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Gender capacity assessment feedback and validation report for the small ruminant value chain in Ethiopia

Wole Kinati (ICARDA), Hiwot Desta (ILRI), and Annet A. Mulema (ILRI)

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WorldFish
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ICARDA
Box 5689, Addis Ababa, Ethiopia
Phone: +251-11-617-2281
Fax: +251-11-617 2001
E-mail: S.Silim@cgiar.org

ILRI
Box 5689, Addis Ababa, Ethiopia
Phone: +251 11 617 2000
Fax: +251 11 617 2001
Email: ILRI-Ethiopia@cgiar.org

Contents

Introduction 1
Summary of feedback on results from the assessment 2
Institutional set up to improve current staff and organizational gender capacity of partners 3
Desired gender capacity per partner/GCD road map 4
Areka Agricultural Research Centre 4
Doyogena Woreda Agriculture and Natural Resources Management 6
Yabello Pastoral Dryland Agricultural Research Centre 7
Yabello Pastoralist Development Office 11
Bako Agricultural Research Centre 13
Horro Woreda Office of Agriculture 16
Annex 1: Participants 18
Annex 2: Slides from the May 2016 workshop on gender capacity for the small ruminant value chain in Ethiopia: Current status and ways forward 20

Introduction

Gender Capacity Assessment (GCA) was conducted in April - May, 2015 with six research and development partners of ILRI/ICARDA to give momentum to the implementation of strategic interventions that will directly address the gender gaps in agriculture. The assessment measured current and desired gender capacities of partners, with the overall goal of tailoring gender capacity development interventions. The results from the assessment show, in general, that development and research organizations lack the knowledge and skills to integrate gender into their agricultural programs. Addressing gender-inequity in agriculture will require increased investment in skills and knowledge for value chain actors and enablers. In order to validate the results, a feedback session was conducted with each assessed partner organization with the following objectives;

1) To provide feedback on the results of the gender capacity assessment and collect comments on the outcomes of the assessment (what do partners agree with / not).
2) To identify intervention points based on partners' priorities that could be used to develop a gender capacity development (CD) plan for each partner with clear objectives, activities, expected results, indicators, roles/responsibilities, and a budget.
3) To form a gender CD committee & select focal persons who will facilitate and coordinate the organization's gender CD plan and ensure exchange of information and documentation.

The feedback sessions were conducted with all the three research and three development partners who participated in the assessment. The research partners are Areka Agricultural Research Center, Yabello Dryland and Pastoral Research Center and Bako Agricultural Research Centre from the Research Partners. Development partners include Doyogena Office of Agricultural and NRM, Yabello Office Pastoralist Development and Horro Office of Agriculture and NRM. Gender officers from regional research institutes and zonal gender focal persons were also participated.

In order to collect feedback on the results of the assessment and formulate a follow-up action plan, separate meetings were held with each of these partners at their respective centres. A Power point presentation highlighting the findings per partner organization and cross country comparisons was made, followed by plenary discussions teasing out what participants agreed or disagreed with. Participants were then asked to form 1-2 groups (based on the number present) in order to set organizational gender capacity development objectives, identify desired core gender capacities, and formulate an action plan that could be implemented in the short and long term by themselves without or with little support from external sources. Additionally, participants were asked to discuss amongst themselves, agree and rank their top three core gender capacities to develop and indicate the current and desired future score.

Accordingly, each of the assessed partners has developed their own gender capacity development road map. Finally, all the partners selected their respective Gender Capacity Development (GCD) committee who took up the responsibility of implementing the agreed action plan. The group discussions were facilitated by Wole Kinati from ICARDA and Hiwot Desta from ILRI.

Summary of feedback on results from the assessment

- All participants from the partner organizations agreed with the results and were happy to know the findings from the assessment. They considered it an eye opener and great opportunity to design the way forward with regards to improving their respective organizational and individual gender capacity.
- It is true that there is no female staff in technical leadership position, especially in research, but there are female support staff in both research and development partner organizations. This is due to lack of sufficient affirmative actions and the difficulty in finding technically competent female applicants. As an example in Yabello, there is lack of social staff and women in leadership due to its remoteness. Usually qualified applicants are not interested to come here and work. During recruitment processes by the head office, for the sake of affirmative action, women applicants are allowed to choose centres of their choice and most of the qualified women do not choose to work in harsh or remote areas such as Yabello. Even those who are qualified and join agricultural research institutions leave soon. The other reason for the low gender capacity is that there are sector/department based discriminations and low level of trust in women leaders by staff and managers. Management bodies of the research organizations need to have faith in women leaders and support them in undertaking their responsibilities.
- There is also insufficient affirmative actions in the educational systems starting from universities. Moreover, agriculture is not attractive to qualified women.
- There is, in general, lack of commitment from research and development organizations' leadership in mainstreaming gender in their work. Moreover, incapability of developing gender sensitive M&E systems contributed much to the existence of low gender capacities both at organizational and individual levels. This further resulted into non-existence of gender sensitive guidelines, policies and gender budgeting, the important elements of gender mainstreaming.
- Awareness creation and intensive training is needed not only for technical staffs but also leaders and mangers at different levels (e.g. can we give examples of levels here) if the gender capacity development initiatives are to be effectively translated into outputs and outcomes. Because it is these leaders/managers at different levels who determine what and how things are to be done. Moreover, in order to ensure sustainable gender mainstreaming in organizations, there should be some sort of incentive mechanisms in place for leaders and technical people. These could include making available enough budgets and capacity development specifically for gender related work.
- In the livestock agency, there should be gender focal persons preferably women gender experts as it will be easier for services to reach women, because female gender experts can directly interact with women farmers.
- The scores against the six core gender capacities is very low for centres with long experience in research. There are several factors behind the outcomes of the gender capacity assessment. It is not only as a result of what the assessment has shown. The experiences of research organizations should be taken in to consideration while interpreting the results, for example, Yabello Dryland Agricultural Research Centre is a 'young' centre and cannot be compared with other centres.
- There is a committee on gender and HIV across the research centres. But the Gender and HIV committee does not have any role of overseeing the technical activities of the organizations- that is -gender mainstreaming in research.
- The national gender mainstreaming policies and guidelines are formulated without considering the diverse contexts in the country hence do not work when it comes to specific contexts. That is partly why they do not work in all regions and as a result remain unimplemented. Policies and guidelines, particularly on gender, should be formulated based on the analysis of specific contexts across the regions.

Institutional set up to improve current staff and organizational gender capacity of partners

Across the assessed development and research partners, the gender CD committee was established by participants to facilitate and coordinate implementation of the gender CD plan and ensure exchange of information and documentation. In doing so, 3 to 4 staff (table 1) were selected and assigned the following responsibilities:

1. Implement the GCD action plan formulated by their respective organizations which includes but not limited to;
   - Collect & distribute learning materials
   - Facilitate learning events for staff
   - Follow up & check gender integration in all research activities
   - Work on gender advocacy at centre level
   - Collect information on planned gender related trainings & workshops and share it with staff
2. Serve as contact persons for the GCD activities
   - Serve as contact persons/focal points for both internal staff and externals partners
3. Documentation and reporting
   - Report on plan and progress of the individual and organizational gender capacity development activities within their respective organizations

Table 1 GCD Committee per L&F Research and Development partner organization

S.No	Name	Sex	Qualification/position	Roles in GCD committee
Areka Agriculture Research Centre				
1	Zekarias Basa	M	Socio-economist/researcher	Team Leader
2	Minassie Tekile Wold	M	HIV focal person	Member
3	Elfinesh Sata	F	Technical Assistant/ Animal Science	Member
Doyogena Woreda Office of Agriculture and NRM				
1	Tekalign Dubago	M	Rural Devt. Food Security expert	Team Leader
2	Dr Belay Elias	M	DVM/LAF	Member
3	Amsale Bubamo	M	Ethics Officer	Member
Yabello Dryland and Pastoral Agricultural Research Centre				
1	Ahimad Mohammod	M	Agri. Extensionist/ Researcher	Team leader
2	Addis Shiferaw	M	Climate change/Researcher	Member
3	Diriba Mengistu	M	Researcher	Member
Yabello Woreda Office of Pastoralist Development				
1	Abdia Dawe	M	Gender focal person	Team Leader
2	Ayantu Chali	F	Animal Scientist	Member
3	Dr Abagena Shibiru	M	DVM	Member
Bako Agricultural Research Centre				
1	Berihanu Seboka	M	Agri. Extensionist/ Researcher	Team leader
2	Lelise Ararsa	F	Researcher	Member
3	Getacho Biru	M	Researcher	Member
4	Tesfaye Tadese	M	Breeding & Genetics/ Researcher	Member
Horro Woreda Office of Agriculture & NRM and Livestock Agency				
1	Garuma Ararso	M	Animal Scientist	Team leader
2	Malkitu Kaba	F	Gender Focal Person	Member
3	Hagere Lisanework	F	Animal Scientist	Member

Desired gender capacity per partner/GCD road map

Areka Agricultural Research Centre

Gender Capacity Development Objectives:

- To have a well gender capacitated organization within three years
- To develop and adapt gender sensitive agricultural technologies

Table 2. Priority gender core capacities, activities, desired capacity level, responsible body, indicators and expected results

Rank	Desired gender capacity	Topics	Activities the organization can do by itself as of now	Desired capacity level (short & long term)		Responsible body/person	Indicators	Expected results
				1 year	3years			
1	Gender analysis and strategic planning	Conducting gender sensitive research/ livestock value chain analysis	• Assign gender focal person • Engender ongoing research activities • Ensure the inclusion of gender components during new research proposal development	2→3[1]		SARI gender officer & Gender CD committee	# of research activities engendered # of gender analyses conducted	All research activities of the centre are gender sensitive
		Gender sensitive beef value chain analysis	• Conduct gender sensitization trainings for male and female staffs (awareness creation)		2→3	SARI gender officer & Gender CD committee	# of gender sensitization trainings conducted	Gender capacity of staff improved
2	Knowledge management and	Design of gender sensitive indicators	• Search & share gender related publications with staff	2→3		SARI gender officer & Gender CD committee	# of gender materials shared with staff	Gender indicators for the M&E system of the

[1] Note: 2=Low Gender Capacity
3=Medium Gender Capacity

	gender responsive M&E		• Develop gender indicators for the M&E systems of the organization				# of gender indicators developed & integrated into the centre's M&E system	centre developed
		Gender responsive monitoring and evaluation	• Browsing publications and other gender materials that help to upgrade capacity of staff • Encourage the organization to engender its M&E system	2→3		Regional gender officer, centre director and Gender CD committee	Level of engendering the M&E system of the centre And Availability of sex disaggregated data	The M&E system of the centre engendered
3	Gender responsive programming, budgeting, and implementation	Gender sensitive planning and budgeting, gender mainstreaming manuals and etc.	• Develop gender mainstreaming manual/guidelines for the centre		2→3	Need external support (Government and partners)	# of gender mainstreaming manuals developed % of budget allocated to gender activities # of activities/ projects implemented based on data from gender analysis	Gender mainstreaming manuals developed

(1)

Doyogena Woreda Agriculture and Natural Resources Management

Gender Capacity Development Objective:

- To build the gender capacity of Doyogena Woreda Agriculture and Natural Resources Management office

Table 3. Priority gender core capacities, activities, desired capacity level, responsible body, indicators and expected results

Rank	Desired gender capacity	Topics	Activities the organization can do by itself as of now	Desired capacity level (short term & Long term)		Responsible body/ person	Indicators	Expected results
				1 year	2 year			
1	Gender Analysis and Strategic Planning	Training on gender analysis and strategic planning	• Distribute training materials • Search/identify workshops/ training events on gender and facilitate staff participation		2→3	Gender CD committee	# of gender materials distributed # of gender training/workshops facilitated for staff	Gender capacity of individual staff improved
		Make on-going activities gender sensitive	• Identify activities of the organization which are not gender sensitive	2→3		Gender CD committee	# of gender blind ongoing activities identified and engendered	Ongoing activities of the organization made gender sensitive
2	Knowledge management and gender responsive M&E	Assigning & strengthening gender committee and gender focal person	• Select gender CD committee	2→3		Gender CD committee	One GCD committee selected/ appointed	GCD committee established to enhance the GC of the organization
		Develop gender responsive M&E Gender sensitive planning, sex disaggregated data collection, analysis & documentation	• Engender the M&E system of the organization • Training on gender M&E • Prepare sex disaggregated data collection formats and share with staff		2→3	Gender CD committee	Existing M&E framework of the organization engendered # of trainings on gender sensitive M&E provided	The existing M&E of the organization engendered Data collection formats of the

							# of sex disaggregated data collection formats produced and shared and sex-disaggregated data sets produced	organization engendered

Yabello Pastoral Dryland Agricultural Research Centre

Gender Capacity Development Objectives:

- To improve/enhance gender capacity of the centre
  - Enhance the gender capacity of researchers
  - Create awareness about gender capacity to beneficiaries (pastoralists and stakeholders)

Table 4. Priority gender core capacities, activities, desired capacity level, responsible body, indicators and expected results

Rank	Desired gender capacity	Topics	Activities the organization can do by itself as of now	Desired capacity level (short & long term)		Responsible body/person	Indicators	Expected results
				1 year	2 year			
1	Gender analysis and strategic planning	• Develop gender sensitive livestock research activities- livestock value chain analysis	• Enhance staff gender capacity through providing gender related tools & frameworks	2→3		Gender CD committee & OARI socio economic research directorate	# of gender related materials collected & shared Gender analyses conducted & gender analysis reports produced	Gender capacity of staff improved

							# and type of interventions or actions that are informed by gender analysis	
			• Provide gender sensitization trainings– use internal and external gender resource person to train staff • Integrate gender in ongoing trainings		2→3	Gender CD committee	# of gender sensitization trainings provided	Gender capacity of staff improved
			• Engender demonstrations, field days, extension visits and materials organized by the centre continually	2→3	2→3	Gender CD committee	# of women involved in demonstrations, field days, extension visits # of extension materials engendered	Research & extension activities of the centre engendered
2	Effective partnerships and advocacy on promoting gender equality	• Identify important actors to partner with on gender • Develop effective partnership with and	• Conduct Stakeholder analysis from secondary sources(who does what on gender in target areas) • Conduct consultation meetings with these stakeholders	2→3		Gender CD committee	# and type of stakeholders identified & partnered with on gender advocacy	Partnership with similarly affiliated stakeholders working in the target areas established

		promote gender equality	• Use the regularly organized REFLAC(regional research extension famers linkage advisory council) as a start-up for establishing partnership		2→3	Gender CD committee	# of REFLAC used to establish partnership on gender # and type of gender specific partners they are working with and activities they are doing collectively	Partnership with important stakeholders in the target area established for advocacy on gender equality
3	Knowledge management and gender responsive M&E	• Gender Capacity to collect, interpret and report on sex disaggregate data	• Identify best organization in mainstreaming gender and share their experience	2→3		Gender CD committee	# and type of best organizations identified & shared their experience	Gender mainstreaming experience of the organization improved
			• Ensure the inclusion of gender indicators during proposals development	2→3		CD committee	# of proposals influenced to include gender indicators	Research proposals of the organizations made more gender sensitive
			• Develop gender sensitive M&E – integrate gender indicators to centre's M&E system • Use exiting gender budgets (2% of the total budget allocated for gender) to improve the capacity of staff to collect, interpret and		2→3	Gender CD committee	# of gender indicators integrated in to the M&E system of the centre # of staff's gender capacity improved Availability and analyses of sex	M&E system of the organization engendered Gender capacity of staffs on collecting, interpreting and reporting on sex disaggregate data enhanced

			report on sex disaggregate data				disaggregated data	
4	Gender and leadership	• Increase organizations commitment for gender equality and transforming gender power relations	• Motivate women staff to participate in leadership – take affirmative actions, for example, give priority for women staff during training /workshops & opportunities available		2→3	Gender CD committee	# of female technical staff in leadership through affirmative actions	Female technical staff of the organization empowered

Yabello Pastoralist Development Office

Gender Capacity Development Objectives:

- To develop organizational and individual gender capacities so that pastoral men and women participation in and benefits from economic, social and political development is increased
- To transform gender related negative perceptions within organization and pastoral societies in order to increase women's benefits from pastoral related development interventions

Table 5. Priority gender core capacities, activities, desired capacity level, responsible body, indicators and expected results

Rank	Desired gender capacity	Topics	Activities the organization can do by itself as of now	Desired capacity level		Responsible body/person	Indicators	Expected results
				1 year	3years			
1	Gender analysis and strategic planning	Improve capacity of staff and organization in gender mainstreaming	• Use different events to make/conduct gender sensitization activities such as cultural gatherings • Ensure gender equality in planning and implementation of CAHWs	2→3	3→4[2]	Gender CD Committee	# of gender sensitization activities conducted	Capacity of staff and organization in gender mainstreaming improved
		Gender integration analysis	• Engender ongoing/planned training and development programs at Pastoralist Training Centre by the office	2→3	3→4	Gender CD Committee	# of ongoing/ planned training programs engendered	Ongoing and planned activities of the organization engendered

[2] Note: 2=Low Gender Capacity
3=Medium Gender Capacity
4=High Gender Capacity

			• Implementation of affirmative actions during recruitment and training opportunities				# of affirmative actions taken	Women staff capacitated
			• Ensure and follow up gender consideration in extension activities	2→3	3→4	Gender CD Committee	# of extension activities engendered (reports)	All extension activities of the organization are gender sensitive
2	Effective partnerships and advocacy on promoting gender equality	Assess and identify stakeholders working on gender in the target areas	• Establish linkage with similarly affiliated organizations	2→3		Gender CD Committee	# of stakeholders with whom partnership on gender is established # and type of gender related activities implemented together with partners	Partnership created with stakeholders working on gender in the target area
3	Gender and leadership		• Improve women's participation in leadership • Gender awareness creation among leaders and managers • Search sponsorship for women staff leadership capacity development		missing	Gender CD Committee	# of female staff supported to hold leadership positions # of awareness creations held for leaders # of capacity development made for female staff	Leadership capacity of female staff members enhanced

Bako Agricultural Research Centre

Gender Capacity Development Objectives:

1. making all centre's research activities gender responsive
2. to make both ongoing and newly developed research projects/proposals gender inclusive through developing skills and knowledge on gender issues in livestock, crop and natural resource management

Table 6. Priority gender core capacities, activities, desired capacity level, responsible body, indicators and expected results

Rank	Desired gender capacity	Topics	Activities the organization can do by itself as of now	Desired capacity level (short & long term)		Responsible body/person	Indicators	Expected results
				1 year	3years			
1	Gender analysis and strategic planning	Gender analysis of ongoing research projects	• ensure the recognition of GCD committee at centre level	2→3		Gender CD committee	Level/type of recognition for Gender CD committee	GCD committee recognized
			• Collect gender training materials from appropriate sources • Post gender informative in public spaces and distribute for staffs • Develop self-gender capacity through reading and consultation with gender experts	2→3		Gender CD committee	# of gender materials collected & distributed Gender analyses conducted (reports)	Gender capacity of staff improved through self-support (reading)
			• Develop key gender indicators • Conduct gender analysis on ongoing activities to identify gender blind research projects	2→3		Gender CD committee	# of key gender indicators developed # of gender blind research projects	Research projects become gender sensitive

							identified and engendered	
		Conducting gender sensitive research	• Engender ongoing research activities • Ensure the inclusion of gender components during new research proposal development	2→3		Gender CD committee	# of research projects identified and engendered	
			• Identify and invite gender resource person who can provide detail training for staff • Conduct Gender sensitization trainings for male and female staffs (including awareness creation)	2→3		Gender CD committee	# of resource person invited # of gender trainings and awareness creation conducted	Gender capacity of researchers improved
2	Gender responsive programming, budgeting, and implementation	Gender budgeting	• Ensure allocation of budget for gender mainstreaming activities at centre level by GCD committee • Convince head office (OARI) to recognize GCD committee's activity and allocate budget on sustainable manner • Work towards fund raising from other sources	2→3		Gender CD committee	Amount (%) of budget allocated for gender mainstreaming purpose and GCD committee's activities # and type of gender strategic activities conducted	Separate budget allocated for gender mainstreaming activities at centre level

3	Knowledge management and gender responsive M&E	Design of gender sensitive indicators	• Collect and distribute gender related materials for staff • Develop gender indicators for ensuring the inclusion of gender issues in all research proposals		2→3	Gender CD committee	# of gender materials collected and distributed # of gender indicators developed	Gender indicators developed against which research proposals are evaluated

Horro Woreda Office of Agriculture

Gender Capacity Development Objectives:

- To ensure gender equality in work place
- To ensure gender integration in to all the activities of the woreda
- To strengthen women staff skill and knowledge in gender equality and increase their engagement in leadership positions

Table 7. Priority gender core capacities, activities, desired capacity level, responsible body, indicators and expected results

Rank	Desired gender capacity	Topics	Activities the organization can do by itself as of now	Desired capacity level (short & long term)		Responsible body/person	Indicators	Expected results
				1 year	3years			
1	Gender analysis and strategic planning	Gender analysis of ongoing development activities of the woreda	• Identify through gender analysis the level of gender integration in to the ongoing activities of the woreda and identify gaps	2→3		Gender CD committee	# of development activities identified for gender integration	Gender integration gaps within the ongoing activities of the woreda identified
			• Provide awareness creation on gender integration for those activities identified with gaps			Gender CD committee	# of awareness creation activities on gender integration conducted	Gender blind on-going activities engendered
			• Ensure the sustainability of gap assessment and engendering of activities through working towards allocation of finance and trained human resources for gender mainstreaming activities		2→3	Gender CD committee	Amount of budget (%) & # of gender experts trained/ allocated	Gender mainstreaming done on continuous bases
			• Engender on going staff capacity development activities of the organization	2→3		Gender CD committee	# of ongoing and planned staff capacity development	Ongoing staff capacity development activities include sessions on gender

							programs engendered	
2	Knowledge management and gender responsive M&E	Capacitate staff on data handling and reporting	• Improve staff capacity to collect, interpret and report on sex- disaggregated data through sharing gender resource materials with all staff • Establish gender responsive M&E system by improving the woreda's M&E system through developing gender sensitive indicators	2→3		Gender CD committee	# and type of gender related materials shared with staff Gender analyses conducted #of gender indicators in M&E framework	Improved staff capacity on collecting, interpreting and reporting on sex-disaggregated data
3	Effective partnerships and advocacy on promoting gender equality	Conduct Stakeholder analysis in the woreda	• Identify important actors working in the woreda to partner with on gender • Develop effective linkage with and promote gender equality		2→3	Gender CD committee	# of stakeholders who work on gender related activities within the woreda identified and linked with	Functional partnership established on advocacy for gender equality

Annex 1: Participants

	Name	Sex	Profession/position		Email
Areka Agricultural Research Centre					
1	Tamirneh kifle	M	Researcher/NRM		tamiratkifle26@gmail.com
2	Takele Mebratu	M	HIV/ADIS		takelemebrau37@gmail.com
3	Mebratu Asrat	M	Researcher/Animal Science		mebratuasrat@gmail.com
4	Zekarias Bassa	M	Researcher/Socioeconomics		bassazekarias@yahoo.com
5	Addisu Jimma	M	Researcher/ Animal Science		eyuaddis2002@yahoo.com
6	Tigist Markos	F	Researcher/ Crop Science		Markostigist21@yahoo.com
7	Tsadisku Bamud	M	Researcher /NRM		tsadikubamud2003@gmail.com
8	Bereket Tufo	M	Researcher/Socioeconomic		b.tufo2013@gmail.com
9	Woletu H/Mariam	M	Field assistant/Livestock		
10	Tegene Ayele	M	Gender Officer		tegeneayele1980@gmail.com
Doyogena Woreda Office of Agriculture and NRM					
11	Dr Belay Elias	M	DVM/LAF		Belayls87@gmail.com
12	Esayas Petros	M	BSC/LAF		
13	Kebede Ablde	M	Diploma /LAF		
14	Amsale Bubamo	F	BSc/Ethics Officer		
15	Negash Desta	M	DVM/LAF		Ndesta314@gmail.com
16	Tekalign Dubogo	M	BSC/RDFS		Tekalign.duago@gmail.com
17	Tariku Heramo	M	BSc/RD/Head of the Office		tarikuheramo@gmail.com
Yabello Dryland and Pastoral Agricultural Research Centre					
18	Addis Shiferaw	F	MSc/Climate Change		addisyabell0@gmail.com
19	Bedasa Eba	M	MSc/Rangeland		keetuma1983@gmail.com
20	Tamirat Tessema	M	MSc/Meat Technology		tamrtes@gmail.com
21	Abiyot Lelisa	M	MSC/Soil Fertility		labiyot@yahoo.com
22	Jaldesa Doyo	M	BSc/Rangeland		jdliban@gmail.com
23	Beshir Hussien	M	BSc/Dairy Technology		beshirhussien@gmail.com
24	Desalegn R	M	MSc/Crop		amensisa.regassa@gmail.com
25	Ahimad Mohammed	M	MSc/Agri.Extension		Ahmedmoha2009@gmail.com
26	Dawit Melisie	M	MSc/Apiculture		dovemendu@gmail.com
27	Mulatu Gabisa	M	MSc/Centre Director		mulegabisa@gmail.com
28	Tilahun Geneti	M	MSC/OARI Gender Focal person		tilagenet2006@yahoo.com
Yabello Woreda Office of Pastoralist Development					
29	Murguse Jateni	F	HR		
30	Kume Wondimu	F			
31	Tigist Sisay	F	BSc/Plant Science		Tgsisay2013@gmail.com
32	Moti doyo	M	BSc/Plant Science		
33	Abraham Mamo	M			

34	Ayantu Chali	F	BSc/Animal Science		ayolovegod@gmail.com
35	Dr Abagena Shibiru	M	DVM		abagenashibiru@yahoo.com
36	Roba Konso	M	BSc/Integrated Water Mgmt		
37	Daniel yimar	M	BSc/Natural Resource economics		
38	Cherinet Yimar	M	BSc/Animal Science		
39	Haile Michael Aman	M	BSc/NRM		
Bako Agricultural Research Centre					
40	Tesfaye Tadesse	M	Researcher/Small ruminant		Tesfu.t@gmail.com
41	Shiferaw Tadesse	M	Researcher/Soil		shifandu@gmail.com
42	Dawit Samuel	M	Researcher/Agroforestry		Dave.same2@gmail.com
43	Tesfaye Midheksa	M	Researcher/Dairy		Tesfishmidoo2008@gmail.com
44	Abdulaziz Teha	M	Researcher/Agri. Extension		abdulaziztaha@gmail.com
45	Berhanu Soboka	M	Researcher/Agri.Extension		berhanuchaltu@gmail.com
Horro Woreda Office of Agriculture & NRM and Livestock Agency					
46	Hagareh L/work	F	BSc/Animal Science		
47	Magartu Olani	F	BSc/Animal Health		
48	Mulugeta Beyene	M	BSc/Livestock Input processor		
49	Dasalegn Kaba	M	BSc/Agronomist/Agri.Extension		
50	Gemechu Abera	M	BSc/Plant Science /Extensionist		
51	Worku Tegegne	M	Expert/Cooperative		
52	Garamu Mulatu	M	Expert/Agri.Extension		
53	Daraje Malasa	M	Expert/Animal Science		
54	Lelise Gedefa	F	Expert /Animal Science		
	Lomitu Bedada	F	Gender Focal Person/Zone Agri. Development Office		

Annex 2: Slides from the May 2016 workshop on gender capacity for the small ruminant value chain in Ethiopia: Current status and ways forward

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More meat, milk and fish by and for the poor

Gender capacity for the small ruminant value chain in Ethiopia: Current status and ways forward

Hiwot Desta (ILRI), Wole Kinati (ICARDA) and Annet A. Mulema (ILRI)

17 May 2016

Transition International

ICARDA Science for Better Livelihoods in Dry Areas

WorldFish

ILRI INTERNATIONAL LIVESTOCK RESEARCH INSTITUTE

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SLU

Objective: Gender Capacity Assessment

- To analyze the current gender capacities against desired future gender capacities of the Livestock and Fish partners and to subsequently design tailor-made capacity development interventions

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3 dimensional framework

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Levels of Analysis

National policies, rules and legislation, regulations, power relations and social norms

Internal policies, arrangements, procedures and frameworks allowing an organization to operate and deliver on its mandate

Skills, experience, knowledge, leadership and motivation of people

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Gender Capacity Assessment Tools & Process

3 Tools:

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

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Scoring gender capacities

The existing and desired capacities were scored using a scale of 1 to 5

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

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Gender capacity assessment…

- **Period**: April - May, 2015
- **Team**: Gender and capacity development experts from ILRI and ICARDA
- **Report finalized**: October 2015 and shared with partners

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Overview of Partners Assessed per level in Ethiopia

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

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Main findings

Context and Environment - General

- Ethiopia has relatively well-developed and specific gender policies in place but quite weak in practice
- Relatively strong influence of government on livestock sector and capacities of some key partners in Ethiopia
- Donors and other NGOs have influenced the capacities of organizations, for example by requesting sex-disaggregated data and by promoting gender mainstreaming

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Key Findings - Specific (Partners)

- Generally, both the research and development partners assessed lack capacities in the six core gender capacities.
- Development partners seem to have higher scores in all the capacities both at organizational and individual levels.
- The individual capacities tend to be in existence but not developed.
- All the assessed development and research partners do not have a gender responsive M&E system and lack knowledge about the available tools and frameworks for gender analysis and strategic planning.

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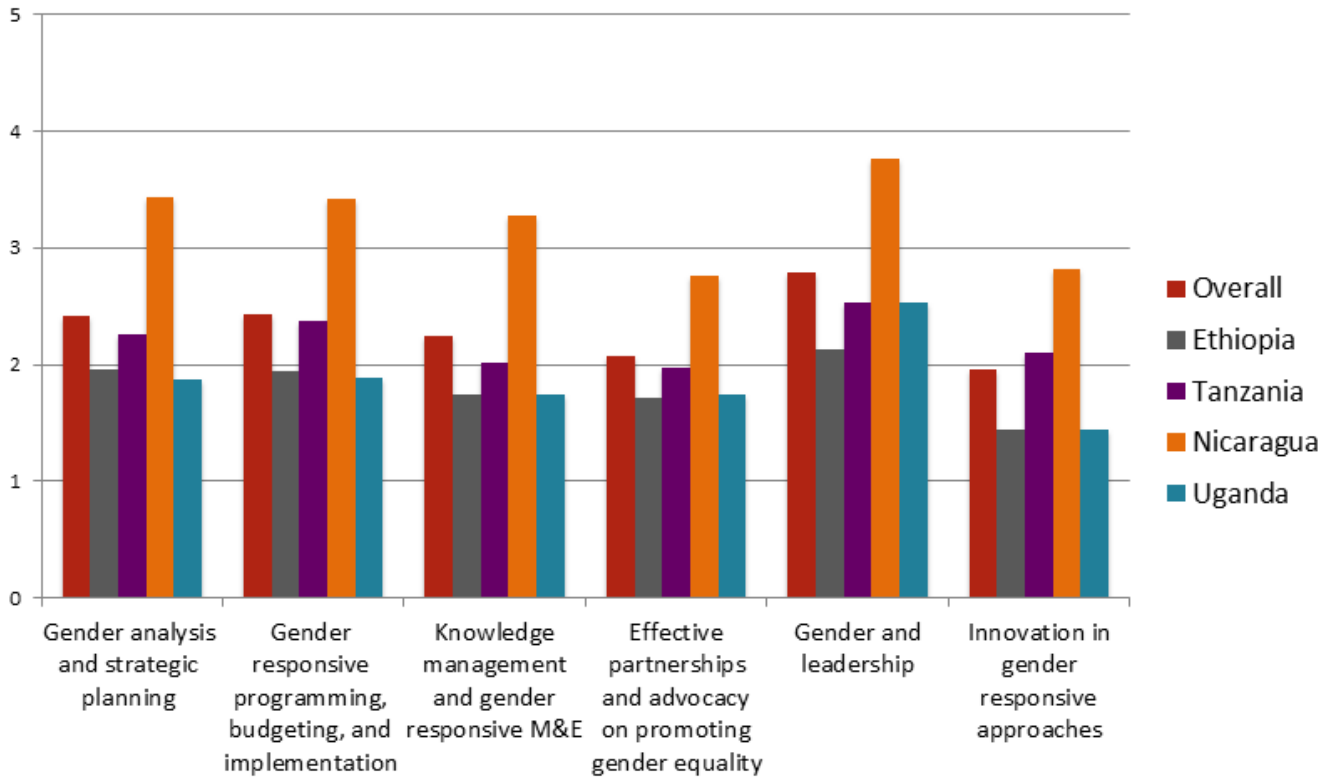
Comparison of **all countries** on the core gender capacities



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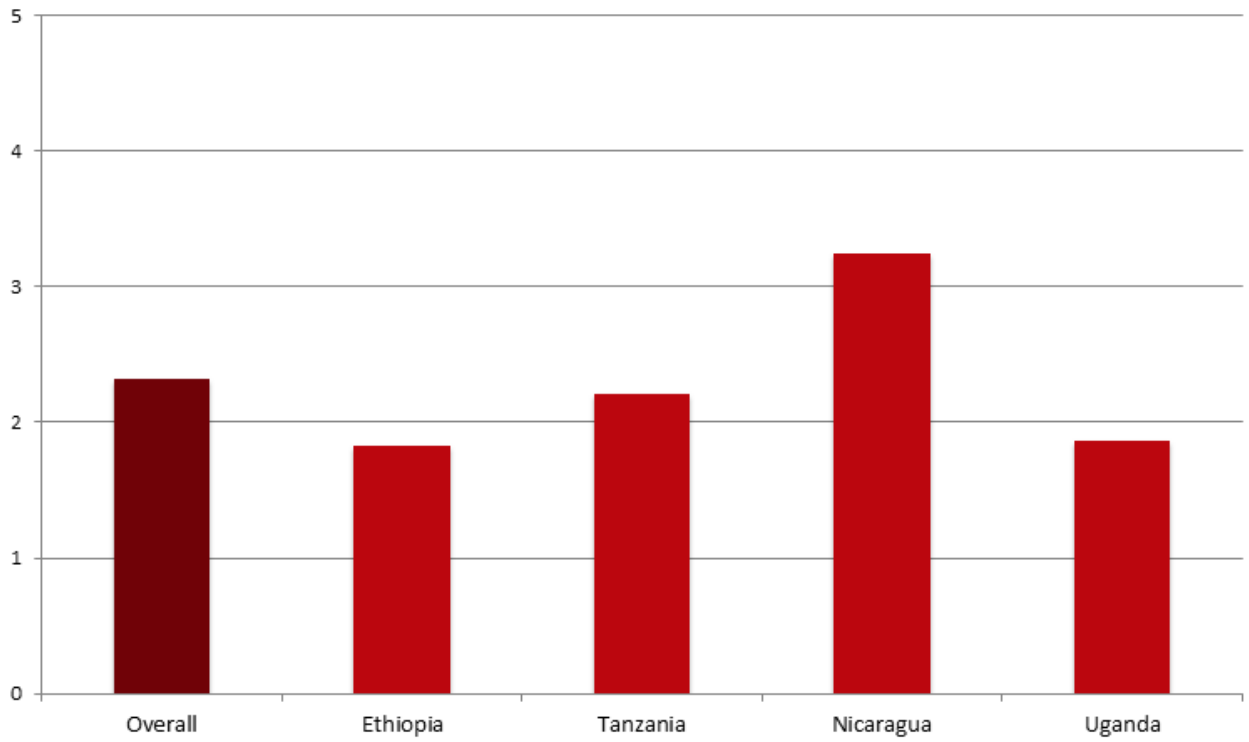
Average score across all competencies by country



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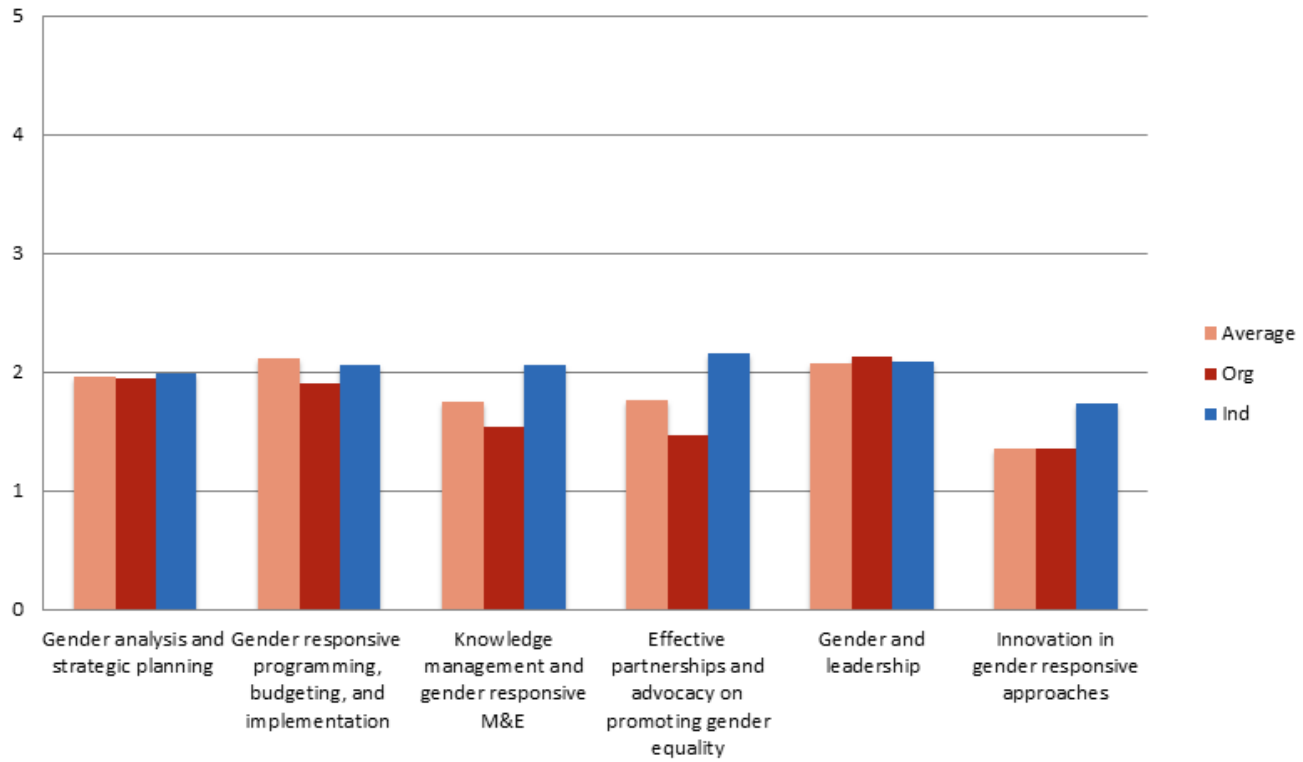
Overall score of core gender capacities for Ethiopia partners



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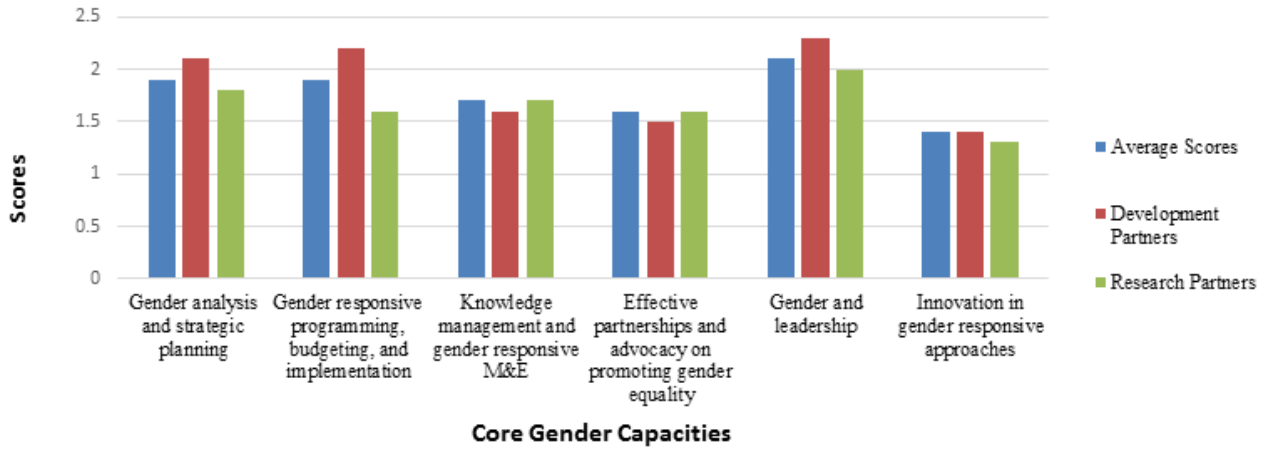
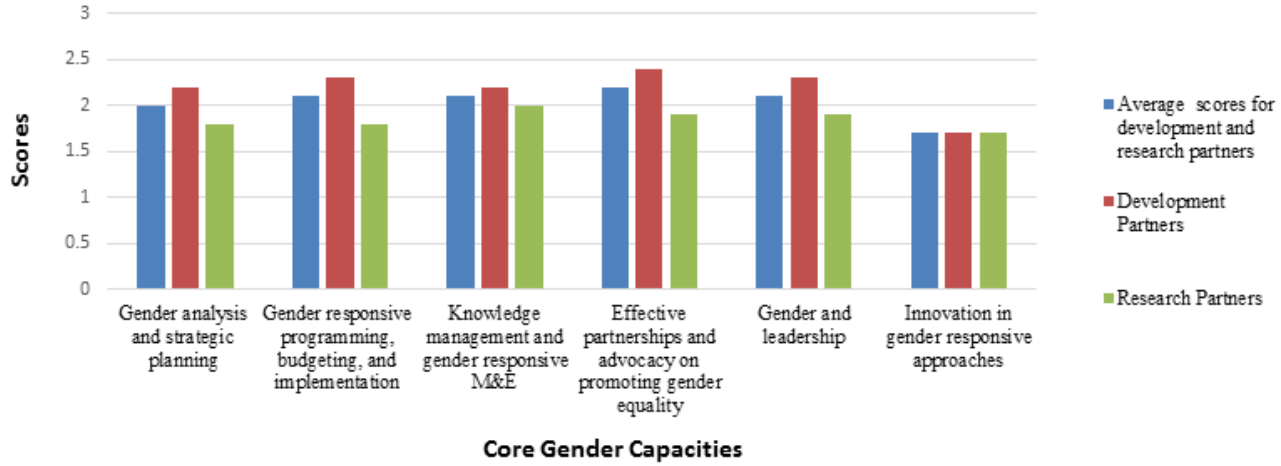
Organizational Level: Core Gender Capacities of Development and Research Partners



Individual Level: Core Gender Capacities of Development and Research Partners



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Average findings per the 6 core gender capacities for the selected **Development Partners**

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Gender analysis and strategic planning	Averages		Doyogena		Horro		Yabello	
	Org	Ind	Org	Ind	Org	Ind	Org	Ind
The capacity to analyze gender dynamics within the value chain	2.5		2.5		2.0		3.0	
The capacity to develop strategies to address gender dynamics in the value chain	2.7		3.0		3.0		2.0	
The capacity to apply gender analysis tools and frameworks	1.5		2.0		1.5		1.0	
Providing access to gender (analysis) training for female and male staff	1.0		1.0		1.0		1.0	
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	3.0		3.0		3.0		3.0	
Staff's knowledge of gender analytical frameworks and tools and the ability to analyze gender dynamics within the value chain		2.4		2.6		2.5		2.2
The ability to understand and use gender analysis tools and frameworks		2.0		2.2		2.0		1.9
The ability to apply and translate gender (analysis) training in work		2.1		2.0		2.3		2.0
Average	2.1	2.2	2.3	2.3	2.1	2.3	2.0	2.0

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Gender responsive programming, budgeting, and implementation	Averages		Doyogena		Horro		Yabello	
	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.
The capacity to implement programs in line with national gender policies and frameworks	2.0		2.0		2.0		2.0	
The capacity to develop gender responsive programs	2.0		2.0		2.0		2.0	
The capacity to translate research outcomes to define and/or adjust gender responsive programs	2.0		2.0		3.0		1.0	
The capacity to ensure that interventions benefit women and men equally	2.6		2.0		2.7		3.0	
The capacity to sensitize communities on gender issues	3.2		3.5		4.0		2.0	
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1.8		2.0		1.0		2.5	
The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	2.3		2.0		2.0		3.0	
Presence of gender experts who have the capacity to develop and implement gender responsive programs	1.8		2.0		1.5		2.0	
Position and mandate of dedicated gender staff (expert or focal point)	2.3	2.5	2.0	2.9	3.0	2.6	2.0	2.1
Balance between responsibilities of gender experts and general staff members on gender mainstreaming	2.0		2.0		2.0		2.0	
Staff's ability to implement gender responsive interventions		2.5	2.0	2.3	2.0	2.3	2.0	2.9
Gender expert's capacity to negotiate for dedicated financial resources for gender mainstreaming within the organization		1.9		1.5		1.7		2.4
Average	**2.2**	**2.3**	**2.1**	**2.3**	**2.3**	**2.2**	**2.1**	**2.5**

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Knowledge management and gender responsive M&E	Averages		Doyogena		Horro		Yabello	
	Org	Ind	Org	Ind	Org	Ind	Org	Ind
The capacity to collect, interpret and report on sex- disaggregated data	2.4		2.0		3.0		2.3	
Existence and quality of a gender responsive M&E system and ability to use it	1.8		2.3		2.0		1.0	
Capacity to train other actors on gender responsive M&E	1.0		1.0		1.0		1.0	
Access to and production of knowledge documents and publications on gender	1.3		1.0		1.0		2.0	
Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1.7		1.0		3.0		1.0	
Staff's ability to collect, interpret and report on sex- disaggregated data		2.6		2.4		2.4		2.9
Staff's ability to develop/work with gender sensitive systems and tools for monitoring, evaluation and learning and measuring changes from gender interventions		2.2		2.2		2.3		2.0
Staff's access to and ability to produce quality documents and publications on gender		1.9		1.9		1.9		1.8
Access to gender-sensitive M&E training of female and male staff		2.1		2.2		2.1		1.9
Average	**1.6**	**2.2**	**1.5**	**2.2**	**2.0**	**2.2**	**1.5**	**2.1**

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Effective partnerships and advocacy on promoting gender equality	Averages		Doyogena		Horro		Yabello	
	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.
The capacity to advocate for gender equality	1.3		1.0		2.0		1.0	
The capacity to develop joint gender advocacy materials with other organizations and use research outcomes and other material to advocate for gender equality in the value chain	1.3		1.0		2.0		1.0	
The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	1.7		1.0		3.0		1.0	
The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC	1.8		1.0		2.0		2.3	
Staff competency to build partnerships and coalitions		2.6		2.7		2.7		2.4
Staff competency to advocate for gender equality		2.5		2.8		3.0		1.8
Staff competency to develop joint gender advocacy materials with other organizations		2.1		2.2		2.3		1.9
Average	**1.5**	**2.4**	**1.0**	**2.6**	**2.3**	**2.7**	**1.3**	**2.0**

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Gender and leadership	Averages		Doyogena		Horro		Yabello	
	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org	Ind.
Organization's commitment to gender equality and transforming gender power relations	2.4		2.0		2.3		3.0	
Organization's leadership / senior management accountability to gender equality and transforming gender power relations	2.3		2.0		3.0		2.0	
Organization's vision towards gender equality and transforming gender power relations	2.7		2.0		3.0		3.0	
The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions	1.7		2.0		1.0		2.0	
Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	3.0		3.0		3.0		3.0	
Presence of women in leadership (management) and balanced representation	2.0		1.0		2.0		3.0	
Access to leadership training of female staff		2.2		2.7		2.1		1.8
Ability of female staff to influence decisions, participate and voice one's needs and aspirations		2.4		2.5		2.7		2.1
Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	2.0		3.0		1.0		2.0	
Average	**2.3**	**2.3**	**2.1**	**2.6**	**2.2**	**2.4**	**2.6**	**1.9**

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Innovation in gender responsive approaches	Averages		Doyogena		Horro		Yabello	
	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.
The capacity to apply gender transformative approaches (GTAs)	1.2		1.0		1.5		1.0	
The capacity to recognize and analyze gender transformative outcomes	1.7		1.0		3.0		1.0	
The capacity to document and learn from GTA's	1.3		1.0		2.0		1.0	
The capacity to ensure GTA's are used by others and scaled up	1.3		1.0		2.0		1.0	
Staff's ability to apply Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women		1.7		2.2		1.6		1.5
Average	**1.4**	**1.7**	**1.0**	**2.2**	**2.1**	**1.6**	**1.0**	**1.5**

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Average findings per the 6 core gender capacities for the selected **Research Partners**

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Gender analysis and strategic planning	Averages		Areka		Bako		Yabello	
	Org	Ind	Org	Ind	Org	Ind	Org	Ind
The capacity to systematically include gender analysis in all research of the targeted VC	2.0		1.5		2.0		2.5	
The capacity to develop and apply gender analytical frameworks and tools in research	1.0		1.0		1.0		1.0	
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	2.7		3.0		4.0		1.0	
Providing access to gender (analysis) training for female and male scientists	1.3		2.0		1.0		1.0	
The capacity and commitment of scientists to include gender analysis in their research work		2.0		1.9		2.1		2.1
The ability to understand and use gender analysis tools and frameworks		1.7		1.6		1.7		1.8
The ability to apply and translate gender (analysis) training in work		1.7		1.4		1.9		1.7
Average	1.8	1.8	1.9	1.6	2.0	1.9	1.4	1.8

Gender responsive programming, budgeting and implementation	Averages		Areka		Bako		Yabello	
	Org	Ind	Org	Ind	Org	Ind	Org	Ind
The capacity to undertake gender responsive research	1.7		2.0		2.0		1.0	
The capacity to ensure that outcomes of gender responsive research are used by development actors and service providers in their VC interventions	2.0		2.5		2.5		1.0	
The capacity to use feedback from gender responsive interventions to new research	2.0		3.0		2.0		1.0	
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1.3		2.0		1.0		1.0	
The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance	1.7		1.0		1.0		3.0	
Presence of gender scientists who have the capacity to do gender specific research	1.3		1.5		1.0		1.5	
Position and mandate of gender scientists and/or focal points	1.3	1.8	1.0	1.7	1.0	2.3	2.0	1.4
Ability of scientists and other staff to implement gender responsive research		1.8		1.4		1.9		2.1
Average	**1.6**	**1.8**	**1.9**	**1.6**	**1.5**	**2.1**	**1.5**	**1.8**

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Knowledge management and gender responsive M&E	Averages		Areka		Bako		Yabello	
	Org	Ind	Org	Ind	Org	Ind	Org	Ind
The capacity to collect, interpret and report on sex-disaggregated data in all research	2.1		1.3		3.0		2.0	
Existence and quality of a gender responsive M&E system and ability to use it	1.7		2.0		2.0		1.0	
The capacity to provide inputs for national policies and legislation on gender responsive knowledge management within VCs	1.0		1.0		1.0		1.0	
The capacity to collect, develop and make accessible quality knowledge documents and publications on gender	1.3		1.0		2.0		1.0	
Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1.0		1.0		1.0		1.0	
Scientists' ability and commitment to collect, interpret and report on sex- disaggregated data		2.2		1.4		2.5		2.6
Scientists' ability to develop/work with gender sensitive systems and tools for monitoring, evaluation and learning and measuring changes from gender interventions		2.0		1.8		2.4		1.9
Scientists' access to and ability to produce quality documents and publications on gender		1.7		1.4		1.8		1.9
Average	1.7	2.0	1.3	1.6	1.8	2.2	1.2	2.1

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Effective partnerships and advocacy on promoting gender equality	Averages		Areka		Bako		Yabello	
	Org.	Ind.	Org	Ind.	Org	Ind	Org.	Ind.
The capacity to participate in advocacy for gender equality	1.0		1.0		1.0		1.0	
The capacity to produce relevant research material that is used (by other partners) to advocate for gender equality in the value chain	1.0		1.0		1.0		1.0	
The capacity to develop and maintain effective partnerships with actors along the VC targeted at advocating for and promoting gender equality together with the partner	2.2		2.0		2.7		2.0	
Scientists' competency to build partnerships and coalitions		1.9		1.4		2.1		2.1
Average	1.6	1.9	1.3	1.4	1.6	2.1	1.3	2.1

Gender and leadership	Averages		Areka		Bako		Yabello	
	Org	Ind.	Org.	Ind.	Org	Ind	Org	Ind
Organization's commitment to gender equality and transforming gender power relations	3.1		2.3		4.0		3.0	
Organization's leadership / senior management accountability to gender equality and transforming gender power relations	2.0		1.3		2.7		2.0	
Organization's vision towards gender equality and transforming gender power relations	2.0		2.0		2.0		2.0	
The capacity to undertake research on women's decision-making power and their role in leadership positions and how to make these more equitable	1.3		1.0		2.0		1.0	
Effectiveness in hiring women as researchers and fellows and to acquire gender balance throughout the organization	2.0		1.0		2.0		3.0	
Presence of women in leadership (management, senior scientists) and balanced representation	1.3		1.0		1.0		2.0	
Capacity to research women's decision-making power and their role in leadership positions and decision-making bodies		1.9		1.4		2.3		1.9
Researcher's knowledge, attitudes and practices towards enhancing women's positions in leadership	2.0		1.0		2.0		3.0	
Average	2.0	1.9	1.4	1.4	2.2	2.3	2.3	1.9

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Innovation in gender responsive approaches	Averages		Areka		Bako		Yabello	
	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.
The capacity to develop, test and apply Gender Transformative Approaches (GTAs)	1.3		1.0		2.0		1.0	
The capacity to evaluate and share insights on Gender Transformative Approaches (GTAs)	1.3		1.0		2.0		1.0	
The capacity to ensure innovative GT approaches are used by others and scaled up	1.3		1.0		2.0		1.0	
Scientist's ability to conduct research into Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women		1.7		1.3		2.4		1.4
Average	**1.3**	**1.7**	**1.0**	**1.3**	**2.0**	**2.4**	**1.0**	**1.4**

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Strengths and opportunities

- Staff have supportive attitudes and organizations are committed to gender equality;
- Some organizations are already implementing gender equality interventions and have dedicated gender staff appointed;
- The LAF program has a comprehensive gender strategy in place
- Many tools and methodologies for gender and value chain development already exist.
- There are partners who have more experience or knowledge in gender and value chains than other partners.

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Desired capacities mentioned and recommendations

Development Partners	Research Partners	Recommendations
- No capacity to apply gender analysis tools and frameworks		- Develop access to gender analysis tools & frameworks - Training for female and male staff on gender analysis - Monitor the applications of gender analytical tools and frameworks
- No framework to collect gender disaggregated data - - Lack gender responsive M&E system - Have not mainstreamed gender in their regular work	No gender focal person	- Put in place gender responsive M&E system - Develop/make existing research/development project/activities gender responsive and - Ensure human and financial resources allocation (budget & trained gender expert)
- Have better gender representation in leadership	- Lack gender balanced leadership in representation	- Develop capacity to advocate for gender equality in leadership
- Lack application of gender responsive approaches		- Enhance capacity to apply gender transformative approaches (GTAs)

Discussion

- General comments / feedback to the assessment outcomes (what do you agree with / not??)

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Recommendations for capacity development

1. Suggestions for institutional set up:

- Support with creation of a gender CD committee to facilitate and coordinate CD plan and ensure exchange of information and documentation
- Support with identification of 1-2 gender focal points (preferably gender experts with decision making influence within their organization)
- Application of mixed methods e.g. training workshops, coaching and mentoring, experiential learning (feedback loops), and experience exchange

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Recommendations for capacity development

2. Suggestions for training:

Module 1: Gender analysis for value chain development

- Overview and practical use of analytical tools for gender and value chain analysis
- The use of sex-disaggregated data to conduct gender analysis

Module 2: Strategy development

- Concepts from the LAF gender strategy
- Design of gender responsive approaches and innovative transformative interventions
- Development and review of programmatic gender mainstreaming strategies and budgets

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Recommendations for capacity development

Module 3: Monitoring and documentation

- Design and use of gender sensitive monitoring systems
- Developing gender sensitive indicators
- Monitoring and documenting gender responsive approaches

Module 4: Gender responsive organizations

- Understanding gender dynamics in the organization and implementing actions towards a more gender responsive organization

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Discussion and way forward

- Recommendations for capacity building: (think as an organization for its own capacity development!!!)
  - **Objective**: what does your organization want to achieve through gender CD?
  - Topics (e.g. gender sensitive value chain analysis, design of gender sensitive indicators)
    - list and rank (agree on the top three!)
  - **Period and capacity level**
    - Where you want to be in short (1 year) & long term (3 years)? Desired level 1-5!!
  - **Methods / format (e.g. coaching, workshops)**
    - How you want your individual & organizational gender capacity enhanced?
      - Allocation of resources (budget & human resource)
- **Realistic planning: staff availability as focal point?** (the committee will be in charge of following up of the implementation of CD plan).
- Cost sharing: what are the possibilities?

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