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Impact Evaluation of Gender Capacity Development of Livestock CRP Research and Development Partners in Ethiopia

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Acronyms

CBBP	Community Based Breeding Program
EIAR	Ethiopian Institute of Agricultural Research
EGDI	Ethiopian Gender Development Index (2021)
EWN	Ethiopian Women Network
FGD	Focus Group Discussions
GCD	Gender Capacity Development
ICARDA	International Centre for Research in Dry land Agriculture
ILRI	International Livestock Research Institute
KII	Key Informant Interviews
LFDO	Livestock and Fish Development Office
NDP	National Development Partners
NEWA	Network of Ethiopian Women's Associations
NRP	National Research Partners
OARI	Oromiya Agricultural Research Institute
SARI	Southern Agricultural Research Institute
VCA	Value Chain Actors
WCYAO	Women, Children, Youth Affairs Office
YPDARC	Yabello Pastoralist Dryland Agricultural Research Centre

Executive Summary

This Gender Capacity Development (GCD) Impact Evaluation (IE) Survey involved three Development and Research Partners whose staff members participated in GCD training organized by ICARDA in 2016 and 2017. The three Research Partners are Areka Agricultural Research, Yabello Pastoralist and Dry Land Research and Bako Agricultural Research Centres. The Development Partners include Doyogena Livestock and Fish Development office, Yabello Woreda Pastoral Development Office, and Horro Woreda Livestock and Fish Development Office. In addition, three community-based breeding cooperatives members were participated in the evaluation process namely Ancha Community Based Sheep Breeding Cooperative, Dherito Community Based Shoat Breeding Cooperative, and Gitilo-Buko Community Based Sheep Breeding Cooperative.

The IE employed mixed (qualitative & quantitative) data collection methods and explored organizational and individual capacities. The impact evaluation also reviewed enabling policies and the extent of their implementation. The quantitative results summarize the post intervention capacity development improvements using parameters ranging from 1-5 (1 being very low and 5 being very high) in six core gender capacities. The post GCD training records reflect achieved outcomes comparing against the baseline set at the beginning of the GCD training intervention. The qualitative methods mainly focus group discussions (FGD) and key informant interviews (KII) explored organizational capacities and existing gender policy implementations respectively.

The impact evaluation results indicate:

- Though there are good enabling gender capacity environment in terms of policies, regulations and affirmative action's, placing the appropriate gender focal person, lack of commitment from the leadership and high staff turnover are constraining factors to benefits from the GCD opportunities at organizational level.
- In relative terms, Research Partners have shown better capacity improvement in most of the core gender capacities than Development Partners.
- In both Research and Development partner's level, in most cases, organizational level capacities lag behind individual level capacities. This is partly due to high staff

turnover, organizational reform that affects institutionalization of GCD. And disruptive factors including COVID-19 over the last a few intervention years.

- All the three organizations remain behind in the overall “Knowledge Management and Gender Responsive M&E Capacity” to reach at least at the perimeter set for “Medium” capacity level.

The GCD impact evaluation recommends:

- Considering findings of this impact evaluation, further capacity development intervention is required in both Development and Research partners’ context. In addition to constraints mentioned at implementation level, disruptive factors (COVID-19, organizational reform, unprecedented staff turnover and absence of partner’s organizational commitment) prevent from reaching 3 and above scores in a few of the core gender capacities.
- The preparation of separate GCD training modules and approaches for research and development partners requires considering their role, focus and organizational culture.
- Digitalization of GCD knowledge products, coaching and mentoring approaches and serious engagement of high-level decision makers enhance accountability, transparency and better outcomes in similar future interventions.
- Proper knowledge management, monitoring and learning mechanisms and additional skill and hardware (ICT) support need to provide for Development and Research Partners to be able them to document/store, retrieve, adopt and reuse of GCD training materials and tools in their specific contexts mainly to sustain achieved outcomes and institutionalization gendered knowledge products.

1 Introduction

The public sector in Ethiopia has made continuous effort in putting gender responsive policies and structures in place including in the agricultural sector. The newly drafted Ethiopian Gender Development Index (2021) is a case in point. A number of public and private initiatives have emerged since ICARDA's GCD intervention with Research and Development Partners in Ethiopia. However, most of the initiatives were restricted in urban contexts and around national policy environments than directly percolating to enhance gender equality in the context of Agricultural Development and Research Partners as well as value chain actors in rural contexts.

This Gender Capacity Impact Evaluation report is exploring the gender mainstreaming efforts of ICARDA in its Small Ruminant Value Chain development intervention carried out in collaboration with three National Development (ND) and three Research Partners (RP) in Doyogena district in SNNPR, Yabello and Horro districts in Oromiya. The National Research Partners involved in the small ruminant value chain development are Areka Agricultural Research Centre in the South and Yabello Pastoralist and Dryland Agricultural Research and Bako Agricultural Research Centres in Oromiya

This impact evaluation report presents the Gender Capacity Development outcomes of the aforementioned Research and Development partners by exploring the enabling organizational and individual capacities. In addition, the enabling policy environment has also been reviewed concurrently.

2 Objectives

2.1 General Objectives

This impact evaluation report compares changes in the six core gender capacities at system, organizational and individual levels before and after the GCD program in three Agricultural Development and Research Partners in Ethiopia.

2.2 Specific Objectives

This evaluation report specifically

- Reviews the formative process of the GCD intervention
- Depicts the GCD intervention results of Agricultural Research and Development Partners
- Presents the GCD spillover effects on male and female value chain actors involved in Community Based Breeding Programme (CBBP)
- Documenting evidences generated by Agricultural Research and Development Partners resulted from ICARD's GCD intervention
- Recommend short, medium- and long-term mitigation interventions on identified gender capacity gaps

3 Methodology and Process

3.1 General Approach and Methodology

The GCD Impact Evaluation data collection was carried out from August 15, 2021 to September 3, 2021 for three Research Partners, namely Areka Agricultural Research, Yabello Pastoralist and Dry Land Research and Bako Agricultural Research Centres and three development Partners from the same target sites, Doyogena Livestock and Fish Development office, Yabello Woreda Pastoral Development Office, and Horro Woreda Livestock and Fish Development Office.

The Gender Impact Evaluation sought to answer the following evaluation questions:

- Does the information reflected in the 2015 Gender Capacity Needs Assessment hold information, priorities and messages that confluence with the expectations and perceptions of different stakeholders about the GCD interventions?
- What went well (enabling conditions) and what remains unaddressed (Forcing constraints) during the GCD intervention including coaching and mentoring activities?
- To what extent do the content, quality of the training modules and delivery methods filled identified gender capacity gaps? What are the criteria for upgrading and improving the training materials and resources?
- What factors and contexts affected the training application and the lessons drawn and suggestions to improve support for Development and Research Partners in the future?
- What is the quality of the gender development action plans to guide coaching and problem-solving support for partners and the positive outcomes observed within and outside organizational contexts?
- What is the quality of the post-training support in terms of coaching, monitoring and documentation of changes? What innovations can be identified and what could be improved and how?

- What is the extent of the training materials and resources adoption by partners?
- Looking into pre- and post-training surveys (post intervention against the baseline results), what core gender capacity needs are sufficiently addressed and what are still not sufficiently addressed? What could be the reasons for this underdevelopment of gender capacity, and what can be done to improve the gaps?
- What lessons and recommendations can be drawn from the impact evaluation to better inform future gender capacity development initiatives, and how can these recommendations be translated into actions given the contexts of partners? For example, what alternative training and coaching delivery modalities can be applied?
- What other programmes or activities apart from the GCD interventions could have diminished or magnified the capacity of partners in pursuit of more gender-responsive organizations and programs?

3.2 Desk Review Process

The desk review looked at a number of project documents which were used as entry point to understand the nature of the GCD intervention provided for Research and Development Partners and Value Chain actors.

The desk review process was guided by the following key desk review questions.

- What were the key GCD gaps identified by the Need Assessment?
- What was the scope of the GCD gap filling training modules, the kind of coaching and mentoring interventions recommended?
- What were the training material content, the approaches employed and the kind of coaching supports provided after the GCD training?

The quality and scope of training modules and participants' resource were reviewed focusing on the following parameters:

- To what extent do the content, quality of the training modules and delivery methods filled identified gender capacity gaps?
- What are the criteria for upgrading and improving the training materials and resources?
- What is the quality of the gender development action plans to guide coaching and problem-solving support for partners and the positive outcomes observed within and outside organizational contexts?
- What is the quality of the post-training support in terms of coaching, monitoring and documentation of changes? What innovations can be identified and what could be improved and how?

The reviewed materials include GCD Assessment Reports, Blog Stories, the GCD Training Manuals, GCD Training Reports, Action Plans prepared by GCD Trainees, and Gender strategies drafted by Research and Development Partners, and gender intervention reports and Action Plans prepared during the 2016 & 2017 by GCD trainees were reviewed. In addition, gender Mainstreaming Strategies of SARI and OARI were also among the reviewed documents. Findings of the desk review informed the degree of scope and content of the qualitative assessment tools required for the impact evaluation.

3.3 Development of Qualitative Data Collection Tools

The GCD desk review findings led to the design of qualitative data collection tools which were included Key Informant and Focus Group Interview checklists. These tools mainly enabled the evaluation mission to explore GCD outcomes at organizational and individual levels (Please see the qualitative data collection tools on annex 8. 2).

3.4 Development of Inception Report

The inception report involved tasks including desk review, setting impact evaluation objectives, designed mixed qualitative and quantitative data collection methods, defining the scope and the target sites and entities to be involved in the impact evaluation mission.

After reviewed by ICARDA GCD team, the final version of the inception report is used as a road map and frame of reference for the impact evaluation mission. The reiteration on the evaluation questions, the scope and type of the evaluation target entities were used as checking posts until the final stage of the evaluation process.

3.5 Data from Environmental, Organizational and Individual Levels

The organizational and individual level data collocation was carried out using excel based survey tools supported by an FGD checklist. During the process of data collection, the consultant facilitated the FGD and individual scoring strictly following the instruction stated by Transition International and ICARDA GCD Team with careful adaptation to local nuances. Thus, reinterpretation work is part and parcel of the data collection task to make the six core gender capacities simple to understand by Development and Research Partners by drawing context specific examples and related gender intervention outcomes.

3.5.1 The Enabling Environment

A semi-structure interview is employed to collect information from Gender Researchers, Regional and National Research Centre Managers, Coordinators of Development partners and experts. Centre Managers from the three research Centres, gender focal persons, gender and socio-economic team leaders, a Gender Research and a gender expert from SARI, a Gender Researcher from OARC and EIAR Gender Researcher were involved in the interview.

In addition, Cooperative Promotion Agency Coordinators, Women Children Youth Affairs Office (WCYAO) Coordinators, heads of Livestock and Fishery Development Offices (LFDO),

gender focal persons, Human Resources Officers, Plan and Programming experts were involved in the Key Informant Interviews (KIIs).

Useful information was generated on gender enabling environment, observed transformations, constraints and outstanding gender issues in the agricultural development and research spheres which partly provides the context for gender outcomes in ICARDA's intervention sites. The summary of the findings is reflected in the qualitative finding part of the report along with the core gender capacities and also reiterated in the recommendation part of this report.

3.5.2 Organizational Level

FGD sessions were facilitated on the basis of the tools designed by Transition International where staff from Research and Development Partners' held discussions on the basis of the following six core gender capacities:

1. Gender Analysis and Strategic Planning
2. Gender Responsive Programming, Budgeting and Implementation
3. Knowledge Management and Gender Responsive M&E
4. Effective Partnerships and Advocacy on Promoting Gender Equality
5. Gender and Leadership
6. Gender in the Workplace

In order to do the assessment at organizational and individual levels, scores were given for existing organizational and individual capacities using scales ranging from 1 to 5 with the following definitions given for each numeric representation:

- 1= Very Low: No evidence or only anecdotal evidence of the gender capacity
- 2= Low: Gender capacity exists but has not been developed
- 3= Medium: Gender capacity exists and is under development or partially developed
- 4= High: Gender capacity exists, is widespread, but not comprehensive, further development is planned or needed

5= Very High: Gender capacity exists and is fully developed and integrated into the organization – no more capacity development is needed

A total of 9 female and 24 Male participants were involved in the survey and KIIs from both Research and Development Partner's organizations. This number does not include the number of FGD & KII participants (16 male and 14 female) represented from Small Ruminant Value Chain nodes from the three intervention sites. Gender sensitive issues including organizational culture, female leadership opportunities and constraints, institutional practices in recruitment, promotion and opportunities for education, the implementation of affirmative action and participants' future visions in terms of contribution to gender responsiveness were discussed.

The average time for FGD sessions during survey score rank filling ranges from 2hrs & 40 minutes for Development Partners and 3hrs & 25 minutes for Research Partners respectively. The time spent partly depends on the number of FGD participants, interruptions of discussion due to late comers and when unforeseen circumstances (evaluation of centre manager in Yabello and pressurized by command post curfew to hold longer hours of discussion in the case of Shambu/Horro) for to pull out participants from the ongoing sessions.

Table 1 below summarizes respondents involved in FGD and KII from Research and Development Partners. The number of respondents per FGD session ranged from 3 to 6 as staff turnover highly affected staff's presence in both the Research and Development partners' context. In a few of the offices Gender Research and Focal Person positions were opened but not filled due to lack of commitment and budget shortage (Doyogena and Yabello).

Table 1: Respondents from Research and Development Partners participated in FGDs and KIIs

Research Partners	M	F	Development Partners	M	F
Areka Agricultural Research Centre	4	-	Doyogena Woreda LFD Office	4	2
Yabello Pastoral and Dryland Agricultural Research Centre	4	1	Yabello Woreda Pastoral Development Office	2	1
Bako Agricultural Research Centre	4	1	Horro Woreda LFD Office	2	2
SARI (FD/KI)	1	1			
OARI	1				
EIAR (KII)		1			
Total	14	4	Total	8	5

3.5.3 Individual Level

All participants involved in the FGD session filled in individual questionnaires. Respondents filled hard copies and a few of them also send the filled in questionnaire through email. Individual respondents reacted on issues related to gendered skills, commitments, and experience in gender advocacy, in partnership building and in gendered knowledge production, M&E. The excel summary of the feedback is presented parallel to organizational capacities generated from the FGD sessions. The fill in process for individual level questionnaire requires 50 min. for most respondents. It also took an hour for a few development partners' staff who requested for translation and interpretation of a few unfamiliar terminologies and responded in written Amharic in steady of English on the comment part of the questionnaire.

3.6 Small Ruminant Value Chain Participants

Except in Yabello that has been experiencing the dry season in August, to access to a few sites in Doyogena and Horro in such rainy season seems quite a challenge. Thus, by working closely with SR researchers at Bako and Areka¹ Research Centers and with experts in Livestock Fish Development Offices the visits were organized to accessible sites within the

¹During the fieldwork time the road to Areka Research Centre was inaccessible by car due to the washing away of the muddy feeder road and walking and using motor bike or donkey pulled cart were alternatives to reach the research centre.

radius of 5 to 8 KM from the main/feeder roads. The number of VCA participated in FGD sessions were summarized below.

Table 2: Participants of focus group discussions (FGD) from Community Based Breeding Cooperatives

District	Name of Coops	Male	Female
Doyogena	Ancha Community Based Sheep Breeding Cooperative	5	5
Yabello	Dherito Community Based Shoat Breeding Cooperative	6	4
Horro	Gitilo-Buko Community Based Sheep Breeding Cooperative	5	5
Total FGD Respondents		16	14

4 Results and Discussion

4.1 Desk Review

4.1.1 Gap in GCA Focus

Key gaps from the Ethiopian Gender Capacity Assessment (GCA) report (2015) were:

- The GCA report was focused on macro level national level policies and strategies such as Ethiopian Constitution, Ethiopian Women Policy, Agricultural Sector Strategies, National Gender Machineries, policies and strategy and Gender Guidelines of the Federal Ministry of Agriculture.
- As a result, GCA overlooked Public Service Proclamations that regulates the functions of Development and Research Partners (The Civil Service Reform Strategy, GTP II Gender Target –Crosscutting Sector Programme, Cooperative Commission Proclamation and farmer cooperatives related regulations, regulations related to Federal and Regional Agricultural Research Institutes and Centres. This provides the context of the implementation modality of Development Partners and the constraints facing them in translating gender related policies, capacities and the nature of horizontal and vertical power dynamics among relevant public institutions and its implication for implementing gendered development plans and strategies.

4.1.2 The Target and Data Source for Gender Capacity Assessment (GCA)

The Gender Capacity Assessment did not include (or able to find out) context specific gaps for each regional and National Agricultural Research entities during the discussions held on Gender Capacity Gaps with partners. The organizational culture and the internal gender gaps of the development and research partners were not explicitly documented in the report. Context specific cultural norms, physical location from the centre of regional and federal gender machineries and the availability of non-governmental partners and the extent of prior partnership with the existing ones can provide information on the kind of required capacities needed for each agricultural center.

The summary of finding on gender and small ruminant focused on normative information and did not include context specific gender role and decision-making process existing in the targeted National Development and Research Organizations (See GCA p 8-11).

4.1.3 Review results of the Training Report and the GCD Modules

- The GCD training given for both Development and Research Partners were similar in content and approach although there are noted differences in the kind of organizational mission, culture, activities and kind of development interventions the two partners are dealing with in their respective sites.
- Almost a year passed between the GCD training organized in Nov. 2016 and Oct.2017. Though trainees may get time to practice skills from GCD step by step it is also difficult to retain the intended skills by synthesizing the knowledge from module 1 to 2-4 with the elapsed time in between the two sessions.
- The review process further revealed that some trainees could not get the opportunity to participate in all four modules. This would affect the expected GCD outcome at implementation phase. It would be commendable to provide training for the same type of trainees to gain skills on similar content and approach so that they could bring better gender outcome at implementation level.
- Lack of clear coaching strategy for GCD and the gaps in providing continues support to Development and Research Partners (individual, group, virtual/ actual coaching) were identified.

4.1.4 Review of Gender Strategies

- The Available Gender Strategy documents represent Yabello Pastoralist and Dryland Agricultural Research Center (YPDARC), Southern Agricultural Research Institute (SARI) from the research partners and Horro Agriculture and Natural Resource Office (HANRO) from Development Partners. The SARI and HANRO gender strategies were not dated; the HANRO strategy was two pages long and focused more on AGP interventions than GCD.

- As the Livestock and Fish Development Office and Agricultural and Natural Resource Office separated and reorganized, the gender strategy developed by HANRO did not serve the two development partners properly.
- Copies of the Areka and Bako Research Centres were not available for review as they were either not finalized or lost.

4.1.5 Review of Action Plans

- During Module one GCD Training, both Development and Research Partners developed Action Plans, though all of them proposed to train 80% of their staff in Gender Related Capacity. There is no reason why 80% was targeted and there is no monitoring and follow up mechanisms stated.
- The Action Plans never stated the responsible bodies and allocated resources to carry out the planned activities. Unfortunately, the massive staff turnover relocated more than 90% of the trained staff over the last five years and limited the opportunity to meet GCD trained staff during the impact evaluation process.
- Copy of the Action Plans were not officially endorsed by their respective organizations with official stamp and signatures of the officials that could supervise and help institutionalize the GCD Action Plans. Copies were left on the draft form on the training report and not documented anywhere else²

4.2 Review Results of Training Materials and Resources

4.2.1 Strengths of the Training Materials and Approaches

- The feedback of trainees documented in the training report reveals that the use of videos, group exercise, role modeling, gender equality tree and many other different interactive adult learning approaches motivated the trainees.

²² No copy of the action plans found in both Research and Development Offices during the Impact Evaluation Mission

- Parts of the training material anchored on practical gender and value chain Intervention, trainees experience, existing strategies, and with action-oriented examples and role plays.
- Trainees persistently produced content including Action Plans, Draft Gender Strategies, presented on organizational gender equality experiences, individual and buzz group exercises etc.
- The combination of adult learning methods enhanced the participation and increase the extent of sharing insights among participants.

4.2.2 Facilitation, Venue and Training Aids

- The Training venue which is ILRI Campus avails the best training aids (visual and audio) supplemented by conventional materials including flip charts and markers which balances with the existing reality of the real context of trainees in their respective intervention site.
- The Profile of the Training facilitator (All of them are with excellent gender background and with high level facilitation skills) command the confidence and inspire trainees to anticipate the best from the training sessions.

4.2.3 Training Content and Targeted Trainees

- Using similar Training Modules (Content and Approach) for both³ Development and Research Partners raise a concern whether absorbability of the content and enjoying the theoretical and conceptual rhetoric by both groups in similar ways seems less probable.
- For both Development and Research Partners context specific gender norms, agro-ecological (sedentary and pastoralist) related gendered decision-making patterns

³ Traditionally Agricultural Researchers and Extension staff considered as “thinkers and doers” informally though both of the groups used to get their training from similar university and departments. This fine line of difference sometimes emerges as a constraint for collaboration and mutual interaction between the two sectors.

and the extent of partners organization with local gender machineries could guide/dictate the type of content of the GCD training materials.

- Due to the given difference in the organizational culture, status in the civil service as Researchers and Development oriented civil servants may require a separate training modules to prepare to enhance learning, level of retention and to bring appropriate/ relevant content to these two slightly different groups of trainees with different but complimentary responsibilities in the public service.

4.2.4 Adaptability and Reuse of the Training Materials by Partners

- Though GCD Trainees organized gender awareness training to staff upon their return to their respective offices, no evidence is found in the partners' organizations of adopted GCD materials including in vernacular (Amharic) version. This is partly due to partners mostly understood the manuals as technical materials only for experts and not as material that can be adopted and replicated to community contexts and for the purpose of training non-gender technical staff.
- In the context of development partners, if the presentation of the content delivered is presented in a simplified manner, it could be reproduced and even excerpts of some of the parts could be posted on the walls of the offices. If the GCD content were prepared in simple, attractive and picturesque manner its out-scaling opportunity to different contexts for the benefits of diverse end users would be higher.

4.2.5 Training Evaluation

- The participatory evaluation of each day's session and the overall content and delivery of the training encourages active learning and participation.
- The pre and post training evaluation is very detailed and looks too difficult for self-evaluation of trainees. Better if the points of evaluation were categorized into major components in between 5 to 7 categories than 20 specific points as it was stated on Module 2-4.

4.3 Review Results of the Training Delivery Quality

The result from the review of the training material and training reports for Module 1-4 suggest that:

- The training delivery adopted adult learning methods which include group exercise, buzz groups, group work presentation, interactive video, energizers, picture drawing and naming etc.). This has enhanced the quality of the training delivery.
- The training program indicates that facilitators spent brief presentation time and left most of the time for participants to interact other in groups or individually. This learner's centred approach empowered learners and provides them space to articulate their views and learn from each other.
- From the participants' feedback and training survey results, it can be concluded that the delivery approaches empower trainees and enhance learning and retention power. Participants were given the chance to evaluate each day's session and suggest points for improvement.

During reviewing and evaluating the training delivery of the GCD, the report focused on the real word of the trainees as development and research partners. Thus, most of the comments presented draw from the issues out of the actual training contexts, target groups and communities where the knowledge from the GCD could be replicated. However, putting Research and Development Partners in a similar session may decrease the effectiveness of the training since the difference in the organizational culture and modality of service delivery for the two are not totally similar.

In addition, if the training approach had adopted time tested community development facilitation tools and delivery mechanisms (Picture Based, Transformative Household Methodologies etc.) the trainees could have adopted the materials and reach the non-gender trained staff and value chain actors more effectively.

4.4 Evaluation Result of Coaching and Mentoring Support Given to Partners

Key informant interviews revealed that in the first 2 years after GCD intervention there was a wonderful reporting mechanism and strict monitoring and follow up from ICARDA GCD team. After the onset of COVID-19 things changed abruptly and the follow up restricted in phone calls and email contacts which was not viable in the context of development and research partners and with existing connectivity challenges.

The virtual monitoring and follow up from ICARDA GCD team was not sufficient after COVID-19 and a lot of opportunities lost in between. The problem is exacerbated by high staff turnover in the partner's offices, changes in coordinators and centre managers and reorganizing of offices (separation of LFDO from OoANRM) in all sites and the emergence of socio-economic department where the gender issue is also included across the research system.

The reorganization of the socio-economic team within the research system can strengthen the role of the traditional gender focal persons enormously. However, the new department took a longer formative period to reorganize itself and use the skills from the GCD training effectively. Areka Research Centre is a case in point where two of the GCD trainees still work in the same centre but did less than expected to bring gender outcomes using their GCD skills and approach.

To increase the retention power of Research and Development Partners tangible support with knowledge products, gender publications, motivational heads ups during gender related global, national and local events could have been helpful to consolidate the coaching and mentoring efforts of the GCD team. Supplying with new gender resource materials (posters, articles, books, video clips etc.) could keep the momentum among partners and the general staff at the receiving end i.e Research and Development Partners.

However, GCD team members mentioned that in the early stage of the GCD intervention publications (posters, booklets, manuals, brochures and fliers) were deployed at different times to enhance the gender skills and knowledge of Development and Research Partners. At partners' level evidences were lacking during the evaluation mission whether the virtual coaching was supported with provision of new gender knowledge products or not. Partly one can conclude that it is due to the poor knowledge management practice and the aforementioned organizational stability related issues that deny the documentation of resources of such vital impotence in both Development and Research partners' context.

4.5 Critical Insights on the Pre and Post GCD Intervention Survey Results

In this section of the report, the post intervention score result for Development and Research partners will be presented against the pre-intervention baseline score for core gender capacities.

The radar graph below shows the combined average organizational and individual capacity for both Research and Development Partners. Accordingly, the average score result for the core capacity "Leadership and Transformation" for both partners has shown increment from 2.2 (pre) to 3.2(post) score. For NDP, core gender capacity "Leadership and Transformation" has shown increment from 2.3 (pre) to 2. 9 (post) while for NRP the same core gender capacity has shown increment from 2.1(pre) to 3.5 (post) score. As the post intervention result has shown 2.9 score for NDP and 3.5 for NRP for the highest score gender capacity for both, the incremental result for the rest of core gender capacities fall below 2.9 for NDP and 3.5 for NRP respectively.

This survey result suggests that further capacity development intervention is required in both Development and Research Parent's context. From the radar graph, one can conclude that for the highest scoring core capacity for DP falls between "Low and Medium "capacities while the RP remain between "Medium and High".

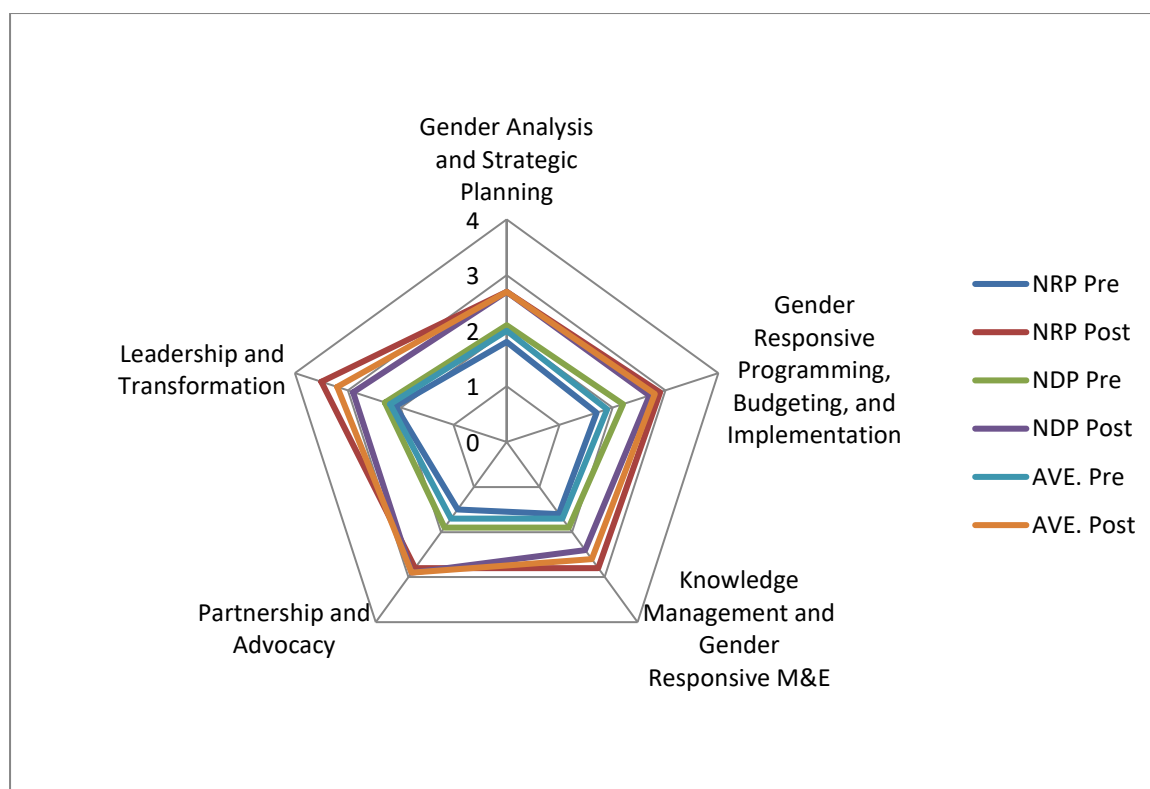


Figure 1. Radar graph for Combined Core Gender Capacities of Development and Research Partners – Organizational and Individual

For the Research Partners the combined pre and post organizational and individual capacity variation for “Leadership and Transformation” core gender capacity has shown an increase from 2.0 (pre) to 3.5 (post) score. This is followed by “Partnership and Advocacy” with 1.5 (pre) and 2.8 (post) score. For “Knowledge Management and Gender Responsive M&E” the pre and post intervention score variation range from 1.6 (pre) to 2.8 (post) score. In addition, “Gender Responsive Programming, Budgeting, and Implementation” showed increment from 1.7 (pre) to 2.9 (post)” scores while “Gender Analysis and Strategic Planning” showed variation from 1.8 (pre) to 2.7 (post) scores respectively. This implies that in almost all cases there are improvement in the gender capacities but varies across specific core capacities in comparison to each other.

Coming to Development Partners, the combined organizational and individual capacities for “Partnership and Advocacy” take the lead with increment from 1.9 (pre) to 2.9 (post) scores. For the Development Partners “Leadership and Transformation” showed a little higher score from the rest of the capacities, with an increase from 2.3 (pre) to 2.9 score. “Gender Analysis and Strategic Planning” followed with an increase from 2.1 to 2.7 score. “Gender

Responsive Programming, Budgeting and Implementation” with an increase from 2.2 (pre) to 2.7 (post) score and “Knowledge Management and Gender Responsive M&E” with an increase from 1.9 (pre) to 2.4 (post) score showed similar 0.5 increment.

Table 3: Combined Core Gender Capacities of Development and Research Partners (organizational and individual level)

Core Gender Capacities	NRP		NDP		AVE.		Variance
	Pre	Post	Pre	Post	Pre	Post	
Gender Analysis and Strategic Planning	1.8	2.7	2.1	2.7	2.0	2.7	0.7
Gender Responsive Programming, Budgeting, and Implementation	1.7	2.9	2.2	2.7	1.9	2.8	0.9
Knowledge Management and Gender Responsive M&E	1.6	2.8	1.9	2.4	1.7	2.6	0.9
Partnership and Advocacy	1.5	2.8	1.9	2.9	1.7	2.9	1.2
Leadership and Transformation	2.1	3.5	2.3	2.9	2.2	3.2	1.0

The combined average organizational and individual core gender capacity of development and Research Partners has shown significant increment of 1.2 for “partnership and Advocacy” and 1.0 incremental for “Leadership and Transformation” core capacities respectively.

Comparing the result of Research Partners with Development Partners, Research Partners showed post intervention variation with the lowest increment score being 0.9 and the highest one being 1.5 score while for the Development Partners, the lowest post intervention increment score being 0.5 and the highest one being 1.0 respectively.

For the Research partners, the post intervention result indicated that the core gender capacity “Leadership and Transformation” with 1.5 score, “Partnership and Advocacy” with a score of 1.3 “Knowledge Management and Gender Responsive M&E” and “Gender Responsive Programming, Budgeting, and Implementation” with similar score of increment, which is 1.2, demonstrated better improvement than development partners. However, “Gender Analysis and Strategic Planning” showed 0.9 score increment which is the lowest increment among other Core Gender Capacities among Research Partners.

For the Development Partners, “Partnership and Advocacy” with increment of 1.0 score“, Gender Analysis and Strategic Planning” and Leadership and Transformation” with similar increment of 0.6 score, followed by “Knowledge Management and Gender Responsive M&E” and “Gender Responsive Programming, Budgeting, and Implementation” which followed with similar increment score of 0.5 respectively.

Table 4: Combined Core Gender Capacities of Development and Research Partners – Organizational

Core Gender Capacities	NDP		NRP		AVE.		Variance
	Pre	Post	Pre	Post	Pre	Post	
Gender Analysis and Strategic Planning	2.1	2.6	1.8	2.8	1.9	2.7	0.8
Gender Responsive Programming, Budgeting, and Implementation	2.2	2.6	1.6	2.8	1.9	2.7	0.8
Knowledge Management and Gender Responsive M&E	1.6	2.4	1.7	2.3	1.7	2.4	1.4
Partnership and Advocacy	1.5	3.0	1.6	2.8	1.6	2.9	1.3
Leadership and Transformation	2.3	2.9	2.0	2.9	2.1	2.9	0.8

As shown in Table 4, the combined least developed average organizational gender capacities for both Development and Research Partners are “Knowledge Management and Gender Responsive M&E” with 2.4 average score followed by 2.7 score for “Gender Analysis and Strategic Planning” and “Gender Responsive Programming, Budgeting, and Implementation”. Gender Capacities “Partnership and Advocacy” and “Leadership and Transformation” are closer to ‘medium’ capacity (3.0) with the same score i.e. 2.9.

Looking at the average variance, “Partnership and Advocacy” and “Knowledge Management and Gender Responsive M&E” with scores 1.3 and 1.4 showed the highest improvement among the rest of the Core Gender Capacities which in the case of the rest the variance score remains similar i.e. 0.8.

Table 5: Average Core Gender Capacities of Development and Research Partners – Individual

Core Gender Capacities	NDP		NRP		AVE.		Variance
	Pre	Post	Pre	Post	Pre	Post	
Gender Analysis and Strategic Planning	2.2	2.6	1.8	2.8	2.0	2.7	0.7
Gender Responsive Programming, Budgeting, and Implementation	2.3	2.5	1.8	3.2	2.1	2.9	0.8
Knowledge Management and Gender Responsive M&E	2.2	2.7	2.0	2.8	2.1	2.8	0.7
Partnership and Advocacy	2.4	2.2	1.9	3.4	2.2	2.8	0.6
Leadership and Transformation	2.3	3.5	1.9	3.4	2.1	3.5	1.4

As shown above on Table 5, looking at combined average individual core gender capacity “Leadership and Transformation” for Development and Research Partners has shown significant increment with 1.4 average “variance” and 3.5 “post” intervention scores. This is partly “Leadership and Transformation” as well as advocacy issues requires individual commitment and the level of interaction involved with other partners. During the FGD discussion, most individual respondents were showing confidence in their skills, initiative and commitment level to lead, advocate and bring transformation on gender equality issues despite the little material and financial supports they get from their organizations.

4.6 Findings per core Gender Capacities: Interrelated Levels

4.6.1 Gender Analysis and Strategic Planning

The Gender Analysis and Strategic Planning entail the capacity to analyze gender dynamics and develop gender strategies using gender analytical tools and frameworks. In addition, activities such as providing access to gender analytical trainings to male and female staff, staff’s knowledge to use gender analytical tools and frameworks and application of learnings in actual intervention are also part of it.

The evaluation result against the baseline clearly indicated that there is improvement of organizational and individual capacities in general. In terms of comparing development with research partners, the research partners have shown better capacity improvement in most of the key areas specific to “Gender Analysis and Strategic Planning”. However, looking

what the figures represented send a message that a lot more remains to pass the threshold from 3 scores(Medium) to at least 4 (high) scores (See Table 6&7).

Table 6: Pre and Post GCD Result on Gender Analysis and Strategic Planning of National Development Partners

Gender Analysis and Strategic Planning	Doyogena				Horro				Yabello				AVE.				Variance	
	Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.	Ind.
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	pre	Post	Pre	Post	Pre	Post	Pre	Post		
The Capacity to Analyze Gender Dynamics within the Value Chain	2.5	3.0			2.0	3.0			3.0	3.0			2.5	3.0			0.5	
The capacity to develop strategies to address gender dynamics in the value chain	3.0	3.0			3.0	2.0			2.0	3.0			2.7	2.7				
The capacity to apply gender analysis tools and frameworks	2.0	2.0			1.5	4.0			1.0	3.0			1.5	3.0			1.5	
Providing access to gender (analysis) training for female and male staff	1.0	1.0			1.0	1.0			1.0	3.0			1.0	1.7			0.7	
Staff's Knowledge use of gender analytical frameworks and tools			2.6	3.2.			2.0	3.0			2.2	3.0			2.4	3.0		0.6
Staff's Access to of gender (analysis) frameworks and tools and the ability to apply learnings in their work			2.00	2.6.			2.3	2.6			2.0	2.6			2.1	'2.2		0.1
Average	2.0	2.3	2.3	2.9	1.9	3.0	2.2	2.8	1.8	3.0	2.0	2.8	2.2	2.4	2.3	2.6	0.9	0.4

Table 7: Pre and Post GCD Result on Gender Analysis and Strategic Planning of National Research Partners

Gender Analysis and Strategic Planning	Areka				Bako				YPDARC				AVE.				Variance	
	Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.	Ind.
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	pre	Post	Pre	Post	Pre	Post	Pre	Post		
The Capacity to Analyze Gender Dynamics within the Value Chain	1.5	3.0			2.5	3.0			2.0	3.0			2.0	3.0			1.0	
The capacity to develop strategies to address gender dynamics in the value chain	1.0	2.0			1.0	3.0			1.0	3.0			1.0	2.7			1.7	
*The capacity to apply gender analysis tools and frameworks	3.0	3.0			1.0	4.0			4.0	3.0			2.7	3.3			0.6	
Providing access to gender (analysis) training for female and male staff	2.0	3.0			1.0	3.0			1.0	2.0			1.3	2.7			1.4.	
Staff's Knowledge use of gender analytical frameworks and tools			1.4	3.0			1.7	2.6			1.9	2.6			1.7	2.7		1.0
Staff's Knowledge use of gender analytical frameworks and tools																		
Staff's Access to of gender (analysis) frameworks and tools and the ability to apply learnings in their work			1.4	3.0			1.7	2.6			1.9	2.6			1.7	2.7		1.0
Average	1.9	2.8	1.4	3.0	1.4	3.3	1.7	2.6	2.0	2.8	1.9	2.6	1.8	2.4	1.7	2.7	1.1	1.0

4.6.2 Gender Responsive Programming, Budgeting and Implementation

“Gender Responsive Programming, Budgeting and Implementation” core capacity is one of the core gender capacities that have shown lower improvement in its post intervention score at individual capacity level comparing against the baseline score . Almost in all research and development partners, there is little effort of conscious gender responsive planning, budget allocation and financial and material support for implementations of gender related activities in general. A case in point is most gender focal persons and livestock experts at district level use different means including money from their own pocket to follow up activities of CBSB cooperatives. This was witnessed in Doyogena in its worst form. Thus, individual staff has losing confidence as accepts that can extend support for value chain actors as they are getting little institutional support themselves. This shows the interconnectedness of individual and organizational capacities as they affect each other in a number of ways. Livestock and Fish Development Office has restructured in recent years separated from the Office of Agriculture and Natural Resources (OoANR). It is experiencing its formative stage of institutional transformation and this has affected staff’s confidence and implementation capacity.

In Horro, where the average organizational score has shown increment from 2.3 (pre) to 3.0 the average individual capacity decreased from 2.3 (pre) to 1.8 (post). In the case of Doyogena average organizational capacity increased from 2.0 (pre) to 2.8 (post)while the average individual capacity increased from 2.0 (pre) to 3 (post) score. For Yabello’saverage organizational capacity increased from 1.9 (pre) to 2.0 (post) score while the average individual capacity decreased from 2.9 to -2.6 score.

Except in Doyogena where one individual was involved in the GCD training, in both Yabello and Horro district 100% of those who participated in the post intervention survey were new and never attended the GCD training in 2016 and 2017. Thus, with the existing poor institutionalization of gender capacities within the development partner’s organizations the results of the survey reconfirmed the existing reality on the ground clearly.

In almost the three Development Partners, the GCD intervention outcome was affected by staff turnover, organizational instability (the split & reorganization OoANR and LFDO) and the low individual and organizational capacity of the gender machinery (WCYA) to promote, lead and coordinate the gender equality issues at the district level. The only stronger entity remains Cooperative Promotion Office which strictly adheres to the cooperative promotion procedures where gender issue is explicitly encouraged and supported with clear M&E component.

The GCD component in the SR intervention of ICARDA further inspired the cooperative office to work closely with the SR experts deepening the gender concerns at value chain actor's level. This is reflected on the case stories gathered from two sites and summarized on Annex 15.1. of this report). Otherwise, the lack of institutionalized M&E and learning, feedback mechanism, and absence of coaching support exacerbated the gender capacity gaps of individual staff across the three Development Partners organizations in general. The public sector need strong coaching, mentoring, support to institutionalizing gender issues and existing district level gender machineries and networks need support to sustain its collaborative efforts in the future.

Regarding the assigning of gender focal persons in the three of the Development Partners, the positions were open but not filled by a staff with gender as an additional task on top of their job description in other areas and gender seems secondary responsibility for most would be focal persons. There are no formal incentives in the form of promotion or financial rewards for their additional task as gender focal persons. In Horro and Doyogena, key informant interviews indicated that the Livestock and Fish Development Offices thought that any female staff can represent the office as a gender focal person with or without skill and clear job description. Gender Focal may be assigned through official letters from their superiors but most of them never remember what was on the letter as a job description and could not show the letter during the evaluation mission as evidence to prove that they are officially assigned gender Focal Persons.

Table 8: Gender Responsive Programming, Budgeting and Implementation of Development Partners

Gender Responsive Programming, Budgeting and Implementation	Doyogena				Yabello				Horro				AVE.				Variance	
	Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.		Ind.			
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	pre	Post	Pre	Post	Pre	Post	Pre	Post	Org.	Ind.
The Capacity to Implement Gender Responsive (Research) Programs and to ensure that interventions benefit women and men equally	2.0	3.0			1.0	2.0			2.7	3.0			2.6	2.7			0.1	
The Capacity to effectively link research and development	2.0	4.0			2.0	2.0			3.0	2.0			1.0	2.7			1.7	
Existence, quality and scope of a programmatic gender (Mainstreaming) strategy including financial and human resource allocation	2.0	2.0			2.5	2.0			1.0	4.0			1.8	2.7			0.9	
Presence and mandate of dedicated gender staff (expert or focal point), and the balance between responsibilities and gender experts and general staff members on gender mainstreaming	2.0	2.0			2.0	2.0			3.0	3.0			2.0	1.3			0.7	
Staff's ability to implement gender responsive (Research) programs			2.0	3.0			2.9	2.6			2.3	1.8			2.5	2.5		0
Average	2.0	2.8	2.0	3.0	1.9	2.0	2.9	2.6	2.3	3.0	2.3	1.8	1.7	2.4	2.5	2.5	0.9	0

Coming to the research partners, for YPDARC, the average organizational capacity increased from 1.3 (pre) to 3.0 (post) score. Bako Agricultural Research has shown average increment from 1.6 (pre) to 3 (post) score. Areka Agricultural Research average organizational capacity increased from 2.0 (pre) to 2.3 (post) score which is the lowest among research partners.

Regarding the average individual capacity for the research partners, YPDARC has shown increment from 2.4 (pre) to 2.6 (post) score while Bako and Areka Agricultural Centres have shown increment from 1.9 (pre) to 2.0 (post) and from 1.4(pre) to 2.8 (post) scores respectively.

This implies that like that of the development organizations, the high staff turnover and lesser institutionalization of the Gender Capacity has eroded staff confidence. In Areka Agricultural Research Centre two of the GCD trainees are still serving in the socio-economic department although unable to give much evidence on gender outcomes. Before two of their colleagues left the centre (who were also involved in the GCD training) they managed to organize gender awareness training, produced gender responsive and youth focused research paper, organize a gender event on March 8 (International Women Day) .etc. However, they could not retrieve a single report documented directly related to the GCD training replication at that level. The evaluator had a copy of the gender strategy produced by the centre and documented at ICARDA HQ but due to poor documentation and lesser institutional accountability and absence of the knowledge management activities the copy of the strategy document were not documented at Areka Agricultural Centre and might have lost with staff who left the organization.

At Federal level, MoANR has got a Gender Mainstreaming Guidelines though none of the OoANR at the district level adopted it to their own contexts. During the GCD training three of the Development Partners stated in their Action Plans to put gender strategy in place in their respective organizations. This time, except, Horro and Yabello, no

evidence was demonstrated that gender strategies were developed and implemented so far. Even for Horro Agriculture and Natural Resources Office (HANRO) the two and half pager gender strategy development outline drafted during the GCD training was not completed. Thus, the only frequently mentioned gender related provision by almost all Development Partners is the civil services affirmative action which is not applicable to the research centers at all.

Though the Areka team claims that they were using the gender strategy prepared by SARI though the gender strategy mentioned is 10 years old and not actively used at present. SARI gender researcher mentioned that are currently using the guideline issued by the research system in the country in hiring and promoting staff than the ten years old gender strategy.

Table 9: Gender Responsive Programming, Budgeting and Implementation of National Research Partners

Gender Responsive Programming, Budgeting and Implementation	Areka				YPDARC				Bako				AVE.				Variance	
	Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.		Ind.			
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Org	Ind.
The Capacity to Implement Gender Responsive (Research) Programs and to ensure that interventions benefit women and men equally	2.0	2.0			1.0	4.0			2.0	4.0			1.7	3.3.			1.6	
The Capacity to effectively link research and development	2.5	3.0			1.0	4.0			2.5	4.0			2.0	3.7			1.7	
Existence, quality and scope of a programmatic gender (Mainstreaming) strategy including financial and human resource allocation	2.0	2.0			1.0	2.0			1.0	2.0			1.3	2.0			0.7	
Presence and mandate of dedicated gender staff (expert or focal point), and the balance between responsibilities and gender experts and general staff members on gender mainstreaming	1.5	2.0			2.0	2.0			1.0	2.0			1.3	2.0				07
Staff's ability to implement gender responsive (Research) programs			1.4	2.8			2.4	2.6			1.9	2.0			1.8	2.5		0.7
Average	2.0	2.3	1.4	2.8	1.3	3.0	2.4	2.6	1.6	3.0	1.9	2.0	1.6	2.8	1.8	2.5	1.3	0.7

4.6.3 Knowledge Management and Gender Responsive M&E

In terms of Knowledge Management and Gender Responsive M&E a series of interconnected issues were observed. The lack or complete absence of documentation of gender outcomes negatively affected institutionalization of the GCD. There is no proper documentation, storing and sharing gender outcomes among both development and research partners. Strengthening knowledge management and ensuring institutionalization of gender outcomes through coaching and mentoring can bridge existing gaps.

For development partners, the capacity to collect, interpret and report on sex disaggregated data sounds better with average organizational score of 2.4 (pre) and 3.3 (post). The score is 2.1 (pre) and 2.7 (post) for research partners. Both Development and Research Partners scored 2.3 on the existence and quality of gender responsive M&E systems and the ability to apply it. The post intervention score respectively show 1.8 for the Development Partners and 1.7 for Research Partners. This implies 1.5 (for Development Partners) and 1.5 (Research Partners) gender capacity increment respectively. Regarding access to and production of knowledge documents and publications on gender Development and Research Partners respectively scored 1.7 and 2. These aspects of the capacity require much attention and action for improvement in the future and the result confirmed the facts on the ground. For Knowledge management and Gender Responsive M&E, In both Development and Research Partners, the scores for individual capacity are better than the organizational ones (See Tables10 &11).

For Doyogena, the average organizational capacity has shown increment from 1.8 (pre) to 2.0 (post). For Horro, the average organizational capacity has shown increment from 2.0 (pre) to 2.3 (post) score. For Yabello, the average increment for organizational capacity is 1.8 (pre) to 3.0 (post) which is the highest increment in the development partner's category.

For average individual capacity, Doyogena has shown increment from 1.9 (pre) to 2.4 (post) score while Horro has shown individual average increment from 2.2 (pre) to 2.5 (post) score. Yabello's average individual capacity increased from 2.2 (pre) to 2.8 (post) score.

As the average organizational and individual capacity increment looks modest, all the three organizations remain behind in the overall "Knowledge Management and Gender Responsive M&E Capacity" to reach at the perimeter for "Medium" capacity level. This is partly due to absence of post training coaching support (either individual more group coaching) and little organizational effort to carry out gender monitoring and evaluation interventions in general. In the last couple of years, since the onset of COVID-19, little effort was done to provide coaching supports for partners from distant and yield no visible result on the ground. This is also mentioned and recognized by ICARDA GCD team during this evaluation mission.

As the post intervention end line evaluation scores indicated, for "Knowledge Management and Gender Responsive M&E" for the three research partners, organizational level capacity is lower than individual capacity (See Table 11). Individuals do possess capacity but organizational level institutionalization lacks in most of the cases. Among, specific capacities "Access to and Production of Knowledge Documents and Publications on Gender" got 2.0 score for all the three Research Partners. One of the poor aspects of the knowledge management aspect is the absence of organized documentation of gendered knowledge products in general.

Table 10: Knowledge Management and Gender Responsive M & E Capacity of Development Partners

Knowledge Management and Gender Responsive M&E	Doyogena				Yabello				Horro				AVE.				Variance	
	Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.		Ind.			
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	pre	Post	Pre	Post	Pre	Post	Pre	Post	Org.	Ind.
The Capacity to Collect, Interpret and Report on Sex Disaggregated Data	2.0	3.0			2.3	3.0			3.0	4.0			2.4	3.3			0.9	
Existence and Quality of a Gender Responsive M&E Systems and ability to Use it	2.3	2.0			1.0	3.0			2.0	2.0			1.8	2.3			0.5	
Access to and Production of Knowledge Documents and Publications on Gender	1.0	1.0			2.0	3.0			1.0	1.0			1.3	1.7			0.5	
Staff's Ability to Collect, Interpret and Report on Sex Disaggregated Data			2.4	3.2			2.9	2.8			2.4	2.8			2.6	2.7		0.1
Staff's Ability to Develop/ Work with Gender Responsive M&E Systems and Tools			2.2	3			2.0	3.2			2.3	2.8			2.2	2.5		0.3
Staff's Access to and Ability to Produce Knowledge Documents and Publications on Gender			1.9	2.4			1.8	2.4			1.9	2.0			1.9	2.3	0.6	0.2
Average	1.8	2.0	2.0	2.9	1.8	3.0	2.2	2.8	2.0	2.3	2.2	2.5	1.8	2.4	2.2	2.7	0.6	0.3

Table 11: Knowledge Management and Gender Responsive M & E Capacity of Research Partners

Knowledge Management and Gender Responsive M&E	Areka		YPDARC				Bako				AVE.				Variance			
	Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.	Ind.
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post	Pre	Post		
The Capacity to Collect, Interpret and Report on Sex Disaggregated Data	1.3	2.0			2.0	3.0			3.0	3.0			2.1	2.7			0.6	
Existence and Quality of a Gender Responsive M&E Systems and ability to use it	2.0	2.0			1.0	2.0			2.0	3.0			1.7	2.3			0.6	
Access to and Production of Knowledge Documents and Publications on Gender	1.0	2.0			1.0	2.0			2.0	2.0			1.3	2.0			0.7	
Staff's Ability to Collect, Interpret and Report on Sex Disaggregated Data							1.4	3.0			2.5	3.3			2.2	3.1		0.9
Staff's Ability to Develop/ Work with Gender Responsive M&E Systems and Tools			1.8	3.3			1.9	2.7			2.4	3.0			1.9	3.0		1.1
Staff's Access to and Ability to Produce Knowledge Documents and Publications on Gender			1.4	3.0			1.9	1.7			1.8	2.7			1.9	2.5		0.6
Average	1.4	2.0	1.5	3.1	1.3	.3	1.7	2.5	2.3	2.7	2.2	3.0	1.7	2.3	2.0	2.9	0.6	0.9

4.6.4 Partnership and Advocacy

Among development partners, with the exception of Yabello District whose score is 2.3, both Doyogena and Horro scored average score of 3.3. The pre GCD intervention scores was 1.4 for Yabello, 1.0 for Doyogena and 2.3 for Horro respectively. At individual level, the three of them scored 3 and above for post GCD results being the base line average individual score for Doyogena was 2.8 while Yabello and Horro scored 2.1 and 2.9 respectively.

For average individual capacity Yabello scored 2.1(pre) and 3.7 (post) while Doyogena and Horro scored 2.8 (pre) and 2.9 (pre) and their post intervention score is 3 for each (See Table 12). Looking into specific capacities for example “The Capacity to advocate for gender equality in the value chain” Yabello scored 2.0 while the rest two scored 3 each. Similarly regarding maintaining effective partnership including civil society, research organizations and the private sector, Yabello District still scored 2.0 while Doyogena and Horro scored 3.0 and 4.0 for the average organizational capacity respectively.

Table 12: Partnerships and Advocacy Capacity of Development Partners

Partnerships and Advocacy	Doyogena				Yabello				Horro				AVE.				Variance	
	Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.	Ind.
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	pre	Post	Pre	Post	Pre	Post	Pre	Post		
The Capacity to Advocate for Gender Equality in the Value Chain	1.0	3.0			1.0	2.0			2.0	3.0			1.3	2.7			1.4	
The Capacity to Develop and Maintain Effective Partnership with the Government and Influence policies being more gender equitable	1.0	4.0			1.0	3.0			3.0	3.0			1.7	3.3			1.6	
The Capacity to Develop and Maintain Effective Partnership with Different Actors (Civil Society, Research Organizations and the Private Sector) for Promoting Gender Equality along the VC	1.0	3.0			2.3	2.0			2.0	4.0			1.8	3.0			1.2	
Staff's Ability to Build Partnerships and Coalition			2.7	3.0			2.4	3.4			2.7	2.5			2.6	3.0		0.4
Staff's Ability to Advocate for Gender Equality			2.8	3.0			1.8	4.0			3.0	3.5			2.5	3.8	1.3	0.8
Average	1.0	3.3	2.8	3.0	1.4	2.3	2.1	3.7	2.3	3.3	2.9	3.0	1.6	3.0	2.6	3.4	1.4	0.6

The average organizational capacity for Areka Agricultural Research Centre increased from 1.5 (pre) to 2.3 (post) score. For YPDARC the average organizational capacity increment has moved from 1.5 (pre) to 2.0 (post) score. For Bako Agricultural Research centre the average organizational capacity increased from 1.9 (pre) to 3.7 (post) score.

Coming to the average Individual capacity, Areka Agricultural Centre has shown increment from 1.4 (pre) to 2.8 (post) score. For YPDARC the individual average capacity increased from 2.1 (pre) to 3.4 (post). Bako Agricultural Research centre has shown increment from 2.1 to 3.5 (post) score. To reach at least to medium level capacity, Areka Research Centre needs a lot more effort to improve its level in “Partnerships and Advocacy on Promoting Gender Equality” core gender capacity

Table 13: Partnerships and Advocacy on Promoting Gender Equality of Research Partners

Partnerships and Advocacy	Areka		YPDARC				Bako				AVE.				Variance			
	Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.	Ind.
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	pre	Post	Pre	Post	Pre	Post	Pre	Post		
The Capacity to Advocate for Gender Equality in the Value Chain	1.0	2.0			1.0	2.0			1.0	4.0			1.0	.2.7			1.7	
The Capacity to Develop and Maintain Effective Partnership with the Government and Influence policies being more gender equitable	2.0	3.0			2.0	2.0			2.7	4.0			2.2	3.0			0.8	
Staff's Ability to Build Partnerships and Coalition			1.4	2.8			2.1	3.4			2.1	3.7			1.9	3.3		1.4
Average	1.5	2.3	1.4	2.8	1.5	2.0	2.1	3.4	1.9	3.7	2.1	3.5	1.6	2.9	1.9	3.3	1.3	1.4

4.6.5 Leadership and Transformation

The “Gender and Leadership” core capacity includes organizational commitment and vision, strategies, community sensitization and the capacity to experiment gender transformative approaches to strengthen women’s decision-making power and to bring gender equality in the organization. In measuring individual capacity, Knowledge, Attitude, Practice (KAP) and knowledge on gender transformative approaches to strengthen women’s decision-making power and to change existing power relations are the key issues of consideration.

With regard to leadership and transformation, the three of the development partner’s organizational capacity remain behind individual capacity as indicated in table 13. However, Doyogena remain in much lower position scoring 2.6 as indicated in the FGD that all (LFD Office, Cooperative Promotion Office, WCYA Office) lack financial, logistic (including basic stationeries even to document and retrieve knowledge products including gender Planning, Monitoring and evaluation results. In the LFD office there is no paper to print typed reports and WCYA office keep big documents to keep all meeting minutes and gender related issues using pen and paper since there is not PC or ICT related equipment. However, the three aforementioned offices are having very proactive leaders who were able to demonstrate gender related documentations including gender disaggregated hand written and typed gender monitoring reports, photographs showing CBBP women awardees on the recent March 8 (2021) celebration.

In Yabello district, the number of male and female staff posted on the gate of the office indicated that 50% of the staff is female as the number of male and female staff members is 40/20 female. The female extension head suggested during the FGD session that the gender balanced number of staff has never consciously been made although the offices strictly adhere to the affirmative action put in place by Federal and Regional Civil Service Commissions.

In addition, the cooperative promotion coordinators, in Doyogena and Horro closely support the Community Based Sheep Breeding Cooperatives on the basis of the rules and procedures

put in place. They are also the ones who are working in partnership with the district development taskforce which includes WCYA Office, LFD Office, OoA and the district administration.

Coming to the research partners, except Areka Agricultural Research Centre whose organizational capacity slightly higher than its individual scoring with increment from 1.9 (pre) to 3.4 and its organizational scoring from 2.0 (pre) to 3.2 (post) respectively, the trend for the rest of the research centres are similar. For Areka, average Individual capacities exceed organizational ones in the rest of the scorings other than “Leadership and Transformation” core capacity. In the post baseline results, both research and development partners exhibit higher individual score than organizational score. In both development and research partners’ scores are higher in community sensitization on gender issues (see Tables 13 & 14). The lower score for both the development and research partners exhibited on “The Capacity to Develop Strategies that Strengthen Women's Position and Decision Making Power” which has shown increment from 1.7(pre) to 2.3 (post) and from 1.9 (Pre) to 2.7 (post) respectively.

In the post intervention result, experimenting on gender transformative approach, development partners scored 3 whereas research partners scored 2.7 respectively. In a closer observation, much development interventions anchor their ground work in the context of development partners than the agricultural research system. Therefore, development partners as direct implementers of public gender policies have been tested and exposed to a number of different governments supported gender programs at different times. Otherwise, if the research system get organized in a gender responsive manner, the environment would be suitable to experiment different gender transformative approaches and innovations.

Table 14: Gender and Leadership Capacity of Development Partners

Leadership and Transformation	Doyogena				Yabello				Horro				AVE.				Variance	
	Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.	Ind.
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	pre	Post	Pre	Post	Pre	Post	Pre	Post		
Organization's Proven Commitment to gender Equality and Transforming Gender Power Relations	2.0	2.0			3.0	3.0			2.3	4.0			2.4	3.0			0.6	
Organization's vision Towards Gender Equality Transforming Gender Power Relations	2.0	2.0			3.0	3.0			3.0	3.0			2.3	2.7			0.4	
The Capacity to Develop Strategies that Strengthen Women's Position and Decision-Making Power	2.0	2.0			3.0	2.0			1.0	3.0			1.7	2.3			0.6	
Staff's Knowledge, Attitudes and Practices towards Gender Equality Transforming Gender Power Relations			3.0	3.4			2.1	4.6			1.0	3.4			2.0	3.8		1.8
Average	2.0	2.6	3.0	3.2	3.0	2.7	2.1	4.6	2.1	3.3	1.0	3.4	2.3	2.7	2.0	3.8	0.5	1.8

Table 15: Gender and Leadership Capacity of Research Partners

Leadership and Transformation	Areka		YPDARC				Bako				AVE.				Variance			
	Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.		Ind.		Org.	Ind.
	Pre	Post	Pre	Post	Pre	Post	Pre	Post	pre	Post	Pre	Post	Pre	Post	Pre	Post		
Organization's Proven Commitment to gender Equality and Transforming Gender Power Relations	2.3	3.0			3.0	3.0			4.0	3.0			3.1	3.0			-0.1	
Organization’s vision Towards Gender Equality Transforming gender Power Relations	2.0	4.0			2.0	2.0			2.0	2.0			2.0	2.7			0.7	
The Capacity to Develop Strategies that Strengthen Women's Position and Decision-Making Power	1.3	3.0			1.9	2.0			2.3	3.0			1.9	2.7			0.8	
Staff Knowledge, Attitude, Practices towards Gender Equality and Transforming Gender Power Relations			2.0	3.5			3.0	4.6			2.0	3.5			2.0	3.9		1.9
Average	1.9	3.4	2.0	3.5	2.3	2.3	3.0	4.6	2.8	2.7	2.0	3.5	2.3	2.8	2.0	3.9	0.5	1.9

4.7 GCD Intervention Outcomes

Among Research Partners, good improvements mainly at federal and regional levels were witnessed. During the KII session with SARI Gender Researcher (male) and the gender Expert (Female), the research system so far endorsed 10 additional points during requirement competition to attract female researchers. The gender researcher was involved in the GCD training and discussed a few of the outcomes he has been involved to bring within SARI and its partners. He argues that “the root cause of the gender inequality cannot be addressed during recruitment interview. At higher education level when male students use the culture of the academic institutions (Patriarchal in their services and treatment of students) and the gender norms that allow male students to remain assertive throughout their school years usually put women in unequal position.”

Currently, SARI Gender and Socio- economic research team started a new advocacy agenda to broaden the chance of female candidates to win research positions by “opening job competition among female candidates” than making them to compete with male candidates. This is a work on progress and is actually an indicator of the impact of gender capacity interventions to transform existing gender dynamics at organizational level.

In EIAR, where ICARDA and SYMMIT invested in gender capacity development intervention for the last a few years, documented impacts were registered. EIAR Organized Training on Employment Readiness, Leadership Empowerment and Gender Induction for Junior Women Researchers from Oct. 29 to Nov. 2, 2018, at EIAR HQ. More than 100⁴ Qualified Newly Graduate Female Researchers from Different Universities of the country have been hired by EIAR in a single recruitment batch. In the second year of their recruitment period 30 of them got the opportunity to further their MSc. Currently all of them have got opportunities to pursue their further education as planned by EIAR from the very beginning.

⁴ The actual number of the junior searchers recruited in one batch in 2018 only was 102 (personal communication with Lemlem, EIAR, Gender Researchers). See also EIAR Website: EIAR.Org.Et.

The Gender Researcher in EIAR with management of the institute designed a follow up mechanism for the female researchers assigned in different research centres with the following objectives.

1. To get them further studies after two years of service,
2. To support them morally and also with fringe benefits to be able them to like the work environment as some of them were assigned to remote regions of the country,
3. To continue inspire other female young graduates to join the agricultural research system in the future.

As a lesson, similar supports help maintaining gender balanced staff and to retain skilled female researchers in most agricultural research centres and institutes.

Doyogena WCYA Office Head and Yabello district extension coordinator mentioned the experience sharing visit organized by ILRI/ICARD in Debrebrihan a few years back to see gender roles in SR management remains as a lesson for the development participants. As a result, Doyogena development partners (WCYA, LFD and Cooperative Promotion Office) organized events for Community Based Sheep Breeding Cooperatives and awarded trophy for successful female cooperatives members.

The GCD Assessments partly identified, the core gender capacities proves to be the areas where partners need support and capacity enhancement. In sites covered by GCD impact evaluation mission, respondents consider the FGD discussion mainly as a tool to look into organizational and individual gender capacities and to identify areas for further improvement. In FGD discussion in Horro LFD Office where all of the participants were not involved in the GCD training in 2016 & 2017, questions were raised if the FGD discussion on the six core gender capacities could be continued in some other time. In the same district a lady who got promotion at zonal level was a GCD trainee and told the consultant through the phone about the usefulness of the skills she gained for her current position at zonal level.

The gender awareness creation among CBBP participants can be taken as an element of the spillover effect of the GCD intervention. In Ancha community Sheep Breeding programme, a male cooperative member stated that the gender equality awareness given to the cooperative

members was considered by that participant a “rejuvenation of spiritual teachings to inspire members to respect the voice of male and female folks equally”. In mixed male and female FGD session in Ancha, more than 2 women (one from male headed household), mentioned that “in the near past, women were considered as subordinates and all economic decisions were made by their husbands despite the greater role they play in livestock keeping including in Small Ruminant management”.

The FGD discussion with male and female CBBP Participants in Ancha (Doyogena), Dherito (Yabello) and Gitilo-Buko (Horro) gave life to this GCD Impact evaluation mission. The feedbacks and reflections from male and female VCA in all the three sites focused on practical gender issues, existing constraints and depicted the post GCD orientations given to VCA and on gender aspects of the SR VC. Male and female FGD participants articulated the roles and responsibilities of male and female in the domestic, production and at community levels. They also reflected on the marked changes in gender roles in livestock management, health, marketing and “balancing benefits” among different household members.

The shifts in household and community level decision making and the active participation of women differs among Agro-Pastoral Boran when the “head of the house” is the one who controls sheep selling and the finance. In the other hand, in Ancha community of Doyogena district and in Gitilo Buku of Horro district where people associates selected biblical teachings as orientations to respect woman’s right as equal with that of the man marketing and decision making on the income from the sale is made by joint decision. In Yabello (DheritoKebelle), women were dominating the FGD discussion and argued that despite the men domination in the sale of livestock, gender roles in decision making on the income from shoats have been improved over time.

The other important aspect of the gender responsive CBBP is its acceptability by neighboring communities. Female FGD participants in Ancha (Doyogena district) and Gitilo-Buko (Horro district) reflected the fast-growing women participation in Community Based Sheep Breeding Cooperatives recently in many neighboring communities.

The role of Development and Research Partners in replicating the GCD outcomes to the value chain actors' level is enormous and mainly pronounced by male and female community members than the extension staff. It is partly, women and youth participation seems getting momentum due to the CBBP and the active participation of the cooperative promotion agency in supporting women based on the cooperative regulations that must be reflected on the bylaw and respected by members and others.

A lot of knowledge and amazing stories and successes have lost undocumented and remains in the everyday discourse of community members and memories of extension agents. Within this evaluation period, two success stories (see Annex 15:1) were compiled from the two PAs with a little motivational encouragement for SR experts and extension agents. The consultant observed and heard stories on gender equality issues from individuals in the research and development system.

Among others, the effort of Bako Research Centre to support elementary school for kids to alleviate women researchers parental burden, the discussion to establish day care, the Doyogen WCYA office alliance formation with local business men to support poor women and kids, to introduce urban diary linking cafeterias with milking cow owners, awarding champion small ruminant breeding women with trophies during March 8 celebrations etc. are partially documented by Development and Research partner organizations.

5 Conclusions

The GCD Impact Evaluation results inform that despite the recurrent staff turnover, continues restructuring of development partner's organization resulted in less institutionalization, absence of accountability mechanism, financial and resources limitation, positive developments at organizational and individual core gender capacities have been witnessed.

The post intervention qualitative survey in the majority of the core gender capacities revealed improvement. However, Knowledge management, Gender Planning Monitoring and evaluation were areas that have registered a little lower post intervention results mainly at organizational level. Partnerships and Advocacy on Promoting Gender Equality and Gender and Leadership have shown substantial improvement at individual capacity levels.

A little more organized effort in vitalizing organizational and individual capacity enhancement efforts and further coaching supports can sustain observed positive trends and gender outcomes in both Development and Researcher partner's level in the long run.

6 Recommendations

6.1 Short Term

6.1.1 Track profiles of GCD Trainees in the Development and Research System

Keep the profile of Development and Research Partner's staff involved in the GCD trainings as potential gender critical mass for gender transformation in the development and research system of the country. In this direction, the respective DP and RP need to produce digital and non-digital dossier of gender professionals with their organizational affiliations and position encourage future networking and collaboration.

6.1.2 Provide in-situ Problem-solving Support

A short refresher on GCD training can rejuvenate individual and organizational capacity. Thus, it would be beneficial for Development and Research Partners if a couple of in situ gender training and coaching sessions can be organized to fill the coaching and follow up gaps created after GCD intervention was started.

6.1.3 Seeking Feedback from Partners on the Evaluation Findings

A one-day feedback session on GCD IE findings could inspire further institutionalization of GCD outcomes and encourage sustainable engagement of partners on gender responsive capacity enhancement efforts. The presence of Research Centre Managers and Coordinators from Development Partner's Offices during the session would enhance accountability and ownership.

6.1.4 Establish Communities of Practice

As SR partners in the research system lack collaboration with the socio-economic and Gender Research team in the research centres, it would be useful to link them as a team with formal recognition of centre managers. This will enhance existing gender equality efforts at VC level as

both the SR expert and the gender focal persons in the socio-economic research team to closely work with CBBP at value chain actor's level.

6.2 Medium Term

6.2.1 GCD Training Content

- Future GCD trainings for Research and Development Partners requires a separate content based on the kind of development intervention and specific gender constraints they are dealing with in their respective organisational context. Researchers do have the chance to expose themselves in diverse technical and professional trainings with better exposures in dealing with abstractions and sophisticated conceptual and theoretical issues. However, Development Partners mostly deal with the job of the executive organ based on explicitly written directives and on the basis of rules issued by the civil service organ with little room for abstraction.
- Both the English and vernacular versions of the GCD Materials need to be compiled and properly deposited in the libraries and also make them digitally accessible in each Development and Research partners organisations for the purpose of filling the gap of institutionalising gender skills.

6.2.2 Gender Action Plans and Value Chain Actors

- The Action Plans developed by Research and Development Partners during the GCD training need to be revised and re-institutionalised for the benefits of partners and also to sustain the GCD outcomes of the respective organisations in the long run. The officially stamped and endorsed versions need to be documented and kept in the office of each partner organisation.

- Organizing GCD training in similar or closer time gap help the same individual participants to gain similar skills and can stay at the same level of retention of the skills during actual intervention. It also enhances commitment at organizational and individual level in taking responsibilities and in delivering results on the basis of the gender action plans set during the actual training period by the same batch of trainees involved in similar GCD modules altogether.

6.2.3 Digitalising GCD Intervention and Coaching Supports

- GCD materials require a digital version using the proper digital module preparation software (Zoom, I spring etc.) at least to reach the research system until Development Partners get the proper ITC infrastructure.
- Digital coaching strategy need to be devised to overcome challenges such as COVID-19 and other temporary disruptive scenarios that hinder physical coaching and mentoring endeavours with Research and Development Partners.

6.2.4 Gender Strategy and the Participation of Regional Entities

- Establishing Strategic partnership with Agricultural Research Institutions (SARI, OARI and EIAR) and close collaboration while institutionalising GCD within the National Agricultural Research Partners level can broaden the level of accountability and pragmatism at Agricultural Research Centres Level.
- ICARDA gender team needs a GCD strategic document that can be adopted and replicated across intervention sites. This can be done by producing a condensed version of the one given to GCD trainees as a prototype during the GCD training sessions. It can be also published in the form of poster so that partners can easily internalise as a guide for immediate use and action in their respective contexts.

6.3 Long Term

6.3.1 Institutionalizing GCD Training Outcomes

- GCD intervention demands investment in terms of financial, material and human resources, thus Research and Development organizations requires getting into formal agreement with GCD capacity providers with a written memorandum and monitoring plans to institutionalize it using all possible means at their disposal.
- Proper knowledge management, monitoring and learning mechanisms and additional skill and hardware (ICT) support need to provide for Development and Research Partners to be able them to document/store, retrieve, adopt and reuse of GCD training materials and tools in their specific contexts
- GCD requires formal selection of trainees by working in collaboration with Development and Research Partners to be able to train and use suitable candidate with a long-term career path and vision to commit her/his professional journey for gender equality and equitable development.
- To sustain the GCD outcomes, a sub gender team must be established in each Research and Development partner organization as a federated chapter of the Gender Team at intervention districts and zones. Gender focal persons and socio-economic staff as standalone gender gate keepers have little influence to inspire gender responsiveness across broader organizational structures. Centre Mangers and district administrative coordinators need to be part of the recommended gender chapters as members and custodians.

6.3.2 Monitoring and Cross-Learning of Gender Outcomes

- Experience sharing visits⁵ and Gender Platforms facilitate knowledge sharing across partner organizations mainly at district level to enhance individual and organizational gender capacities and to ensure innovation among GCD participating teams.
- GCD intervention needs to adopt monitoring and learning plan in collaboration with partners in the beginning of the capacity development provision with clear institutional and individual accountability mechanisms along with proper allocation of financial and material resources. Budget and fuel restrictions impede Development partners to monitor and support VCA in different sites.
- GCD intervention needs to consider ICT Hardware support for development partners to improve their knowledge management, documentation and dissemination capacity of gender related knowledge products. “Digital marginalization” is identified as a key constraining factor and access to basic ICT infrastructure for development partners is mandatory.

⁵ Experience sharing organized by ILRI/ICARD for small ruminant value chain actors from Yabello in Oromiya and Doyogena in the South inspired development partners to commit themselves to support CBBP participants.

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8 Annexes

8.1 Case Stories from Small Ruminant Value Chain Actors

Marta's Gain from Small Ruminant Community Based Breeding Cooperative

Marta Melese is a 45 year old woman. She lives in Doyogena District, Ancha Kebele. Her husband passed away 5 years ago. After introduction of CBBP, she joined CBBP in her Kebele. Her family depends on 0.75 hectare of backyard plot. Her household depends mainly on *enset*⁶ and sheep production. When Community Based Breeding Programme (CBBP) started in 2013, she joined with only two ewes. Currently (2021) she owns nine sheep (2 ewes, 1 rams). Since CBBP started, she sold seven breeding rams.

In her house, she had no stool and chairs before she joined the CBBP. After she joined CBBP, she contributed best breeding rams to the cooperatives. She got training on improved sheep management (health, feeding, and sheltering). In the first-round breeding ram selection, she had no rams to be sold. After she understood the benefit, she prepared for the second round of selection, then in the second round of selection, she sold two breeding rams with the price of ETB 7,800. For the following round i.e. third (3 ram), fourth (2), fifth (2), and sixth round (2), seventh (1), eighth (2), ninth (1), tenth (2), eleventh(1), twelfth(3), thirteenth(2), forth(3), she sold with a price of Ethiopian Birr (ETB) 10,000, 8,000, 9,800, 10,000, 4,000, 8,400, 5,000, 9,000, 4,800, 16,000, 7,000, and 15,000 respectively.

In sum, she got ETB **108,000** from 25 breeding ram sale. She used this money to construct iron corrugated -roofed house. In addition, she purchased furniture including chair and television. She spends money for clothes and for schooling her kids. She mentioned that she never had triplet and quadruplet lamb births before CBBP. Since selection program started, triplet and quadruplet births occurred in her home, even quintuplets were observed. W/ro Marta believes she is now able to grow her financial gains with CBBP.

Original contribution by Kebede Woldegiorgis and edited by Ephrem Tesema, September 2021, Areka Research Centre.

⁶*Enset (Ensete Ventricosum)* is a source of food for about 20% of the Ethiopian population while at the same time 90% of the population in the Southern Nations, Nationalities and Peoples Region and 10% in Oromiya depend on the plant as a source of food, traditional medicine, to make utensils & for building purpose (Tesema, Ephrem, 2017).

AlemituTolosa, a sheep breeder from Gitlo-Buko speaks

This time we faced shortage of forage, drug, and proper shelter for the sheep. At the end of the rainy season people fear the onset of the seasonal sheep disease in October as the respiratory problem for them is usually occurring at end of the rainy season.

“Existing constraints, however, do not discourage me to narrate my success as a member of Gitilo-Book sheep breeding cooperative with a lot of financial benefits and life improvements. I built a house; send my kids to school and above all bought cows and oxen with the profits I got from the sale of sheep.

Being in the cooperative makes me equal to any member, despite gender differences, wealth and



marital status. The bylaw keeps us all equal.

We stick to the guidelines given by the district Cooperative Promotion Office.

We need more support related to supply of veterinary drug and solution for shortage of suitable feed for the fattening sheep.

Currently, we are facing market problems and selling the well managed sheep with 130 Birr per kilo which is still a lower price than the

price given to sheep with the same weight by non cooperative members in the district market. With all costs we incur, we cannot sale out animals in such a cheap price though the bylaw impedes us not to sale without the consent of our cooperative members. We need periodic price setting revision with the changing market situation. Most women cannot go beyond local market and by tomorrow we were told by the woreda experts to receive traders who will come from Illubabor which is very far from here. In addition to the constrains I mentioned the sheep market situation is also a cause for concern among cooperative members and leaders.”

Summarized from the FGD discussion at Gitilo-Buko,Shambu, Horo District, Compiled by Ephrem Tesema, August 31, 2021

8.2 Qualitative Data Collection Tools

Tool 2: FGD (For Research and Development Partners)

Name of Interviewer _____

Date: _____ Time Beginning _____ Time Ending _____

The Assessment Condition _____

GCD Core Areas	Questions/Issues	Tools	Data Source
F1. Gender Analysis and Strategic Planning	<p>1.1. What specific skills are gained through the GCD Trainings in terms of gender analysis and planning?</p> <p>1.2. What essential gender analysis and strategic Planning gaps addressed through the GCD Intervention?</p> <p>1.3. What has been done after the Action Plans Developed During GCD Training</p> <p>1.4. Mention specific challenges and opportunities faced in implementing the Gender Action Plan</p> <p>1.5. To what extent are the gender development action plans of partners implemented and documented? What has been the implementation process including ownership and support of office / team leaders / champions?</p> <p>1.5. What do you recommend to be done in the future to improve</p>	FGD	Experts from Research & Development Partners
F2. Gender responsive programming, budgeting and implementation:	<p>2.1. Did the GCD Training capacitate staff to effectively mainstream gender internally and along the VC</p> <p>2.2. Did the GCD enhanced staff motivation to demand for budget allocation for gender responsive activities and programs</p> <p>2.3. Did new modalities put in place or the existing one get modified to sufficiently respond to gender gaps in terms of finance, human resource allocation and implementation?</p> <p>2.4. Did you get sufficient coaching support after GCD Trainings? What was the productive side of it? Mention also if specific constraints were facing staff during the coaching?</p> <p>2.5. What other programmes or activities apart from the GCD Training enhanced individual and organizational gender capacity?</p> <p>2.6. Recommend the most productive one from the GCD approaches to further strengthening gender responsive programming, budget allocation and intervention mechanisms in the future?</p> <p>2.7. Do you get the motivation from GCD to make the</p>	FGD	Experts from Research & Development Partners

GCD Core Areas	Questions/Issues	Tools	Data Source
	<p>recruitment and promotion process in your organization gender responsive and transparent?</p> <p>2.8. Does the nature of organizational leadership encourage female staff participation? Mention if GCD Training inspires specific change in organizational norms?</p>		
F3.Knowledge Management and Gender Responsive M&E:	<p>3.1. Did the GCD Training enhance gender disaggregated data collection, analysis and reporting across interventions/VCS</p> <p>3.2. How far it helped Monitoring, Learning and Evaluation of activities by capturing gender responsive outputs and outcomes?</p> <p>3.3. Did the GCD Training impact on capacities to produce information on gender outcomes? (Blog stories, research publication and programme results using social media outlets?)</p> <p>3.4. Did you adopt GCD tools and materials to use in your organization?</p> <p>3.5. Did GCD Training tools and materials inspire new approaches to the best advantage of male and female VCA? Mention a few examples?</p>	FGD	Experts from Research & Development Partners
F4.Effective partnerships and advocacy on promoting gender equality:	<p>4.1. Did the GCD Training create staff capacity to facilitate partnership and alliance with other gender responsive entities?</p> <p>4.2. Did the Knowledge from the GCD trainings enhanced staff's skill to enhance promotion of gender equality issues within the organization and with other partners? Evidence?</p> <p>4.3. Did the new skill and approaches from the GCD training help attract strategic gender responsive partners and women organizations</p> <p>4.4. How did you and other adopting partners perceive the GCD Training outcomes?</p>	FGD	Experts from Research & Development Partners
F5.Gender and Leadership:	<p>5.1. Did the GCD Training content contain facts on leadership position of women and its implication of gender responsiveness?</p> <p>5.2. Did you put activities in your organizational Action Plan to bring positive gender outcomes? How was the implementation of the action plan managed in the organizational context and outside of it?</p> <p>5.4. Did the GCD Training intervention inspire specific gender related regulations, action plans and working modalities in your research centre/organization</p> <p>5.5. Did the GCD knowledge gained used by staff to influence management and leadership to aware the disproportion in female leadership status? -Mention if there are emerging change in the attitude of the management afterwards</p>	FGD	Experts from Research & Development Partners
F6.Innovation in Gender Responsive Approaches:	<p>6.1. From the GCD interventions, what lessons can be drawn regarding (i) differences in needs across the two time periods (2015 and 2020)?</p> <p>6.2. During the onset of the global pandemic in 2020 what specific gender responsive directions and activities initiated within the organization?</p> <p>6.3. Comparing the 2015 with 2021 today what core gender capacity needs are sufficiently addressed and what are still not</p>	FGD	Experts from Research & Development Partners

GCD Core Areas	Questions/Issues	Tools	Data Source
	<p>sufficiently addressed?</p> <p>6.4. What could be the reasons for this underdevelopment of gender capacity, and what can be done to address the gaps?</p> <p>6.5. What are the constraints (other than traditional norms)impeding male and female staff to apply and replicate GCD skills in your research centre/organizations</p> <p>6.6. What are the enabling opportunities for male and female staff to apply and replicate GCD skills in your research centre/organizations</p> <p>6.7. Recommend possible GCD interventions to bring positive gender outcomes in the area of gender empowerment and responsiveness along the AVC in the future</p>		

Thank You for Your Time!!

Tool 3: KII (Research and Development Partners)

Name of Interviewer_____

Organizational Affiliation of the Interviewee_____

Date: _____Time Beginning _____Time Ending_____

KII Checklist			
Core GCD Areas	Questions/Issues	Tools	Data Source
K1.Gender Analysis and Strategic Planning	<p>1.1. What essential gender analysis capacity gaps were addressed during the GCD Training?</p> <p>1.2. What capacity did you gain from the GCD Training that helps bring gender responsiveness in planning and implementation within the organizations?</p> <p>1.3. Were the content and approaches of GCD materials influenced staff and leadership strategizing planning for gender responsiveness?</p> <p>1.4. What were the success and constraining factors observed in the implementation of the action plans prepared during the GCD Training?</p> <p>1.5. Mention Challenges and Opportunities in implementing the Action Plan in the Organizational Context</p> <p>1.6. Recommend alternatives for improvement on</p>	Key Informant Interview (KII)	Gender Experts, Centre Managers, Cooperative Agency Heads, Extension leaders and Gender Focal Persons

KII Checklist			
Core GCD Areas	Questions/Issues	Tools	Data Source
	preparation, implementing, monitoring and evaluation of Gender Responsive Action Plans		
K2.Gender Responsive Programming, Budgeting and Implementation:	<p>2.1. Did the GCD enhance organizational capacity in planning, budgeting and implementing gender responsive interventions?</p> <p>2.2. What is the contribution of GCD training in changing organizational perception on gender responsive budgeting and human resource allocation?</p>	KII	Gender Experts, Centre Managers, Cooperative Agency Heads, Extension leaders and Gender Focal Persons
K3.Knowledge management and gender responsive M&E:	<p>3.1. Did you produce materials from your gender responsive interventions to disseminate success for other partners</p> <p>3.2. Please mention if changes in the way staff members' implementation and monitoring have been done after GCD Trainings?</p> <p>3.3. What were some of the obstacles to translate GCD skills into organizational practice and what were done to challenge them?</p> <p>3.4. What were the initiatives seen in planning after GCD interventions in addressing gender issues in service delivery and in addressing men and women's concerns at community level</p>	KII	Gender Experts, Centre Managers, Cooperative Agency Heads, Extension leaders and Gender Focal Persons

KII Checklist			
Core GCD Areas	Questions/Issues	Tools	Data Source
	3.5. What changes have been witnessed in organizational planning and supporting livestock value chain actors		
K4.Effective Partnerships and Advocacy on Promoting Gender Equality:	<p>4.1. To what extent the Gender Action Plans of partners were implemented and documented? Did initiatives for partnership and alliance formation with like-minded organizations increased? Do you think GCD trainings helped these initiatives to occur? How?</p> <p>4.2. Was there other program initiative or activities apart from the GCD interventions that support partners to work together?</p> <p>4.3. What is your overall assessment of GCD in its contribution at individual and organizational level?</p> <p>4.4. Did GCD filled real gap in gender responsiveness? Mention the most important ones?</p> <p>4.5. Do you adopt some of the training materials to use? Please mention the specific tools and materials adopted</p> <p>4.6. To sustain GCD gains what additional interventions are needed?</p>	KII	Gender Experts, Centre Managers, Cooperative Agency Heads, Extension leaders and Gender Focal Persons
K6.Innovation in Gender Responsive Approaches :	<p>6.1. What were the GCD outcomes emerged in changing gender norms; organizational structure, staff and leadership attitude and practice?</p> <p>6.2. Do you think the GCD helped to improve awareness on existing gender norms and principles in general? How?</p> <p>6.3. Did the GCD interventions help organizations and individuals to positively react to tackle the new global pandemic? Does the reaction gender responsive?</p> <p>6.4. What are the constraints (other than traditional norms)impeding male and female staff to apply and replicate GCD skills in your research centre/organizations</p> <p>6.5. What are the opportunities enabling for male and female staff to apply and replicate GCD skills in your research centre/organizations</p>	KII	Gender Experts, Centre Managers, Cooperative Agency Heads, Extension leaders and Gender Focal Persons

KII Checklist			
Core GCD Areas	Questions/Issues	Tools	Data Source
	<p>6.6. What kind of GCD skills requires other than the previous one to bring about change in existing gender statuesque? Recommend possible GCD interventions to bring positive gender outcomes in the area of gender empowerment and responsiveness along the AVC in the future</p> <p>6.7. What technologies, resources and time saving mechanisms put in place for women staff and value chain actors over the last five years? Did the GCD content inspire some of the changes?</p> <p>6.8. Did you get sufficient coaching and follow up after the GCD training? Mention specific gender capacities gained from the coaching support</p> <p>6.9. How the GCD intervention was affected already existing gender norms, strategies and activities?</p> <p>6.10. Did the GCD inspire a gender strategy in the organization? Explain its current implementation status, Challenges faced and recommendation to improve it.</p>		

Thank You for Your Time!

Tool 3: FGD (Value Chain Actors)

Name of Interviewer _____

Date: _____ Time Beginning _____ Time Ending _____

Name of Value Chain Actors _____

FGD Checklist			
Core GCD Areas	Questions/Issues	Tools	Data Source
1. Gender Awareness and Change in Knowledge Attitude Practice	1.1. Have you got Gender awareness training in your development groups 1.2. Who provided the training? 1.3. Do women get special support to actively participate in the group? What are the supports and who provided it?	FGD	Community Based Breeding Programme (CBBP) Participants Breeding Coop Leadership and members
2. Application of Harvard Gender Tools-Gender Role in Specific Value Chains (Community Based Sheep Breeding, Cooperatives)	1.1. Did you discuss on gender roles and responsibilities among your Breeding and fattening coops /VC Groups 1.2. What is the role of women and men in your sheep breeding coop/breeding group/VC? 1.3. Who was facilitating the discussion 1.4. What was the objective of the discussion 1.5. What have been changed since then in the VC Group?	FGD	Coops, CBSBG and other Value chain actors
2. Gendered Knowledge Management, M&E	3.1. Who is following up and supporting your group? 3.2. Do you get information, posters and educational materials on gender and livestock health management? 3.3. Who is organizing the learning events? 3.4. Whom are you collaborating when you plan, implement and monitor your development work? 3.5. Do you get support from women associations; gender sensitive NGOs and other entities? Mention the kind of support you get?	FGD	Coops, CBBP and other Value chain actors

FGD Checklist			
Core GCD Areas	Questions/Issues	Tools	Data Source
3. Gender and Leadership (Decision making)	<p>4.1. Do men and women equally participate in planning tasks in your group/VC?</p> <p>4.2. Who gives skills for women members to assume leadership role in your group</p> <p>4.3. Do men and women have equal opportunity to influence the leadership of the group?</p> <p>4.4. Who is facilitating/supporting in designing byelaws and procedural issues for the group</p>	FGD	Coops, CBSBG and other Value chain actors
5. Access to and Control Over Resources	<p>5.1. What were the constraints and opportunities for men and women to get access to Productive Assets (Seed Money, Land , sheep/goat and drugs etc.)?</p> <p>5.2. Who was facilitating the process?</p> <p>5.3. What results did your group achieve so far?</p>		
5. Gender Transformation Approaches (Community Based Sheep Breeding and Fattening groups etc.)	<p>6.1. Did you see change in traditional norms that affect women's active participation in your group for the last three years? What inspires the Change in your opinion?</p> <p>6.2. Do extension and other Woreda level experts held gender awareness sessions (CC) with your group?</p> <p>6.3. How many times per year?</p> <p>6.4. Can you mention a few of the topics?</p> <p>6.5. Do you have enough support from GO and NGO to change exploitative gender norms in your communities and VCs</p> <p>6.6. What kind of capacity change you need to bring women in the forefront of the development activities in your group/VC?</p>	FGD	Coops, CBBP members, leaders and other Value chain actors

8.3 List of Respondents and people involved at Data Collection Stage

8.3.1 Lists of People Participated in FGD at Areka Research Centre(email, phone, location, position)

No.	Name	Sex	Location	Position	Phone	Email
1.	ZekariasBassa	M	Areka	Researcher –Ag. Economic	0913918474	
2.	Alemayehu Bashe	M	Areka	Gender F. Person	0915668278	
3.	Tesfaye Dejene	M	Areka	Centre Manager (Replacement)		
4.	MatheosMatsalo	M	Areka	Socio-Economic (Replacement)		

8.3.2 Lists of People Participated in FGD at Doyogena District (email, phone, location, position)

No.	Name	Sex	Location	Position	Phone	Email
1.	Dr. NegashDesita	M	Doyogena	Livestock and Fishery Development Head	0968741247	ndesta@gmail.com , negna@yahoo.com
2.	Temesgen Alemu	M	""	Livestock Extension Sector Head and Vice Office Head		kukutema@gmail.com
3.	Dr. Belay Elias	M	""	Veterinary	0910125479	Belay1587@gmail.com
4.	Aster Alemu	F	""	Animal Science/ Gender Focal	0926030769	Asteralemu888@gmail.com
5.	DagefeDarago	M	""	Cooperative Promotion and Expansion/Gender Focal	0916187124 /0974022200	-
6.	BirhaneWachamo	F	""	Women, Children and Youth Office Coordinator	0913240427 /0909926725	

8.3.3 Lists of People participated in FGD at Value chain level (CBSBC)for Doyogean District, Ancha Sheep Breed Selection & Improvement Cooperative

No.	Name	Sex	Location	Position	Phone
1.	TakalaFidamo	M	Ancha	CBSBC Member	09366519007
2.	Tesfaye Asefa	M	""	""	0910033108
3.	Shigute Dale	M	""	""	0910033751
4.	Haile Bilore	M	""	CBSBC Audit/Inspection	0931529903
5.	MerteMelese	F	""	CBSBC Purchasing and Secretary	0934130101
6.	BirihanuLadebo	M	""	""	0913512323
7.	MuluneshZewde	""	""	CBSBC Member	0931369709
8.	Mulu Mane	""	""	""	-
9.	Shege Tesfaye	""	""	""	0954230907
10.	DamakeTadala	""	""	""	-

8.4.4. Lists of People Participated in FGD at Yabello Pastoralist Dryland Agricultural Research Centre (email, phone, location, position)

No.	Name	Sex	Location	Position	Phone	Email
1.	SaadaBetru	F	Yabello	Researcher/Gender F. Person	0974120825	Seadabetru930@gmail.com
2.	Belay Biru	M	Yabello	Team Leader	0921989930	balaybir@gamil.com
3.	Teshome Kassa	M	Yabello	Researcher	0979009673	Teshomekassa528@gmail.com
4.	JaldesaDoyo	M	Yabello	Research Director	0911960720	Jdliban2009@gmail.com
5.	Dr. Dereje Teshome	M	Yabello	Livestock Research Coordinator	0910395766	derejeteshe@gmail.com

8.4.5. Lists of People Participated in FGD at Yabello District (email, phone, location, position)

No.	Name	Gender	Location	Position	Phone	Email
1.	SadiyaAbdurkadir	F	Yabelo	Extension Team Leader	0913816586	

				Agency		
2.	Waqo Sura	M	""	WCYA Office/Plan and Programming Expert	0916179922	-
3.	GetuNegash	""	""	Supply Chain and Procurement Expert	0911074746	-

8.4.6. Lists of People at Value chain level (CBSBC)for Yabello District, Dherito Kebele Shaot Breeding Cooperative

No.	Name	Gender	Location	Position	Phone
1.	Tura Dida	M	Dherito	Member	0928861096
2.	QucaGaree	M	""	Coordinator	0916937147
3.	Dida Bonaya	M	""	CBSBC Member	
4.	KabeleKukeec	F	""	""	0941329716
5.	SaloHaleke	""	""	""	-
6.	JiloGelgelo	""	""	""	-
7.	Daki Shane	""	""	""	-
8.	Nura Barako	M	""	""	0987154843
9.	JateniBoru	""	""	""	0904781357
10.	TafiHaleka	""		""	0919728351

8.4.7. Lists of People Participated in FGD at Bako Agricultural Research Centre (email, phone, location, position)

No.	Name	Gender	Location	Position	Phone	Email
1.	TakelWakuma	M	Bako	Planning		Takelewakuma282@gmail.com
2.	KifleDegefa	M	Bako	Socio-Economic		Kifledgefu2002@gmail.com , Kifled3@gmail.com
3.	GaleneBashi	F	Bako	Ass. Researcher		Galenebashi02@gmail.com
4.	TamiratTsegaye	M	Bako	Researcher		Tamirat331@gmail.com
5.	Dereje Bekele	M	Bako	Centre Manager		Dbekele2010@gmail.com

8.4.8. Lists of People Participated in FGD at Horo District (email, phone, location, position)

No.	Name	Gender	Location	Position	Phone	Email
1.	LelisseGedefa	F	Shambu	Gender FG/Livestock Agency	0985193269	
2.	Workinesh Roro	F	""	WCYA Office	0917091319	
3.	TibebuDeribe	M	""	Cooperative Promotion Agency	0917842336	
4.	Deressa Bekele	M	""	Livestock Agency Coordinator	0915929666	

8.4.9. Lists of People at Value chain level (CBSBC)for Horo District, Gitilo-Buko Community Sheep Breeding Cooperative Kebele Shoat Breeding Cooperative

No.	Name	Sex	Location	Position	Phone
1.	LomituFikadu	F	Dherito	Member	
2.	DhadhituDhuba	""	""	Executive Committee member	
3.	ElfineshDebella	""	""	Member	0994138369
4.	AlemituTolosa	""	""	""	
5.	JufareOfila	""	""	""	0966828989
6.	MelkamuDhures	M	""	""	0976068492
7.	Tesfaye Qoche	""	""	""	0917669630
8.	Abebe Abdena	""	""	""	0921927582
9.	MergaDhuguma	""	""	""	0912101684

8.4.10. Lists of People at South Agricultural Research Institute (SARI)

No.	Name	Sex	Location	Position	Phone	Email
11.	Tegene Ayele	M	SARI	Gender Researcher	0916305396	Tegeneaye1980@gmail.com
12.	Tuba Mohamed	F	SARI	Gender Officer	0982070051	

8.4.11. EIAR Gender Researcher Participated in KII

No.	Name	Gender	Location	Position	Phone	lemlemabeb e71@yahoo
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1.	Lemlem Abebe	F	EIAR	Gender Researcher	0913078373	