests has been inadequate in the NARS, according to an organizational assessment (2005) of gender issues in the EIAR and a 2013 review by EIAR's Gender Research Unit

20. KII with MoLF, 14 dec 2016

21. KII with MoANR and MoLF, 14 dec 2016

22. MoANR 2016

23. ILRI 2015

24. MoANR 2016

25. <http://www.abysinnialaw.com/about-us/item/938-historical-perspectives-on-the-legal-status-of-women-in-ethiopia>

26. MoANR 2016

27. MoANR 2016

28. ATA, MOA and EIAR 2014

coordinator, Rehima Mussema.²⁹ The NARS are far from their goal of institutionalizing gender in all their research programs and projects, and ensuring gender equality in the research system. Accountability and commitment of the management bodies to mainstream gender in the research systems is considered inadequate and unsustainable³⁰.

Until the mid-1990s, there was almost no deliberate consideration of gender in the EIAR and the regional agricultural research institutions. The first gender awareness workshop of EIAR was held in 1999. A gender mainstreaming strategy and plan of action was developed in 2009, as well as a guide on using gender analysis tools in agricultural research³¹; these documents could not be accessed by the consultant.

The gender structure has gone through various reforms ranging from gender unit to gender case team. During the recent revision of the organizational structure, gender has been restructured as Gender Research Department (or Unit) which falls under the Agricultural Economics, Extension and Gender Research Directorate (AEEGR)³². This directorate does not, however, specifically mention gender or women in its vision and mission statement. In most of the other institutions of the NARS, gender focal units (GFU) have been established.

The organizational gender assessment conducted in 2005 revealed that most research programs and projects did not adequately take gender perspectives into consideration, and participation of farmers, especially women, in problem identification, technology screening, research planning, implementation and evaluation is limited. Reporting is largely gender neutral without being disaggregated by gender. These limited capacities still exist in the NARS³³.

3.4 Policies and regulations

Ethiopia ratified the United Nations Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and signed the Beijing Platform for Action, the Maputo Protocol to the African Charter on Human and People's Rights on the Rights of Women in Africa, and adopted the Solemn Declaration on Gender Equality in Africa. The government of Ethiopia also pursues an affirmative action policy, which is provided for in the Constitution, and it has put in place quotas for women to be represented in all organizations. All ministries, agencies, organizations and institutions are mandated to design gender aware policies and strategies. All government policies concerned with the economy and agriculture endorse the empowerment of women. Gender-responsive planning and budgeting is mainstreamed as public financial management instrument to promote gender equality³⁴.

Among the relevant policies for this assessment are the following:

The **National Policy on Women** was developed in 1993 which aims at creating and facilitating conditions for equality between men and women, creating conditions to make rural women beneficiaries of social services like education and health, and eliminating stereotypes, and discriminatory perceptions and practices that constrain the equality of women. A number of strategies have been designed³⁵. The Ministry of Women, Youth and Children Affairs also developed and launched the **National Action Plan for Gender Equality (2006–10)** to promote and implement Ethiopia's commitment to the Beijing Platform for Action (UN Women 2014)³⁶.

The second **Growth and Transformation Plan**, GTP II, is the main planning document for Ethiopia which shapes agricultural policy and it is within this that the gender strategy has to operate. The promotion of gender and youth empowerment and equity is one of its strategic pillars, but very few specific targets are mentioned, one being that 30%

29. Yeshi and Agajie 2005 and Rehima 2013 in MoANR 2016. Also <http://www.slideshare.net/ILRI/gwg-oct2013-eiar>

30. EIAR 2015 in MoANR 2016

31. Gender analysis tools: users' guide in Agricultural Research for development, referenced in <http://www.slideshare.net/ILRI/gwg-oct2013-eiar>

32. <http://www.eiar.gov.et/index.php/agricultural-economics-extension-gender-research>

33. All from MoANR 2016

34. MoANR 2016

35. ILRI 2015

36. MoANR 2016

of extension services should target women farmers³⁷. This is conflicting with other documentation³⁸ that states that according to the GTP II, 50% of the total beneficiaries for extension services are to be married women; and 23% of the poultry package technologies should go to FHHs.

The **Agricultural Growth Program** (AGP) is a collaborative effort of the government of Ethiopia (GoE) and development partners on agricultural development investment. Also this program aspires to ensure increased participation of women and youth in the program implementation³⁹. The **Sustainable Land Management Program** (SLMP) with the objective of reversing land degradation and improving land productivity considers gender and it has its own Gender Mainstreaming Guideline. However, it was noted that the actual implementation was more of a women-only target to raising the participation and economic status of women. The 2014 **Strategy to improve Ethiopia's National Agricultural Research System** does not mention gender perspectives in its vision and mission statements⁴⁰, in fact, the terms 'gender' or 'women' are not used at all in this document—it is gender blind⁴¹.

Governmental strategies and interventions proposed to ensure gender equality are inadequate and limited in scale, according to MoANR's own review⁴². Gender-responsive programming in Ethiopia has a strong focus on ensuring FHH participation in programs, and not on the position of women within MHHs.

The Women's Affairs Directorate of the MoANR, with participation of the MoLF, is currently finalizing a **gender equality strategy for the agricultural sector**⁴³. Its main objective (according to the final draft, 2016) is 'to provide a national framework on how to ensure gender equality as a means of transforming agriculture and its increasing role in economic development'. The strategy is 'guided by gender transformative approach that emphasizes the importance of working with both women and men to understand the causes and consequences of inequalities and to challenge and change power relationships'. It is furthermore aims to strengthen gender responsiveness in the delivery of agricultural services, to increase capacity within the MoANR, raise community awareness, enhance partnerships, etc. This strategy, which is not yet implemented, is very comprehensive and will be supportive to the development of capacities within the NARS and the ACGG program.

Guidelines for gender mainstreaming in the agricultural sector⁴⁴ (2011) are in place and currently being revised. The document spells out the major gender issues in agriculture and agricultural research and proposes activities to ensure gender mainstreaming in the agricultural sector. The guidelines are comprehensive and consist of several guidelines and indicators, however it lacks clear targets⁴⁵. 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 low⁴⁶.

The agricultural sector ministries sign agreements with implementing agencies like the agriculture bureaus and other directorates, for the implementation of the mainstreaming guidelines, and monitor their progress. According to the gender mainstreaming coordinator of the MoANR, not all intended actions are implemented due to weaknesses in design of tools and insufficient capacities. The NARS (EIAR) collaboration, especially on gender, is not very strong⁴⁷.

37. National Planning Commission 2015

38. MOA 2015 in MoANR 2016

39. MOA 2015 in MoANR 2016

40. MoANR 2016

41. ATA, MOA and EIAR 2014

42. MoANR 2016

43. MoANR 2016

44. MoA 2011

45. ILRI 2015 and MoANR 2016

46. ILRI 2015

47. KII with MoANR 14 dec 2016

In conclusion, it can be said that although the government has developed several relevant policies and guidelines, the implementation is lacking and capacities are insufficient. Current policies are also inadequate as the focus is limited to the participation of women in activities and on FHHs; women in MHHs are overlooked. The high level public commitment to gender does not translate into actions at lower levels and gender responsiveness is very low within the NARS, the main implementing institutions of ACGG.

3.5 ILRI and the ACGG program

ILRI is the lead institution for ACGG; it has designed the program and is responsible for its management.

A gender strategy for the program is being developed with support of the Royal Tropical Institute (KIT). Since the program already started in 2015, there has not been much support in terms of gender policy guidance from ILRI to the NARS.

It was planned to have a gender specialist in each country team, at the NARS level. Although the Ethiopian national partner has a gender specialist, she is not (very) involved in the program and has not taken part in this assessment. At ILRI in Ethiopia, there are no gender specialists available to support the program. The ILRI Policies Institutions and Livelihoods team, responsible for gender, is based in Nairobi and gives minimal support to country programs. This team supported the design and analysis of the baseline survey.

PICO–EA is responsible for the facilitation of the IP meetings. PICO–EA has some experience integrating gender, but according to them it is not part of their deliverables. Other partners are WUR (Wageningen University and Research Centre) and Koepon. The latter is a co-funder; many of their funds have gone directly to WUR for implementation.

Some observations regarding the gender responsiveness of the program design, as far as can be assessed from documentation, include the following:

The program follows a women-centred approach: as key actors in the value chain, women are (rightly) the main beneficiaries. The program design takes into account that women and men have different needs and constraints; data collection will be sex-disaggregated, and women's interests as producers are included in on-farm testing. Targets have been set to include women equally in activities and as staff, and it is aimed (without clear numeric targets or strategies however) to include women as value chain actors and in national platforms. Some important risks associated with an intervention, such as the ACGG, are not mentioned and may therefore not be taken into consideration, like the fact that improvement of breeds and the subsequent targeted increase in income might lead to husbands taking over the activities from their wives. A number of gender issues are taken into account in the project risk matrix and ILRI is working with KIT on how to better monitor these gender risks.

In the program logic, the women-centred approach appears as one of the approaches and women's empowerment is one of the outcomes, but women as a category disappear in the other objectives, approaches and outcomes. There is also no objective or goal focused on women's empowerment specifically. Gender and gender issues are mentioned in the BMGF proposal but, at the time of this assessment, not in other program documentation, such as information on the website⁴⁸ and project profile. Men are not mentioned and there are no specific activities targeted at men, male involvement or awareness/support. Some terms that could be considered gender neutral, such as 'farmers' and 'smallholders', risk that different positions men and women have within this category, are made invisible. In the studied documentation for the Ethiopia program, gender issues are not mentioned (there is only reference to women as a target group).

Overall, the program has good intentions when it comes to engaging women and considering their needs and interests, but gender has not been fully mainstreamed and the program may not be transformative if gender concerns are not integrated more explicitly in its interventions. The lack of a gender strategy, guidelines, gender-sensitive

48. <https://africacgg.net>

M&E system, tools, training, clearly allocated budget⁴⁹ and advisory/technical support from ILRI's side which is not supporting the development of gender capacities in the program, it will be hard to achieve gender equity goals.

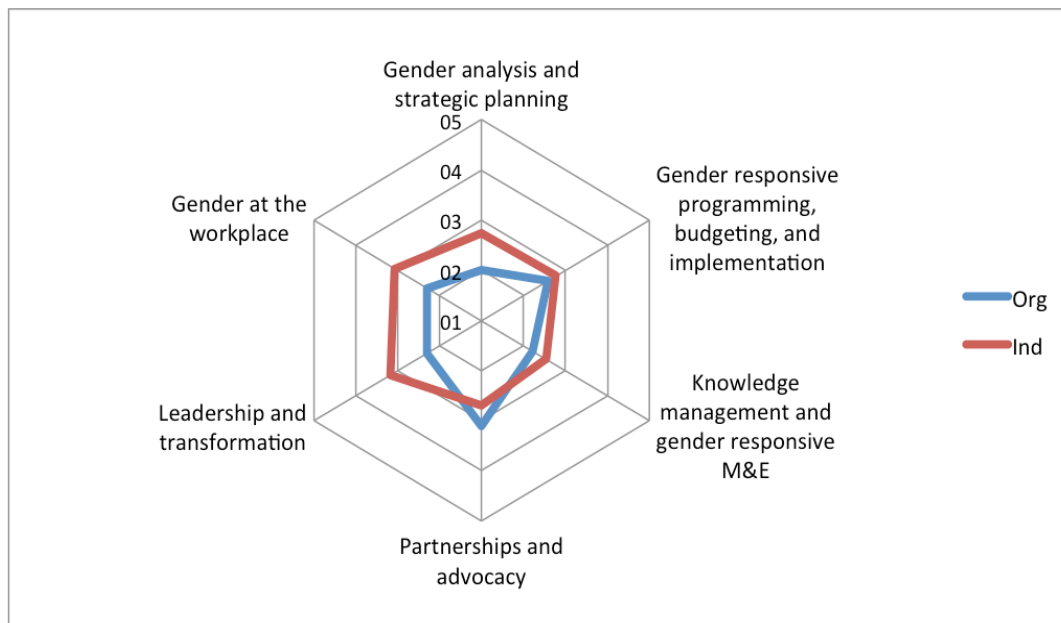
⁴⁹.According to ILRI there is a gender budget allocated to each of the teams, although it is modest and not well implemented. Jasmine Bruno, 28/04/2017

4. General findings

The following table shows the average ranking of all assessed organizations and individuals, per core gender capacity. All core capacities rank between 2.4 and 2.9; which means that all capacities are between insufficiently and partially developed. Partnerships and advocacy is the best-developed capacity and gender analysis and strategic planning as well as Knowledge management and gender-responsive M&E, the least.

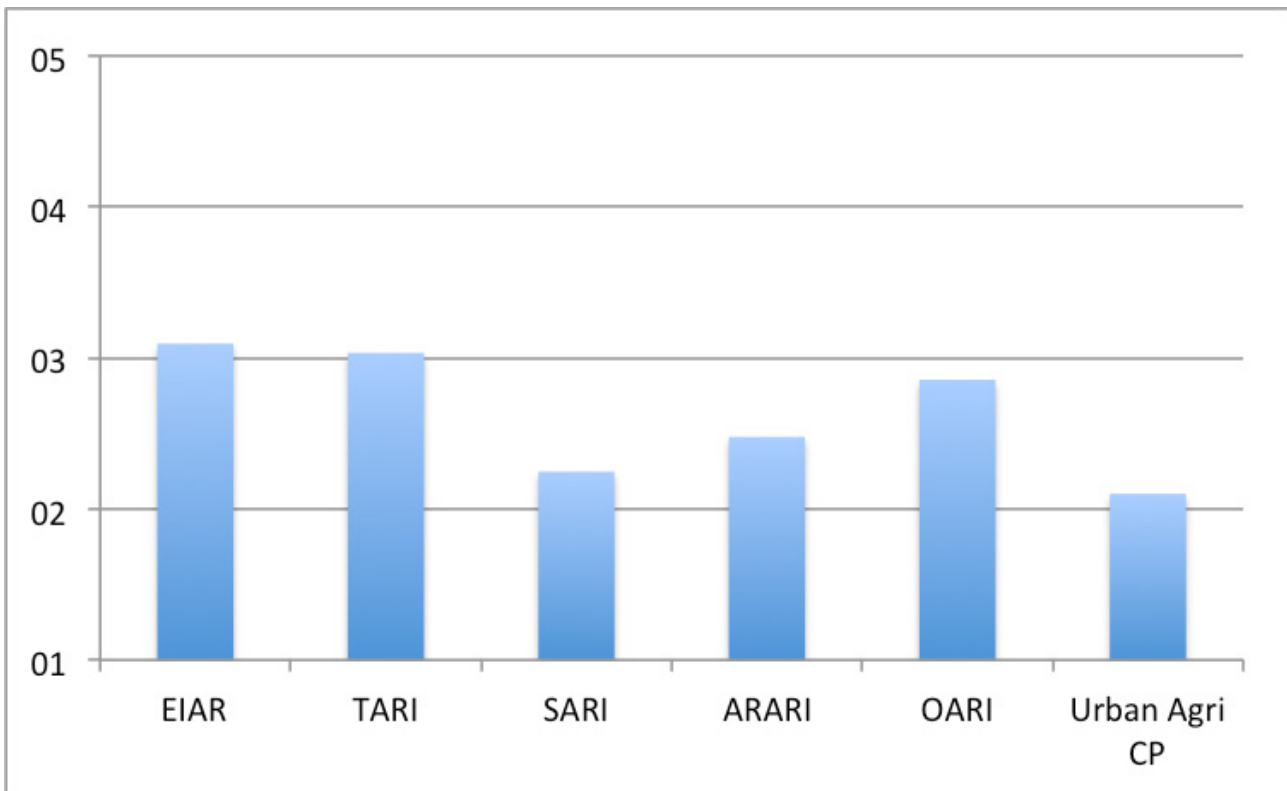
Core gender capacities (Organizations and Individuals)	Average
Gender analysis and strategic planning	2.4
Gender-responsive programming, budgeting, and implementation	2.7
Knowledge management and gender-responsive M&E	2.4
Partnerships and advocacy	2.9
Leadership and transformation	2.7
Gender at the workplace	2.7
Overall	2.6

The spiderweb gives an overview of the individual- and organizational-level capacities compared for each core gender capacity:

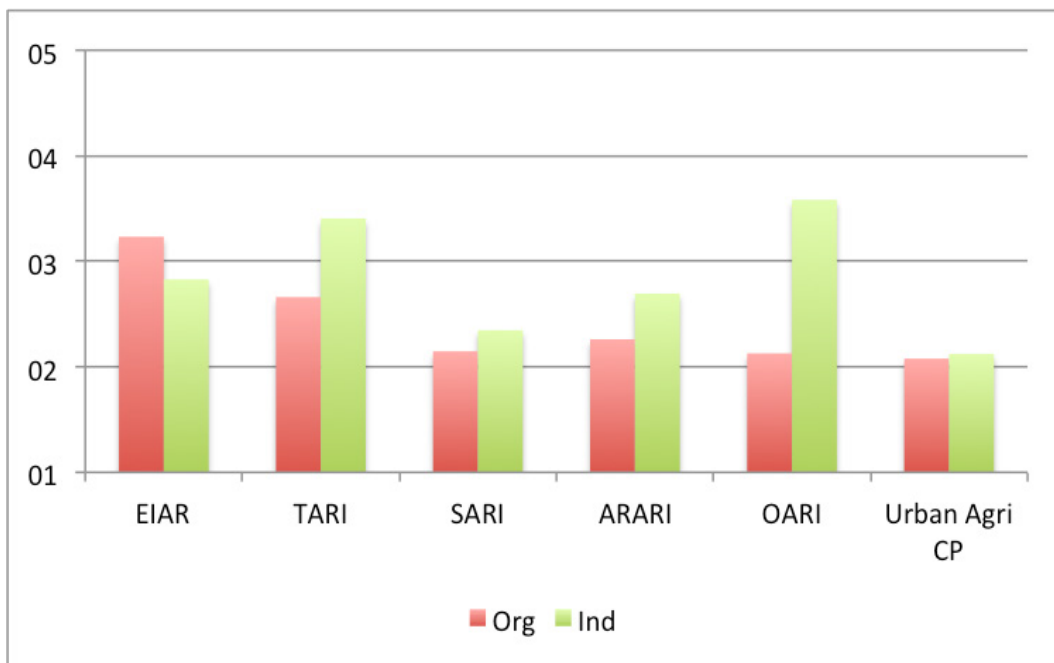


Generally speaking, individual-level capacities (red) are better developed than the organizational-level ones (blue), except for partnerships and advocacy. This is especially the case for the capacities on gender analysis and strategic planning, gender at the workplace and leadership and transformation. This may have to do with the fact that gender experts and (probably) more gender sensitive staff were included, who have better developed capacities and are also more critical of their organizations.

The six assessed organizations compared:



EIAR has the best-developed capacities and Urban Agriculture Core Process the least. The fact that EIAR has better developed capacities makes sense, as this is the national-level institute, which has more resources than the other organizations.



EIAR is the only organization that has higher ranking for organizational-level capacities. EIAR’s capacities stand out even more when only organizational-level capacities are compared. This can partly be explained because no gender experts participated in the organizational capacity assessment.

There is a big difference in organizational- and individual-level assessments for OARI: the only individual assessed was a gender expert (with relatively high capacities), who was quite critical on the capacities of her organization.

Another interesting observation is that the male staff members assess themselves more positively than the female ones:

Core gender capacity	Male (18)	Female (9)
Gender analysis and strategic planning	2.7	2.7
Gender-responsive programming, budgeting, and implementation	2.9	2.6
Knowledge management and gender-responsive M&E	2.8	2.5
Partnerships and advocacy	2.7	2.3
Leadership and transformation	3.3	3.0
Gender at the workplace	3.3	2.5
Average	2.9	2.6

An explanation could be that the male respondents included more directors and more coordinators; the female respondents were all researchers and experts (and thus probably with lower skill levels). Moreover, men, in general, tend to rate their skills and experience higher than women; this might have also influenced the results.

Between SNCs and the other staff members, there is difference in certain core capacities:

Core gender capacity	SNC (5)	Non-SNC (22)
Gender analysis and strategic planning	2.7	2.7
Gender-responsive programming, budgeting, and implementation	2.2	2.9
Knowledge management and gender-responsive M&E	2.4	2.7
Partnerships and advocacy	2.9	2.5
Leadership and transformation	3.5	3.0
Gender at the workplace	3.0	3.1
Average	2.8	2.8

SNCs have a much lower ranking for programming, budgeting and implementation, as well as knowledge management and gender-responsive M&E. They do rank higher on partnerships and advocacy, as well as leadership and transformation, which falls directly under their responsibility as coordinators of their teams.

5. Findings per core gender capacity

5.1 Gender analysis and strategic planning

The capacity to apply gender analytical tools and frameworks and to conduct gender analysis that is relevant for the value chain context and to use gender analytical data to formulate new research and program activities.

Introduction to this core gender capacity

The analysis of gender dynamics which constrain women and men from participating in and benefiting from value chains is essential to the success of all agricultural value chain development projects, including for the ACGG program. Well-conducted gender analysis at the start and throughout the program, help to identify different needs and constraints for women and men; for example, women may have interests in different chicken breeds than men. Gender analysis is key to understanding how existing gender relations affect the achievement of program results, as well as how the proposed interventions affect the relative status of men and women. Results from gender analysis should be used for strategic planning and policy development. In order to conduct gender analysis, specific frameworks and tools can be applied, including for value chain analysis⁵⁰.

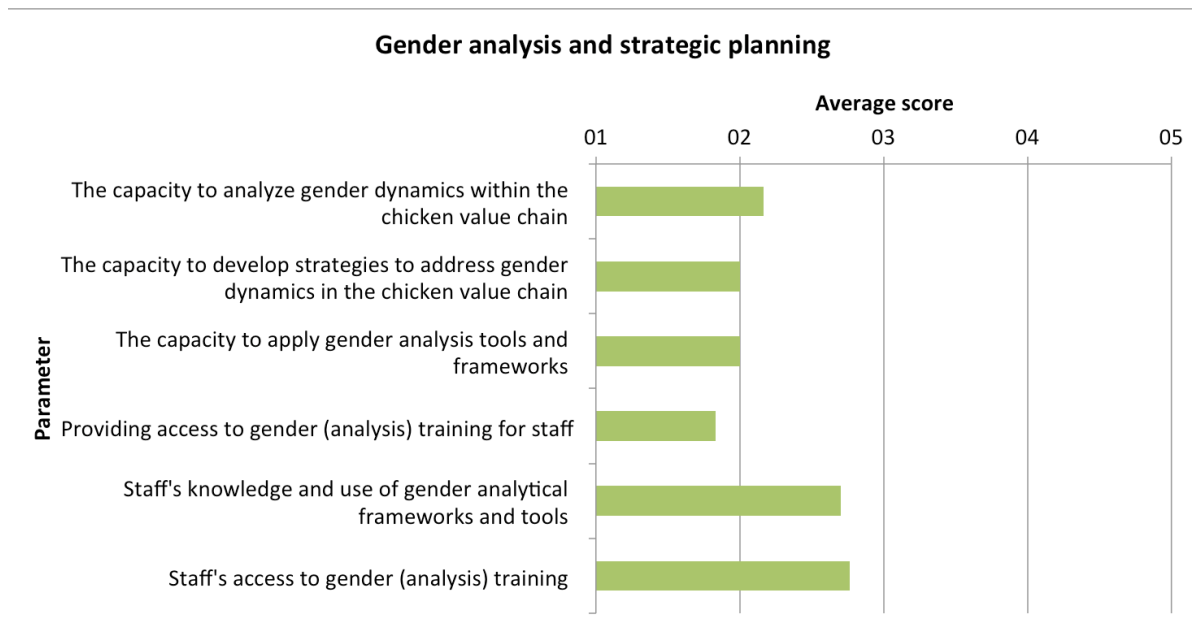
General outcome of the assessment

In the assessed organizations, the core gender capacity for gender analysis and strategic planning is the least developed capacity and it is insufficiently developed, with an average ranking of 2.0 ('low: gender capacity exists but has not been developed') out of 5.

The capacity is better developed at individual level, with an average ranking of 2.7 (medium). There is an inconsistency in data between organizational and individual level: organizations hardly provide gender (analysis) training for staff (1.8), but individuals who were assessed have had some training and average ranking is 2.8. Also, although organizations do not sufficiently apply gender analysis tools and frameworks, individuals claim to have moderate knowledge and experience with such tools.

Between the six participating organizations, there is quite some variation with Urban Agriculture Core Process ranking lowest (1.3), EIAR highest (2.8)—which is in line with their overall capacity assessment. Urban Agriculture Core Process, ARARI and OARI have insufficiently developed capacities.

50. For further reading, see Ti and ILRI 2016b



Detailed information per level and parameter

The **enabling or hindering effect of the environment** (policies, rules and legislation, regulations, gender relations and social norms) on the ACGG partners' capacity to conduct gender analysis and to formulate strategic planning:

The NARS are under direction of the MoANR and follow its policies and guidelines. According to the MoANR gender strategy, 'coherent and systematic gender mainstreaming tools, such as gender analysis standards and guidelines are almost lacking [in the MoANR]; if [they] exist [they] are not well popularized and put in use'⁵¹. The MoA gender mainstreaming guidelines only mention one gender analysis framework but it is not clear to which one they refer.

The MoWCA published a manual on gender analysis tools and frameworks⁵², and EIAR has also published 'Gender analysis tools: users' guide in agricultural research for development'⁵³ which are, however, not used or known by the PIT or the SNCs. The MoWCA manual is very general; it covers the most commonly known gender analysis frameworks and tools. The MoLF-WAD has not had any training on gender analysis, while the MoANR-WAD does not use any gender analysis tools or frameworks⁵⁴. Manuals and toolkits are available, but not specifically for value chain analysis and livestock development.

Therefore, the policy and institutional environment is not hindering ACGG partners organizations' or SNCs' capacity to conduct gender analysis and to formulate strategic planning, but it does not strengthen it either. The ACGG program itself has a similar effect on the partners' capacity:

In the general ACGG program documentation⁵⁵, gender inequalities that hamper the development of the value chain are described and the program takes into account that women and men have different needs and constraints. Some important gender-based constraints and possible negative effects of intervention on women's relative position are, however, not mentioned in the program documentation and may, therefore, not be taken into consideration. Although women are predominantly producers, they may not benefit as much in other stages of the value chain (as processors, traders, etc.). With the expected increase of productivity and incomes, men may take over businesses previously owned by women, which limits the possibility of achieving the ACGG objective of women's

51. MoANR 2016

52. This manual was shown to the consultant by the Co-PI on 15/12/2016

53. <http://www.slideshare.net/ILRI/gwg-oct2013-eiar> – the document has not been shared with the consultant

54. KII MoANR and MoLF 14/12/2016

55. ILRI 2014

empowerment. Women may also lose out if services are not gender sensitive. Women may actually end up doing more work, without any increase in benefits.

In the studied documentation for the Ethiopia program, gender issues are not mentioned (women are mentioned as a target group). A presentation from EIAR on the role of poultry in Ethiopia only mentions that women benefit more than men from chicken production (in terms of income); children benefit more than adults from chicken production (in terms of nutrition)⁵⁶.

The capacities of the NARS organizations to **analyse gender dynamics** within the chicken value chain, including possible negative effects of market-oriented development on the position of women are insufficient.

Gender analysis is the responsibility of the socio-economic department and is not done by the whole organization or by the livestock/ poultry researchers. It is not a common practice that is routinely undertaken for every project, nor is it so in ACGG.

Conducting gender analysis is often mixed up with ensuring a balanced representation of women in research activities: 'The only assessment done is undertaken on the number of males and females in the staff and in activities'. Key gender-based constraints and possible negative effects of interventions on women's relative position were not mentioned by most of the respondents and were not always completely understood.

One key output of the program is a baseline survey that should define and characterize current smallholder chicken production systems, chicken ecotypes, productivity, practices, and the socio-economic status of poor smallholder farmers in Nigeria, Tanzania, and Ethiopia⁵⁷. Gender has been integrated in the household survey design, as interviews are supposed to be done with men and women, data is disaggregated and the survey looks into relevant gender topics.⁵⁸ However, in the implementation of this survey the majority of respondents in Ethiopia were male. This happened because mostly male heads of households were interviewed, which is standard practice in the NARS (EIAR). The respondents (EIAR) did not know of any methodologies to assess and compare different members of the household. Also, the enumerators were mostly male.

The capacities to **develop strategies** to address gender dynamics in the chicken value chain were also low. The respondents mentioned to follow governmental guidelines and strategies (more in section 5.2 'gender-responsive programming, budgeting and implementation' but these are not informed by their own analyses, and strategies that address gender dynamics are not developed by the organizations.

The capacity to apply **gender analysis tools and frameworks** is insufficient as well. Gender analysis tools or manuals are known and used by the gender experts or socio-economic departments, but they are not distributed and other staff do not know about or use these tools.

Although organizations do not sufficiently apply gender analysis tools and frameworks, individuals claim to have moderate **knowledge and use** of such tools.

Organizations hardly provide **gender (analysis) training** for staff, and comments from existing training include: staff may not be able to implement what they learned; not all staff participate; training does not focus on gender and value chain analysis; training is once-off and generic. Nevertheless, quite a lot of individual respondents have received some sort of gender training, although most said the training was insufficient in quantity or not much relevant to their work.

The **effect of the ACGG partners' work on other stakeholders'** (government, civil society, research organizations, private sector) capacity to conduct gender analysis and formulate strategic planning is difficult to assess but probably low as the capacity of ACGG partners is insufficient and may, therefore, not affect the capacities of others very much.

56. EIAR 2015

57. ILRI 2014

58. ACGG – Producer Level Baseline Survey Training Manual.

5.2 Gender-responsive programming, budgeting and implementation

The capacity and commitment to implement gender-responsive programs, mainstream gender throughout all operations and programs and allocate financial and human resources for it.

Introduction to this core gender capacity

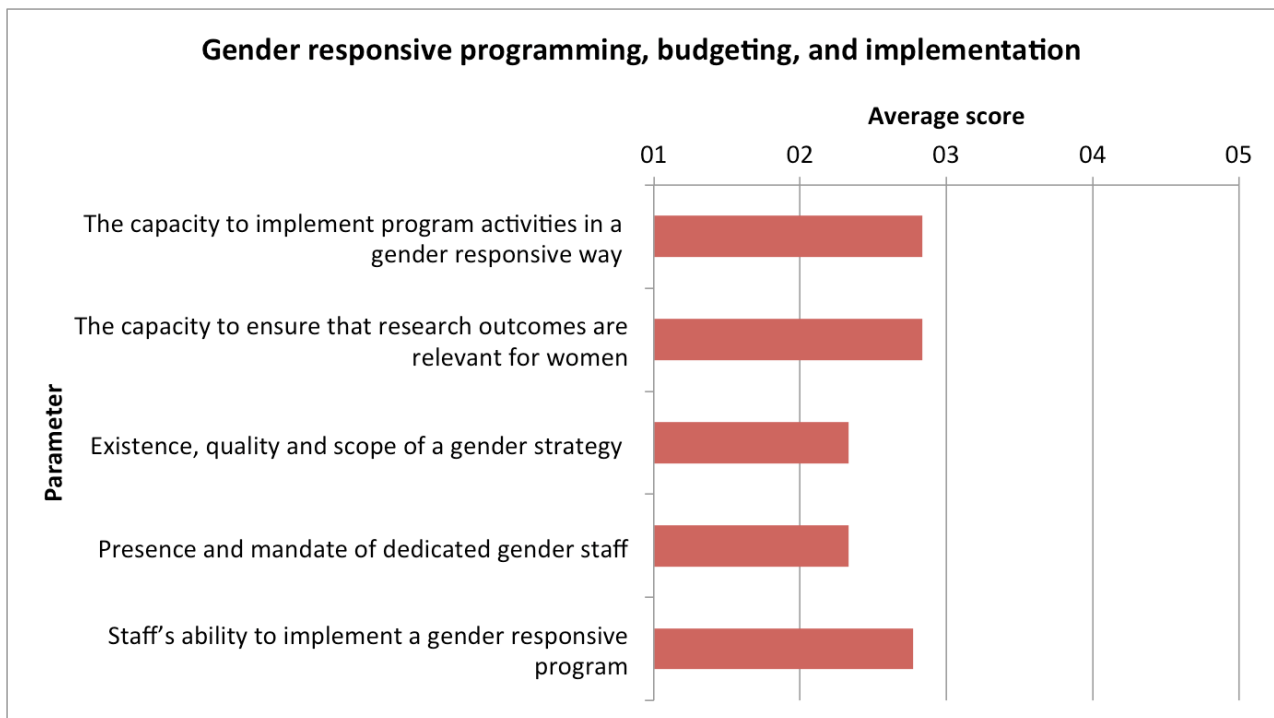
Gender-responsive programming considers gender roles and relations, and responds to these by developing strategies and taking actions that enable women and men to participate in the program and benefit from the results of the program.

Gender mainstreaming is a strategy for making women's, as well as men's, concerns and experiences an integral dimension of the design, implementation, M&E of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality⁵⁹. On the one hand, specific measures must be taken that target women's empowerment and gender equality—the stand-alone track. On the other hand, gender equality has to be integrated as a cross-cutting issue into all policies and programs—the gender mainstreaming track. Gender budgeting is part of a gender mainstreaming strategy. It is based on gender analysis and aimed at an equality-oriented distribution of resources.

For the assessed organizations, gender-responsive programming refers mostly to the capacity to conduct gender-responsive research and to a lesser extent to extension and other services, as this is within their mandate.

General outcome of the assessment

With an overall ranking of 2.7 out of 5, this capacity is developed to a medium level. There is not much difference between individual and organizational level capacities. Also the variation between the six organizations is low compared to the other core capacities. SARI and ARARI have the least developed capacities (both 2.4) and EIAR the highest (3.1), in line with their overall capacity assessment.



59. UN 1997 in Ti and ILRI 2016

Amongst the five measured individual and organizational parameters, the least developed are the gender strategies and presence of gender expert staff.

Detailed information per level and parameter

The **environment** is enabling ACGG partners' capacity to implement gender-responsive (research) programs, as there is a framework (gender policies and strategies on national level) in place. However, guidance is insufficient and may even be hindering the program:

The NARS institutions are guided by gender (mainstreaming) policies of the ministries of Livestock and Fisheries and Agriculture and Natural Resources as well as other governmental policies and strategies (see chapter 3.4). These policies are inadequate and limited in scale, according to the agricultural sector ministries⁶⁰. The policies provide a general framework for gender mainstreaming and aim for the inclusion of women and the consideration of their needs in programming. The guidelines for gender mainstreaming in the agricultural sector⁶¹ propose indicators, but no targets, to ensure gender mainstreaming in the sector. The GTPII (Growth and Transformation Plan) plans that 30% of extension services should target women farmers but is otherwise quite limited in target setting⁶².

Although the ACGG program has an intention or policy to mainstream gender, a detailed gender strategy for the program has not yet been developed. The lack of a gender strategy or guidelines from ILRI's side is not supporting the development of gender capacities in the program. The present gender assessment and the contracting of KIT to develop a gender strategy are responses to this gap. The current targets include a focus on women in the on-farm testing component, 50% of the beneficiaries for MSc and PhD training in various aspects of chicken science, village-level enumerators; regional and national project coordinators, are supposed to be women. It is aimed (without clear targets or strategies however) to include women as value chain actors and in national platforms.

There is some **effect of the ACGG partners' work on policies/legislations and gender-responsive programs** of other stakeholders (the government, civil society, research organizations, the private sector): The NARS, being part of the government, contribute to policies. The EIAR gender expert is part of the taskforce for the revision of the gender mainstreaming guidelines and strategy. According to the MoLF, research outcomes by EIAR are used by the ministry in its (extension) programs.

The capacities of NARS organizations to **implement program activities in a gender-responsive way** are developed to a medium level. All organizations give themselves scores of 2 or 3 aside from Urban Agriculture CP, which gives itself a 4. This is quite interesting as this organization has the lowest overall assessment score. The discussions, however, revealed that this organization is capable of getting an equal (50%) participation of women in its activities. This has to do with the fact that Urban Agriculture CP works with an urban target group and primarily focuses on extension.

In the organizational assessments, the respondents mentioned that they follow governmental guidelines. Most respondents said that the government requires 30% female participation in (research, extension) activities; some say it is 50%. As mentioned above, the only target found in the reviewed documentation is the 30% target in GTP II. According to the respondents, it is not difficult to achieve 30% since the program focuses on poultry, and some organizations achieve a higher level of women's participation in their activities. The only strategies or actions to increase participation mentioned were specifically inviting women. Reasons for low participation were mentioned, such as the fact that men are better linked to the authorities.

Some observations follow from the discussions. The first one is that the participation of women in activities is within or beyond the governmental target, however, it is still below the actual proportion of women as poultry producers

60. MoANR 2016

61. MoA 2011

62. National Planning Commission 2015

(70%). Secondly, the main reason why female participation is relatively high is that many women can be found in this value chain (as small producers). The organizations are working within these existing gender dynamics. All say that the participation of women is much lower when they work with other value chains, and hardly any specific actions are taken. Thirdly, it is not known if women are fully benefiting from the interventions. Women's participation in numbers is not a sufficient reflection of the capacity to implement program activities in a gender-responsive way.

The gender review of the NARS⁶³ revealed that the extent of participation of farmers, especially women, in problem identification, technology screening, research planning, implementation and evaluation is limited. In the outreach research and extension programs, men are the ones largely participating. Amongst the women, FHHs had better access to these programs such as on-farm trials, participation in trainings and field days. Married women had limited access since they are believed to be represented by their husbands.

The capacity to **ensure women's interests and needs are central to research** and research outcomes are relevant; is also developed to a medium level.

There were some interesting discussions on this topic, as most (four of the six) organizations claimed that women do not have different needs or interests: 'identifying a breed is probably similar for each gender. ACGG is getting the right breed, focusing on improved productivity, women are also benefiting'. Two SNCs also said that information is not analysed separately, but there is no need for it, as women and men have the same interests.

Two NARS, however, did say that needs were different as women were 'more interested in household consumption, and men were interested in selling, and in larger quantities'. One of the larger poultry farmers interviewed⁶⁴, said that women have different interests, they benefit more from egg laying breeds, not the mixed breeds that have been selected by ACGG. Also, EIAR (rightly) concludes that 'there is a gap in ACGG: poultry is very important to women, but the information we get comes mostly from men, as we interviewed more men for the baseline survey'.

The organizational gender assessment of the NARS⁶⁵ revealed that most of the research programs and projects assumed that the research outputs equally address the needs and interests of both men and women. The research has been largely assuming that women farmers are the same without making distinction between FHHs, women in monogamous and polygamous MHHs, and women and young males. This situation is probably thus still the case.

Small farmers and women are not well represented in the IP meetings (see chapter 5.4), which contributes to research outcomes being less relevant to them.

The existence, quality and scope of a programmatic **gender (mainstreaming) strategy**, including financial and human resource allocation, is ranked lower than the previous two parameters. The NARS is still far from its goal of institutionalizing gender in all its research programs and projects, and ensuring gender equality in the research systems⁶⁶.

EIAR has a policy in place, (a gender mainstreaming strategy and plan of action developed in 2009) which is 'perfectly written but not yet adequate. The problem is a clear strategy and way of implementation'. In Urban Agriculture CP, gender is one of the strategic and cross-cutting issues and its policy states that 50% of the beneficiaries should be women.

The regional NARS all follow the government policy. Most SNCs do not know the policy, they have some understanding of what it entails ('every activity should have central theme gender', in our projects, 'at least 30% of the participants should be female'). And again: 'we are rich in policies and strategies, the big gap is implementation. The institution does not have a roadmap or strategy for gender'. Also the representative of MoANR⁶⁷ said that the regional implementers are unable to implement the policies, and the current checklists and indicators are not feasible to follow up.

63. MoANR 2016

64. KII SW Poultry Farm, 15 dec 2016

65. MoANR 2016

66. EIAR 2015 in MoANR 2016

67. KII MoANR 14 dec 2016

The presence and mandate of **dedicated gender staff** (expert or focal point), and the balance between responsibilities of gender experts and general staff members on gender mainstreaming is ranked relatively low or average.

EIAR has a gender department and gender experts are in place. The regional NARS have gender desks or gender focal points (GFPs) that usually fall under the socio-economic department. The capacity is insufficient according to all regional NARS. According to two SNCs, the gender expert does not have adequate capacities. The responsibility for gender is not shared with other staff; it is not in their job description. Also the majority of SNCs and other program staff of ACGG are animal scientists, with no background in gender. The program itself has not hired a specifically dedicated gender staff member, although one of the SNCs has gender expertise.

Also, according to the review of NARS gender capacities⁶⁸, it was concluded that the GFPs have limited capacities and their performance is scanty and inadequate. Most research and administrative staff perceive that gender is the responsibility of the Gender Directorate, Case Team or Unit.

Staff abilities to implement a gender-responsive program is ranked higher than the organizational parameter and is almost at medium level/partially developed. The answers are varied, some staff have no experience, skills or knowledge at all and others have this in place.

5.3 Knowledge management and gender-responsive monitoring and evaluation

The capacity to collect and analyse sex disaggregated data, to monitor, document and report on gender-responsive programming, specific gender outputs and outcomes, ensuring wide outreach on gender-responsive programming and its results.

Introduction to this core gender capacity

Gender-responsive M&E⁶⁹ aims at assessing the project's effects and impacts (intended or unintended) on gender relations and women's empowerment. It should track changes in the conditions and positions of women and men participating in the value chain, including women's and men's shares in employment and income across value chain nodes⁷⁰ and in gender relations such as in the gender division of labour and workload, differences in access and control over resources, income and information, decision making, and others, as well as women's and men's attitudes and perceptions. In order to carry out gender-sensitive monitoring, sex-disaggregated data (statistics disaggregated by sex or gender) within and beyond the household, is required and combined with the collection of indicators that capture gender-related changes. Gender-responsive M&E is central to documenting the outcomes of gender-responsive interventions and how these are achieved.

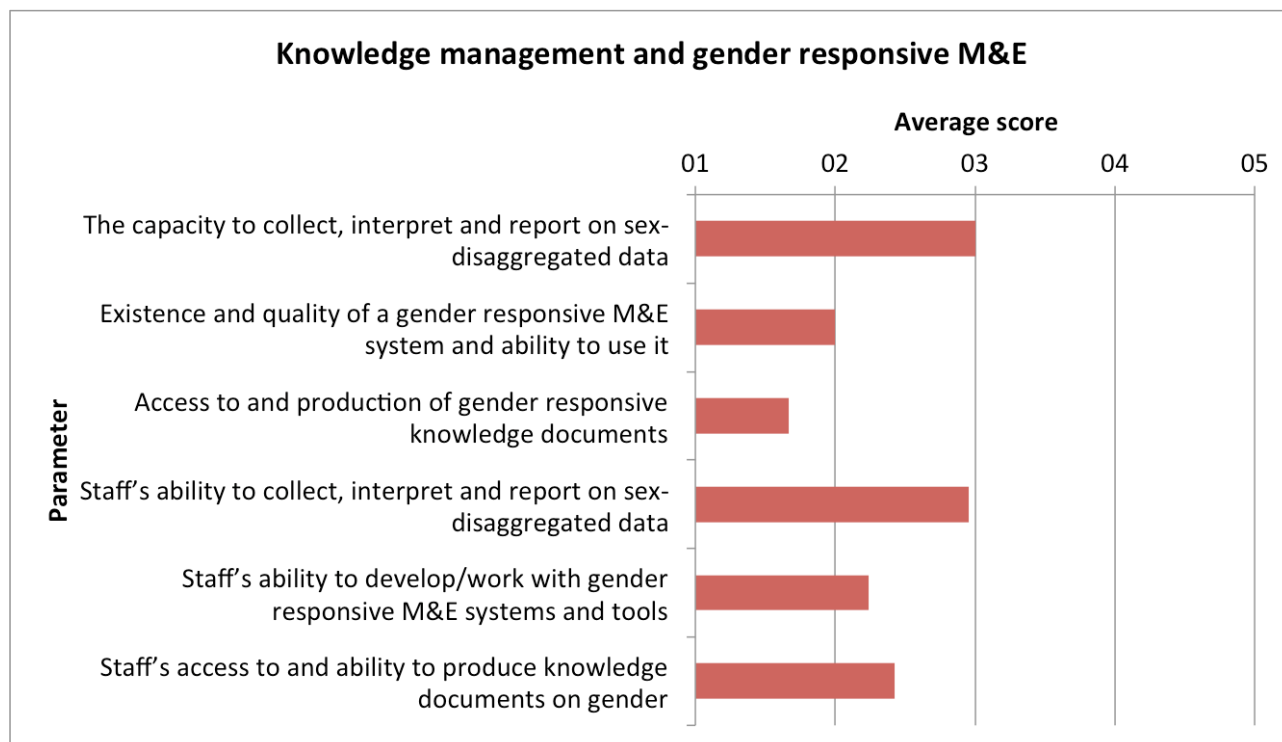
General outcome of the assessment

Together with the core capacity on gender analysis, this capacity received the lowest ranking (2.4) and is insufficiently developed. This is mostly due to the insufficient gender responsiveness of the M&E system and the almost absence of gender-responsive documents. Furthermore, Ti is of the opinion that the assessment of this capacity should have been lower, as will be explained in the detailed discussion especially with regard to the use of sex-disaggregated data.

68. MoANR 2016

69. Ti and ILRI 2016

70. Kantor 2013 in Ti and ILRI 2016



EIAR has the best-developed capacities (2.8) and Urban Agriculture the lowest (1.8), which is in line with the overall assessment. OARI receives an overall score of 2.8 but this is an average between the very well developed capacities (3.7) of the SNC and low capacities at the organizational level (2.0)—according to that SNC (see notes on methodology and process).

The individual capacities are slightly better developed (2.5) than the organizational ones (2.2), but there is a lot of variation between organizations with the gap being largest for TARI and OARI. SARI is more developed at organizational level (2.3) with individuals ranking themselves lower (1.7). Also at EIAR the organization is better developed than the assessed individuals.

Detailed information per parameter

The **enabling or hindering effect of the environment** on the ACGG partners' capacity to collect and analyse sex disaggregated data, to monitor, document and report on gender-responsive programming:

The MoANR does not provide much support to the development of this capacity: 'most data on women focuses on FHHs who represent 20% of all households; married women who are farmers are entirely overlooked. There is a move towards disaggregating research by headship or holder rather than disaggregating by sex. Women and men farmers and pastoralists are rarely involved in the M&E of programs and projects. Often the indicators selected are gender-neutral'⁷¹.

According to the program documentation⁷², all data collected in the program, has to be gender disaggregated, this is also stated in the guidelines for the baseline survey⁷³ as described already for core gender capacity on gender analysis.

71. MoANR 2016

72. ILRI 2014

73. ACGG – Producer Level Baseline Survey Training Manual.

One of the five outcomes in the ACGG results framework⁷⁴ is aimed at women's engagement as chicken producers (and thus not in other processes of the value chain). Related outputs include a focus on women value chain actors in community and sub-national level meetings and the engagement of female facilitators in platform meetings and broader chicken value chain development. The other four outcomes and related outputs are focused on smallholders and not specified for women or men, and no gender-responsive outputs are planned. For example, the outputs 'chicken value chain stakeholder mapping in each country that identifies strategic roles for stakeholders' could explicitly include a mapping of women and men's roles and positions, and 'network of 20–30 brooder/distributors is established in each project country' could include specific targets for the inclusion of women. In the results framework or other program documentation there is no mention of gender-responsive monitoring that looks at gender issues in terms of changes in labour input and division, access to and control over resources, income increase and use of income, (intra household) decision making, access to services, information, training, etc.

The ACGG program is thus weakly designed in terms of gender-responsive monitoring, and is not encouraging partners to measure women's positions or empowerment beyond their participation in activities and meetings.

The capacity to collect, interpret and report on **sex-disaggregated data** is partially developed. EIAR and TARI stand out with a 4.0; the least developed are OARI and Urban Agriculture CP (2.0).

The assessed organizations all have the same comments though: although they collect sex-disaggregated data, it is limited to reporting the number of women and men participating and is not used for analysing results for women and men. Also data collection does not go beyond household head, according to EIAR. TARI is the only organization that reported using sex-disaggregated data for analysis.

This is confirmed by the NARS review by MoANR⁷⁵, which states that 'reporting [in the NARS] is largely gender neutral without being disaggregated by gender. There is no adequate gender disaggregated data that clearly illustrates the technology needs and priorities of women, men and young people. Also, in the NARS it is commonly assumed 'that women farmers are the same without making distinction between FHHs, women in monogamous and polygamous MHHs, and female and young males'.

Based on this information, the parameter should be assessed lower (2.0: insufficient), because of the quality of data (not adequately distinguishing between gender and household head) and the fact that data is not systematically used for analysis and monitoring of results.

The individual level parameter (staff ability to collect, interpret and report on **sex-disaggregated data**) has the same ranking as the organizational parameter and the comments by the respondents are also similar.

The **gender-responsive M&E** and ability to use it receives an insufficient score, only EIAR ranks itself at a partially developed level (3.0), as 'gender is part of the M&E matrix'. However, during the discussion it became clear that the M&E system is not actually gender-responsive as gender is only systematically monitored if research is aimed at gender—otherwise it is not: 'a few projects have monitored changes, benefits for women. This particular project had a lot of women. We don't actually know how much women benefit relative to men. We measure if family income increased. That benefits women, for example when the family buys a new roof'. The other institutions acknowledge that there is no gender-responsive M&E system, only policy guidelines from the government.

The individual level parameter, staff ability to develop/work with **gender-responsive M&E systems** and tools is slightly more developed than the organizational parameter, and individual comments point to similar weaknesses.

The access to and production of **gender-responsive knowledge documents** and publications has been assessed as low. The regional NARS all concluded that the production of documents focused on gender is very limited. At EIAR office we sampled a few available publications, including the annual overviews of livestock research papers

74. ACGG results framework 2014-2019, excel document prepared for BMGF

75. MoANR 2016

for 2013 and 2014, and none of these included a paper with a specific focus on gender or women. Neither do the research papers seem to be gender sensitive. As an example, a study (livestock research overview 2014) on chicken performance under farmers management is gender blind. Another reviewed publication: 'market opportunities for value added milk and meat products' is also gender blind. We found one publication focused on gender planning in agriculture, which was published in 2000. Therefore, it can be concluded that this capacity is hardly developed.

Staff **access** to and ability to **produce knowledge documents** and publications on gender is ranked much higher than the organizational level parameter. This can be explained because most staff have access to such documents, one says, 'I can get this from the internet'. Also the few gender experts have published such documents themselves.

The **effect of the ACGG partners' outputs and knowledge products on other stakeholders'** (government, civil society, research organizations, private sector) programs regarding gender and the chicken value chain is probably low, since there are hardly any gender-responsive documents available.

5.4 Partnerships and advocacy

The capacity to build gender-responsive partnerships and IPs to engage women and women's organizations in these partnerships and platforms, to influence government and external partners, and to advocate for gender equality within the chicken value chain.

Introduction to this core gender capacity

Gender-responsive partnerships take gender roles and relations into consideration, and responds to these, by taking actions that enable women and men to participate equally in these partnership programs and benefit from them. Women and their organizations are included and their voices are being listened to. Gender issues are discussed in the partnerships and not sidelined.

Advocacy for gender equality is the ability to influence policies and decisions and ensuring that the voices of women are heard and their rights and positions are defended.

General outcome of the assessment

According to the assessments, this is the best-developed core gender capacity of all six; with an average score of 2.9, it is partially developed. Under this capacity, organizational level capacities are somewhat better developed than individual capacities. The difference is especially large between the organizational capacity to build gender-responsive partnerships and staff individual ability to do the same (3.4 versus 2.5). One reason may be that this capacity is seen as a responsibility of organizations more than individuals and not all staff are engaged in such activities.

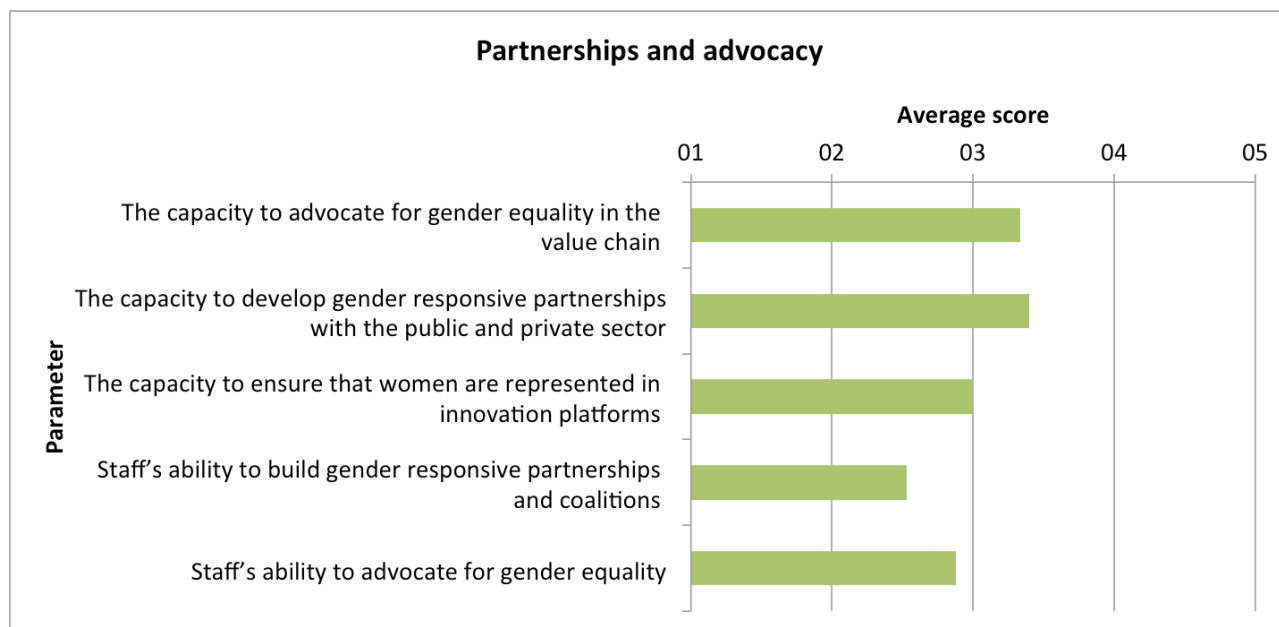
This capacity has most variation between the institutions, especially at organizational level. EIAR and OARI have much better developed capacities (3.6) than Urban Agriculture CP and SARI (2.0 and 2.1).

Detailed information per parameter

The **environment** (policies, rules and legislation, regulations, gender relations and social norms) is enabling ACGG partners' capacity to develop gender-responsive partnerships, especially innovation platforms, and to advocate for gender equality:

Ethiopia has policies and existing institutions and networks in place that enable the development of gender-responsive partnerships. The gender mainstreaming guidelines (2011) include planned actions to create and

strengthen linkages between government, the private sector, civil society and other stakeholders to ensure a coordination of efforts and resources. The Ethiopian Network for Gender Equality in Agriculture (ENGEA) is a network aimed at creating synergies between the government, NGOs, development and research partners in the efforts to develop and implement gender-responsive agricultural policies and to advocate for gender equality and promote best practices.



One of the core objectives of the ACGG program is to develop and nurture national innovation platforms to facilitate private sector access to the germplasm and develop business models, as well as develop community and sub-national innovation platforms focused on access of poor smallholder farmers, especially women, to preferred chicken germplasm and optimizing productivity. The aim is that 'women participate fully' in community-level and national innovation platforms.

The capacity to **advocate for gender equality** in the chicken value chain and innovation platforms is well developed. In discussions the respondents say that their institutions advocate through their research outcomes and demonstrating results, and they encourage others to engage women. None of the organizations mentioned an actual example though, and it seems that the capacities have been assessed higher than is actually the case.

The same parameter at individual level: staff ability to **advocate** for gender equality receives a similar score.

The capacity to develop effective and **gender-responsive partnerships** with the public and private sector in innovation platforms is well developed at organizational level (3.4), but the same parameter at individual level, staff ability to build **gender-responsive partnerships** and coalitions (D.III.1) has a much lower ranking (2.5). The parameter is closely related to the capacity to ensure that **women and their organizations are represented** in innovation platforms and their issues are listened to and used in advocacy, which was ranked 3.0 (partially developed).

In the case of Ethiopia, two national IP meetings have been conducted and have been well-documented⁷⁶. There is no such information available on community level IP meetings.

The ratio of women and men in the first national IP meeting was 14:36 (28%), in the second meeting it had gone down to 8:39 (17%). In the first meeting, participants agreed to make deliberate efforts to give women more chances to talk. In the second meeting, two recommendations were added: to find out why women do not attend and women

76.ACGG 2015 and 2016

invitees should honor their invitations. Two private sector actors that were interviewed also mentioned that the representation of women is low and should improve. Reasons given are that not many women are actually having businesses; women are not willing or able to travel⁷⁷.

Women smallholders were invited to the first national IP but because communication is in English and they could not participate well, the program decided to engage smallholders at village level IPs⁷⁸. National IPs, although they focus on the development of small-scale poultry sector, are thus not (properly) engaging their primary beneficiaries. There is no effective association of small-scale poultry farmers⁷⁹, which makes it difficult to engage such producers. Although Ti understands the difficulties in engaging smallholders, we would not recommend to organize meetings without any smallholder representation as this means that their concerns and needs are not voiced at these meetings and decisions may be taken that are not representative. This is even more so because community level meetings (in which smallholders are participating) are not yet fully implemented, and it will be difficult to use another platform to link and represent smallholder voices at national level.

In the first meeting, the WADs from the DG, the MoLF and the MoANR were represented but no other gender/women's organizations attended. In the second meeting, there was no representation of any gender office or organization.

In the second meeting, there was a session on gender, and gender mainstreaming actions were suggested by the participants. This was however not an inclusive discussion. In the IP meeting reports, women are most of the times mentioned together with youth, although youth constitute of both men and women (and women also include both young and old).

The IP meetings are thus not gender-responsive and the representation of women and their organizations is very low. The voices of the beneficiaries are not being heard and women's interests may not be considered.

In the organizational assessments, respondents said that the representation of women is too low, but it is within their expectations. Respondents also said that when women do attend, they do not speak out and sit at the back (even more so in the sub-national IPs). Actions that were taken are to invite 50% women, invite governmental institutions such as WAD, and request institutions to send female representatives. These actions have not led to increased participation and the given score of 3.4 is too high. One reason why respondents tend to give overly high scores may be that they have developed capacities on partnership development and advocacy, but they have a too low awareness of what gender-responsive partnership development and advocacy is. This core gender capacity should receive a much lower score (2.0: insufficient) than what has been ranked by the respondents.

PICO-EA is responsible for conducting the national IP's but, according to them, not for achieving targets on women's participation; this they see as the responsibility of the ACGG country teams. However, PICO-EA does have some experience in conducting meetings in a gender-responsive manner and will include the issue in its trainings.⁸⁰

The ACGG partnerships, especially the IPs, should affect the chicken value chain including gender issues within that chain. At the moment the **effect of the ACGG partners' advocacy and partnerships** on policies, legislations, governmental programs and private sector affecting gender equality in the chicken value chain is probably low or even negative as gender is not yet strongly integrated in program implementation, and the IPs do not effectively engage women nor tackle gender issues.

77. KII with SW Poultry farm and Neway PLC 15 dec 2016

78. Solomon Abegaz, 8 February 2017

79. KII with Neway PLC

80. KII PICO-EA 27/01/2017

5.5 Leadership and transformation

Leadership and commitment to gender equality and the transformation of gender (power) relations.

Introduction to this core gender capacity

Gender transformative approaches aim to change gender norms and relations in order to promote gender equality. This means going beyond engaging women in activities, by aiming to transform the structures that keep inequalities intact. This includes transforming the value chain as such so that women improve their position structurally and that they are empowered, e.g. participating in decision-making, especially when it concerns issues that affect their lives. These approaches also explicitly engage both women and men.

Commitment is a prerequisite for gender mainstreaming. Organizations and individuals need to take leadership and openly support gender equality; values promoting gender equality need to be shared visibly throughout the organization from mission statements to gender inclusive practices and beliefs.

General outcome of the assessment

With an average ranking of 2.7, this core capacity is developed to a medium level and close to the average ranking of 2.6.

The variation between organizational and individual capacities is large; the organizational capacities receive a much lower score (2.3) than the individual (3.2). Although this difference is in line with the overall trend, the variation is highest for this core capacity. The parameters used for organizational and individual capacities are, however, not similar as is the case for some other core capacities (such as knowledge management and gender-responsive M&E) and therefore cannot be compared as such.

Urban Agriculture CP (2.2) has the least developed capacities and EIAR the best (3.3), in line with the overall assessment.

There is quite some difference between the parameters. Staff knowledge, attitudes and practices towards gender equality has been assessed relatively high with an average of 3.5; whereas the capacity to implement strategies that strengthen women's position and power receives a much lower score of 1.7. Also the capacity to develop and experiment with gender transformative approaches is insufficiently developed.

Detailed information per parameter

The **enabling or hindering effect of the environment** (policies, rules and legislation, regulations, gender relations and social norms) on the ACGG partners' capacity to transform gender (power) relations:

The gender equality strategy for the agricultural sector⁸¹, although still in draft, is 'guided by a gender transformative approach that emphasizes the importance of working with both women and men to understand the causes and consequences of inequalities and to challenge and change power relationships'.

Also the ACGG program aims to 'ensure that interventions are gender-transformative through the empowerment of smallholder women chicken producers'. The program also aims that women will participate as actors in the transformed value chains (e.g. brooders, egg and chicken traders, input sellers)⁸². Therefore, the program design encourages the partners' capacity to transform gender (power) relations. However because a strategy, tools and

81. MoANR 2016

82. ILRI 2014

guidance is lacking, the partners and SNCs are not supported in developing such gender-transformative interventions. Also, no specific outputs or actions are planned that aim to strengthen women's positions as actors beyond production.

The organization's **commitment to gender equality** and transforming gender power relations is developed to a medium level. EIAR received a particularly high score, but there was also much discussion between the respondents. The general view that 'management is very positive, there is support for gender. There are many privileges for women' was criticized: 'management addresses the issues but do they really own it? Do they really empower women? Maybe the management is not committed to the right issue'.

One SNC was most outspoken about the lack of actual commitment. 'The policy is there but it lacks implementation. It [lacks] willingness and commitment. Management talks about gender, they have received training, but they don't want to implement it'. The MoANR draft gender equality strategy⁸³ also considered the accountability and commitment of management in the NARS inadequate.

It may, therefore, be concluded that the commitment to supporting 'gender' is in practice limited to providing (on paper) equal opportunities to women and adopting policies and guidelines, without much actual change and without gender equality outcomes.

The parameter: staff **knowledge, attitudes and practices towards gender equality** and transforming gender power relations is somewhat related to the organizational level parameter; and individual staff assess themselves as more supportive to gender equality (3.5) compared to their institutions (2.5). This parameter is of course subjective. When staff are asked to give examples of their support for gender equality, most come up with statements such as 'I always support gender equality'. The difference can also be explained because relatively a large group of gender experts and gender aware persons participated in the individual assessments.

The parameter on the organization's **vision** towards gender equality and transforming gender power relations is more objective as the vision and mission statement, and organizational values have been checked. Also this parameter is developed to a medium level. In the case of EIAR, gender is not mentioned in the vision or mission but it appears in the organizational values and therefore was assessed as a 4.0. The regional NARS, except ARARI, were more critical as gender does not appear in the vision or mission, and all scored insufficient.

The capacity to develop and implement strategies that **strengthen women's position** as actors in the transformed value chains and their decision-making power is insufficiently developed and respondents say that this is not a common practice by their organizations.

The capacity to **engage communities** in transforming gender relations, particularly community leaders and men, is well developed, as organizations provide training and raise awareness in communities (outside of the ACGG program).

The organizational capacity to develop and experiment with **gender transformative approaches** is insufficiently developed. As one of the organizations states, 'we are more acting in accommodating, within the existing framework'. This organizational parameter receives a much lower score than the related individual parameter: **staff ability** to develop and experiment with gender transformative approaches. The difference can also be explained because of the background of the individually assessed persons.

An **effect of ACGG partners' work** on other stakeholders (the government, civil society, research organizations, the private sector) and their ability to transform gender (power) relations could not be observed.

83. MoANR 2016

5.6 Gender at the workplace

The capacity to promote a gender-responsive workplace with equal opportunities and benefits for both women and men.

Introduction to this core gender capacity

A gender-responsive workplace provides equal opportunities and benefits for women and men, through policies and practices, which is measured amongst others by an internal gender balance throughout the organization. If a gender balance is lacking an organization should take measures such as affirmative actions. This core capacity is strongly related to the core capacity on leadership and transformation, especially the organization's mission and vision and organizational commitment to gender equality; as well as organizational values and attitudes towards gender equality at the workplace.

General outcome of the assessment

With a 2.7, this core capacity is developed to a medium level and close to the average ranking of 2.6. The variation between organizational and individual capacities is high; the organizational capacities receive a much lower score (2.3) than the individual ones (3.1). The parameters are not comparable (for example the individual parameter 'ability of (female) staff to influence decisions, participate and voice one's needs and aspirations' has no related parameter at organizational level) which contributes to this variation.

Urban Agriculture CP (2.1) has the least developed capacities and EIAR the best (3.1), which is in line with the overall assessment and with the core capacity on leadership and transformation.

There is a lot of variation between the different parameters, women in leadership ranks very low (1.5) and staff knowledge, attitudes and practices towards gender equality at the workplace high with a 3.6.

Detailed information per parameter

The **enabling or hindering effect of the environment** (policies, rules and legislation, regulations, gender relations and social norms) on the ACGG partners' capacity to provide a gender-responsive workplace:

The governmental gender mainstreaming guidelines for the agriculture sector state that equal opportunities must be provided to female and male employees, affirmative action should be taken, and some other measures for a gender inclusive workplace. As mentioned before, no actual targets are set and it remains vague how this should be achieved.

MoANR has a significant gender imbalance as women account for 36% of all employees. The majority of women are placed in low paying positions as compared to men, due to their low academic achievements. In addition, their representation in the management committee has remained to be insignificant if not zero.⁸⁴

The ACGG program sets targets for women's participation in staffing: 50% of the village level enumerators and regional and national project coordinators should be women. The targets are not set for higher-level staff.

The institutional and policy environment is, therefore, neither enabling nor hindering, as not much actual support is given and accountability measures are hardly in place.

The **effect of the ACGG partners' work** on promoting gender-responsive workplaces among other stakeholders (the government, civil society, research organizations, the private sector) and the effect of the gendered organization

84. MoANR 2016

on the lives of its staff. In theory, ACGG could promote gender-responsive workplaces and gender balance among other stakeholders, by setting an example or by somehow supporting or rewarding/preferring partners who show that they are gender-responsive and balanced. This has not been observed.

The capacity to **analyse gender dynamics in the organization** and to develop strategies to deal with these received an average ranking (2.5), and the capacity to adjust and implement internal (human resources) **policies and procedures** to make the organization more gender-responsive was ranked a bit higher. The two parameters are very much related to each other: proper analysis of the organization, its culture and policies is the basis for developing effective policies.

Although organizations ranked their capacity to analyse and to develop strategies quite well, the discussions focused more on the implementation of existing (governmental) policies and guidelines. The organizations do not conduct their own analyses of internal gender dynamics, and they do not conduct for example gender audits. Such analyses can take a deeper look into obstacles for women in recruitment and career development (this could include women's childcare responsibilities and men's relative freedom to pursue careers without such responsibilities, and related difficulties for married women to travel and conduct fieldwork, as well as organizational culture that encourages overwork, for example).

Respondents said that even though they have affirmative action policies in place (the entry requirements for women are lower); it is very difficult to achieve a gender balance amongst staff, especially for researchers, since there are not many women with relevant degrees and qualifications, and women are less interested in pursuing a career in agricultural research. Affirmative action was the only policy mentioned by the respondents, whereas there are numerous other ways to create more women-friendly environments or to favour women. These other policies or strategies are not known or considered.

The effectiveness in hiring women as staff members and to acquire a 50% **gender balance** (enumerators, regional and national coordinators, MSc and PhD trainees) receives an average ranking. The NARS institutions are not gender balanced: EIAR employs approximately 25% women and amongst researchers the percentage is only 12%. In the regional NARS, the number of women is around 20% (exact numbers were not shared) and for researchers around 5%. Only Urban Agriculture CP employs 37% women and therefore ranked itself higher than the others. The other assessed institutions all ranked insufficient except for SARI, which claims it has gender equality (4.0). It is probably more realistic to adjust the overall score to insufficient (2.0) since the majority of NARS are not balanced. Also, the ACGG program has not reached its own target of acquiring a 50% gender balance. The sub-national coordinators are mostly men (four out of five) and the PIT consists of (three) men only. For the baseline survey, although it was planned to have 50% women enumerators, the program only managed to recruit one woman out of a total of nine.

Presence of **women in leadership** (management) and balanced representation receives a 1.5, which means this is hardly developed. The data supports this; all NARS have very few women in management positions.

The possibility of **staff to acquire higher positions**, receives a 2.8 from all individuals. The ability of (female) staff to **influence decisions, participate and voice** one's needs and aspirations ranked the same. Women, however, do score lower for these parameters, especially their possibility to acquire higher positions is significantly scored lower by them:

	Men (18)	Women (9)
Gender at the workplace		
Possibility of female staff to acquire higher positions	3.2	2.1
Ability of (female) staff to influence decisions, participate and voice one's needs and aspirations	3.0	2.6
Staff knowledge, attitudes and practices towards gender equality at the workplace	3.9	3.1

Staff **knowledge, attitudes and practices towards gender equality** at the workplace received the highest ranking of all parameters in this core gender capacity at organizational level: a 3.6. Again, there is a significant and interesting difference between men and women, with men being more supportive according to themselves. This parameter is subjective, and staff examples are limited to statements such as 'I always support gender equality'. Also, support for gender equality is lower at the higher level (management)⁸⁵. Nevertheless, staff self-claimed support to gender equality is a good opportunity.

85. Comment Jasmine Bruno, 9 February 2017

6. Capacity development

6.1 Desired future capacities

Gender analysis and strategic planning as well as knowledge management and gender-responsive M&E are the least developed capacities. However, although respondents ranked the core gender capacity on partnerships and advocacy as the best-developed one, according to Ti it should receive a much lower score as it is in fact insufficiently developed. Ti also believes that the assessments of (parts of) other core capacities by the respondents were too high, for example the commitment of management to gender and analyses of internal organizational gender dynamics.

The majority of the assessed organizations (five out of six) expressed the need for capacity development in the area of gender analysis and gender-responsive M&E; this is in line with the assessment. Also, most of the individuals mentioned the need for capacity development in the area of gender analysis.

All organizations were interested in gender capacity building (training) of staff, some wanted to focus on gender experts, others on female staff/researchers, or all staff, men and women.

Collaboration with others and exchange of experiences was also mentioned three times. Furthermore, they mentioned: making gender resources available; developing gender (mainstreaming) strategies for the NARS; raising awareness on gender amongst the general public; training on designing and conducting gender-responsive research; and a more general statement on the need to empower women in the poultry sector.

Individual respondents⁸⁶ also mentioned capacity building for themselves on gender analysis; gender-responsive M&E; gender in agricultural research; and experience sharing. Other issues mentioned were: gender budgeting and gender auditing; transformative approaches.

For their organizations, they (also) recommended gender transformation in the institution; implementation of existing policies; gender mainstreaming; leadership and decision-making; as well as awareness creation.

6.2 Recommendations for the gender capacity development process

The NARS is a huge system which has so far been quite slow in developing its gender capacities, and the ACGG program has only very limited influence. Direct capacity development interventions such as training can therefore only be focused on the SNCs as well as others within the ACGG program (NPC, IP, Co-IP, enumerators etc.) who are accountable to the program. ACGG/ILRI can work closely with gender experts and departments in the NARS and engage them. The program could also encourage the NARS, or its livestock departments, to improve its gender responsiveness by setting an example and putting in place certain incentives, for example by encouraging PhD

86. 16 individuals commented on their preferred capacity development, which is more than half of the respondents.

students to conduct research on gender issues in the chicken value chain. Also, there may be existing or upcoming interventions in terms of gender capacity development that ACGG could link up with. Most ACGG program staff (SNCs, NPC, IP, Co-IP) are animal scientists with very good research skills but little background in gender and program management (M&E, etc.). Training should therefore be adapted to their interests and skills. For example, a standard gender training would not be effective, but a training that is focused on integrating gender in livestock research, with field work exercises, would be more interesting and useful. Also, academic publications can be shared, including from sources such as ILRI and WUR.

It is very important that ACGG finalizes its gender strategy, as there is a need for guidance and support. This gender strategy should be developed with the participation of ACGG staff from all levels (PIs, Co-PIs, SNC and field officers), as well as with the public and private sector partners. It should have very clear objectives and targets towards women's participation in the program (in research and all IPs in particular), support implementers with guidance and training on strategies or actions and reward them for results. It should go beyond a focus on numbers of women in activities and adopt a gender transformative approach throughout the program.

Since gender analysis and gender-responsive M&E are under-developed, it is recommended to ensure that these capacities are all brought up to a medium level (3.0) at least. Also, the capacity for gender-responsive programming, budgeting and implementation, which was under-developed for the SNCs, needs to be developed. These three core gender capacities are all equally essential for program coordinators. Capacity development can start with gender analysis to increase understanding of gender issues, and then continue with gender-responsive programming and M&E.

With regard to gender analysis and strategic planning, it is recommended to focus on organizational level capacities to conduct gender-responsive value chain analysis and increase knowledge of and access to other gender analysis frameworks, tools and methodologies. ILRI could adapt the first module developed for the L&F CRP on gender sensitive value chain analysis⁸⁷, and distribute it to the NARS. Considering the limited available resources, Ti recommends to prioritize a practical (and fieldwork) training for the SNCs and—if possible, also—gender experts in the NARS, consisting of one day classroom training on gender-sensitive value chain mapping, and at least one other gender analysis tool (such as the Harvard Analytical Framework), one day to explain methodologies to collect and analyse sex disaggregated data⁸⁸ and to conduct intra-household analysis and collect data from men and women in households (for example using the WEAI methodology and other resources⁸⁹); and one day field work to practice the tools and methodologies and reflect back.

The assessed organizations and individuals have an interest in designing and conducting gender-responsive research, and Ti agrees that such skills would be highly relevant and even necessary for them to develop. The ACGG program may not be in the position to develop these capacities at the NARS; however, within program studies could be designed that are focused on gender issues. On-farm research on chicken breeds should set minimum targets for the inclusion of women (beyond household head) and gender responsive qualitative data collection methodologies should be provided to SNCs and other implementers. Guidelines and examples on gender-responsive livestock research are available, also from within the CGIAR network⁹⁰.

SNCs can be trained in the area of knowledge management and gender-responsive M&E, focusing on integrating gender in monitoring of the ACGG program, properly collecting and analysing sex-disaggregated data, monitoring and documenting outcomes on gender equality and gender inclusiveness of the poultry value chain including aspects of women's (dis)empowerment. The ACGG gender strategy should give clear guidance on these issues.

With regard to partnerships and advocacy, it is very important that women and their organizations participate in all platform meetings and their voices are heard. Moreover, gender should be on the agenda of all IPs. These capacities

87. Ti and ILRI, 2016b

88. see module 4.3.6 in Ti and ILRI 2016b

89. Alkire et al. 2013; Njuki & Sangina (Eds.), and 2013; FAO 2003.

90. <http://drylandsystems.cgiar.org/sites/default/files/guidelines-gender.pdf>, <https://cgspace.cgiar.org/bitstream/handle/10568/27916/GenderResponsiveLivestockResearch.pdf?sequence=1&isAllowed=y>

of SNCs and other staff will need to be developed, with support from PICO-EA and KIT. Again, the ACGG gender strategy should give clear guidance in terms of targets and strategies or actions that can be taken. It is proposed to deliberately look for ways to include smallholders in national meetings (including by organizing meetings in Amharic and/or other languages), to set absolute minimum targets for women's participation and to hold organizers accountable for results. Training may not be necessary in this case, as examples of strategies can be shared.

When it comes to leadership and transformation, a gender transformative approach, which is mentioned briefly in ACGG program design, should be fully adopted by ACGG, including strategies on how to include women as value chain actors, dealing with gender-based constraints, and activities targeted at male involvement or awareness/support. The SNCs could also be trained on designing and implementing gender transformative approaches.

With regard to gender at the workplace, it is recommended to use the positive results from the assessment both with regard to staff support to gender equality as well as management commitment as an opportunity and encouragement for further capacity development. It is not realistic to expect influence on NARS workplace policies and internal gender balance, though ILRI/ACGG could share insights and good examples from other countries and literature such as provided in the fourth module developed for the L&F CRP. ACGG itself could also improve on its gender balance and ensure that women are hired in cases where someone leaves.

Poultry producers and others in the poultry value chain, women and men, would also benefit from gender awareness training.

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8. Annexes

8.1 Actual agenda of meetings

Day one	9.00–11.00
12 Dec.	Kick-off meeting Participants: ILRI project lead; National Project Coordinator; PI; co-PI; SNCs
	11.00–12.30
	Planning meeting to discuss the agenda and logistics in detail.
Morning	Participants: co-PI
Afternoon	13.30–17.00: Assessment of EIAR Participants: co-PI, National Project Coordinator; PI
Day two	9.00–10.30 Assessment of TARI
13 Dec.	Participants: SNC
	11.00–12.30 Assessment of SARI
	Participants: SNC
Afternoon	13.30–15.00 Assessment of ARARI Participants: SNC
	15.30–17.00 Assessment of OARI Participants: SNC
Day three	9.00–11.00 Key informant interviews
14 Dec.	Women's Affairs department of Ministry of Livestock and Fish Women's Affairs department of Ministry of Agriculture and Natural Resources
Morning	
Afternoon	14.00–16.30 Assessment of Urban Agriculture CP Participants: SNC and staff
	16.30–18.00 Continued assessment of EIAR
Day four	9.00–12.00 Key informant interviews:
15 Dec.	Members of National innovation platform (private sector): Input provider: Friendship AS
Morning	Vet service provider: Neway PLC Poultry producer: SW poultry farm
Afternoon	14.30–16.30 Feedback/validation meeting Participants: ILRI project lead; National Project Coordinator; co-PI; SNCs
	16.30–17.00 Meeting with ILRI project lead

8.2 Mini-organizational and individual assessment tool

Explanation	Scoring gender capacities
<p>First fill in basic data (position, gender, etc). No name.</p> <p>For each core gender capacity, a few questions are asked. Give a score (1-5) of your current capacities. Explain your answers in the comment box.</p> <p>Some questions refer to you as an individual and a few are focused on the organization. This is indicated in every question.</p> <p>You can add information at the end on the type and kind of gender capacities you would like to develop.</p>	<p>1. Very low: No evidence or only anecdotal evidence of the gender capacity.</p> <p>2. Low: Gender capacity exists but has not been developed.</p> <p>3. Medium: Gender capacity exists and is under development or partially developed.</p> <p>4. High: Gender capacity exists, is widespread, but not comprehensive, further development is planned or needed.</p> <p>5. Very high: Gender capacity exists and is fully developed and integrated into the organization – no more capacity development needed.</p>

Basic data	
Name organization:	
Position:	
Gender:	
Age:	
Date:	

Gender analysis and strategic planning	Comments
Does the organization analyse gender relations and dynamics in the value chain? Does it have the expertise to conduct gender analysis? Does it use gender analytical frameworks and tools? Which ones are normally used? Are manuals or toolkits for gender analysis available and distributed by the organization? Explain your answer in the comments box.	
Do you personally have sufficient knowledge of gender analytical frameworks and tools? Do these tools enable you to understand existing gender dynamics within the chicken value chain, such as the distribution of workload, access to and control over agricultural resources, decision making and gendered differences in ownership and management of chicken. Can you mention one or more of such tools?	
Do you have sufficient skills to use gender analytical tools and frameworks in your work? Are manuals or toolkits available and distributed by the organization? Explain your answer in the comments box.	
Does the organization provide training for its staff on gender (analysis)? If not, does it enable or support staff to be trained externally?	
Have you personally received sufficient and relevant training(s) on gender? Provide details in the comments on type of trainings you received on gender, how many, and if they are sufficient in quality and quantity? If not, why?	
(If you have received gender training): Can you apply what you learnt in training in your work? Does training enable you to analyse and understand gender dynamics in the value chain, and to develop strategies to address these dynamics? If not, why?	
Gender-responsive programming, budgeting, and implementation	Comments
Does the organization have a gender policy or strategy in place? (a gender policy is a statement/intention on gender equality. A gender strategy is a strategic roadmap, with clear indications on what needs to be done and how. Therefore, having a strategy is better than only a policy). Is the gender policy or strategy actually implemented? Does everyone know and understand the gender policy?	
To what extent does the organization ensure that women participate equally in all (research) activities? What is the percentage of women participating in these activities? Are there any activities that are unbalanced in terms of gendered participation?	

Do you personally have the skills, experience, and knowledge to ensure programs are implemented in a gender-responsive way? Explain your answer in the comments box.	
Knowledge management and gender-responsive M&E	Comments
Does the organization collect sex-disaggregated data? Is data from survey and on-farm testing, and other research, disaggregated for sex? Is sex disaggregated data not only collected, but also used for analysis and reporting?	
Do you personally have the skills, experience, and knowledge to collect, interpret and report on sex- disaggregated data? Explain your answer in the comments box.	
Does the organization have a gender-responsive M&E system? (Is it able to track changes in the conditions and positions of women and men participating in the value chain, including women's and men's shares in employment and income across the chicken value chain and in gender relations such as in the gender division of labour and workload, differences in access and control over resources and information, decision making, and others, as well as women's and men's attitudes and perceptions. Give a specific example or evidence).	
Do you personally have the skills, experience, and knowledge to work with gender-responsive systems and tools for M&E? Explain your answer in the comments box.	
Are you personally able to measure and report on changes from gender interventions? Explain your answer in the comments box.	
Does the organization produce knowledge documents and publications that focus on gender? What is approx. the percentage of publications that focus on gender?	
Do you personally have sufficient access to documents and publications on gender?	
Have you produced any knowledge documents on gender yourself? Give examples in the comments box	

Partnerships and advocacy	Comments
To what extent does the organization ensure that women and women's organizations participate in partnerships and innovation platforms and that they are being heard and listened to? Give examples. How many women participate, how many organizations?	
To what extent do you personally have the skills, experience, and knowledge to build partnerships and coalitions? Explain your answer in the comments box.	
To what extent do you personally have the skills, experience, and knowledge to advocate for gender equality in the chicken value chain? Explain your answer in the comments box.	
Leadership and transformation	Comments
Is the organization's leadership/management committed to gender equality and the transformation of power relations? (Give specific examples of clear and explicit commitment, such as actions taken, public statements, allocated resources, women in leading positions).	
Do you yourself support gender equality and the transformation of gender (power) relations? Please give examples.	

<p>Do you personally have the skills, experience, and knowledge to apply gender transformative approaches? Gender transformative approaches explicitly aim to change gender norms and relations in order to promote gender equality. This means going beyond engaging women in activities, by aiming to transform the structures that keep inequalities intact. This includes transforming the value chain as such that women improve their position structurally and that they are empowered. Explain your answer in the comments box.</p>	
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Gender at the workplace	Comments
<p>Does the organization have policies and procedures in place to ensure gender equality in the workplace? Does the organization implement actions towards a more gender-responsive organization and provide equal opportunities and benefits for women and men (including work family balance)? (Give specific examples of actions implemented and the results).</p>	
<p>Do you personally have sufficient possibilities to acquire higher positions in the organization? Are you sufficiently supported in your career and leadership, e.g. through training?</p>	
<p>Are you personally sufficiently able to influence decisions, to participate in decision-making and voice your own needs and aspirations in the organization you work? Explain your answer in the comments box.</p>	
<p>Do you personally support gender equality at the workplace? Please give examples.</p>	

Priority for capacity development
<p>Open question: what type and kind of gender capacities would you like to develop for yourself?</p>
<p>Open question: what type and kind of gender capacities are necessary for the organization to develop?</p>

8.3 Guidelines for SNC for mini-organizational assessment

Purpose

The purpose of the mini-organizational assessment is to finalize data collection and get a broader input to the capacity assessment of your organization. It also is meant to start an organization wide discussion on gender capacities and to create more ownership over the process.

Supporting documents:

Mini org and individual questionnaire (pdf)

Gender CA ACGG for SNC (ppt)

Data entry and report for SNC (xls)

Preparation

Organize a meeting with 3-5 (max 6) staff members of the organization. The sample should include at least one woman and one man (preferably gender balanced), and it is suggested to include someone from management, a gender expert/socio economist, HR, livestock researcher. It would be good to have a diverse representation in terms of age, seniority level, etc. It is not necessary that everyone is knowledgeable on gender issues but they should know the organization (eg, having worked there at least for 6 months).

The meeting will take between 1 and 2 hours, depending on the discussion. Ensure that everyone will be attending for the complete meeting.

Print out the questionnaires, one for every participant: 'Mini org and individual questionnaire'. The document is available as PDF file and can also be found in the excel document ('Data entry and report for SNC', see 'print'.

Adapt, if necessary the PowerPoint presentation.

The assessment

Facilitate the meeting using the PowerPoint presentation 'Gender CA ACGG for SNC'. Start with a general explanation of the assessment and the contents of the meeting.

After explaining slide 8 'Mini organizational assessment', everyone should understand what the purpose is and how to fill in the questionnaire. Give everyone enough time to fill out the questionnaire. People need to fill it in individually, without discussing with others. It will take approx. 15 min.

After filling in the questionnaire, facilitate a discussion on the organizational capacities. Use the presentation; every core gender capacity is explained and the relevant question(s) are shown. The discussion focuses on the 10 selected questions that are related to organizational capacities. Of course, people can add information on their own (individual) capacities. For each of the 10 selected questions, try to come to an agreement. If there is no agreement, you can use the average of all scores.

At the end of the meeting you can briefly discuss people's ideas for capacity development.

3. Reporting

Make sure that you collect everyone's questionnaire. You can enter data in the 'Data entry and report for SNC' (xls).

Two data sheets need to be used for reporting:

Individual data in 'data entry':

Write down the general information: I) basic data organization. Enter the personal data on each respondent in part II. For each respondent, fill in one column, starting with respondent 1 (column D). Enter the scores (only the numbers) given by each respondent in part III. For each respondent, fill in one column, starting with respondent 1 (column C). You do not need to enter their comments. Make sure that you enter the data correctly.

Outcomes of the discussion

Write down the general information: I) basic data organization.

You will find the original scores for the organizational questions in column C. These may be adapted after discussion that you facilitated. Enter the adapted (new) scores in column D. Explain why the scores need to be adapted in column E (comments).

At the bottom of this sheet you find three last questions:

- How did the assessment go? How was the participation and the discussion?
- Outcomes of the discussion on type and kind of gender capacities that are necessary for the organization to develop
- Other information / comments

Please send the completed excel file back to Els Rijke (Ti): elsrijke@yahoo.com , before 24 December.

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