

Gender capacity assessment report on small ruminants value chain research and development partners in Ethiopia



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Annet A. Mulema (ILRI), Shiferaw Tafesse (ILRI) and Wole Kinati (ICARDA)

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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

- Acronyms 1
- Acknowledgements 2
- Executive summary 3
- Objectives 4
- Methodology 5
- Results 8
 - Contexts and environment 8
 - Gender issues in the small ruminant value chain 8
 - Environmental factors 9
 - Findings per core gender capacity 12
 - Findings per core gender capacity, interrelated levels 13
 - Gender analysis and strategic planning 13
 - Gender responsive programming, budgeting and implementation 15
 - Knowledge management and gender responsive M&E 17
 - Effective partnerships and advocacy on promoting gender equality 19
 - Gender and leadership 21
 - Innovation in gender responsive approaches 23
- Analysis and conclusions 24
 - Conclusions per core capacity 24
 - Gender analysis and strategic planning 25
 - Gender responsive programming, budgeting and implementation 25
 - Knowledge management and gender responsive M&E 25
 - Effective partnerships and advocacy on promoting gender equality 26
 - Gender and leadership 26
 - Innovation in gender responsive approaches 26
 - Proposed actions/Recommendations 26
- References 29
- Annex A. Findings per core gender capacity 30
- Annex B. Filled worksheets 42

Acronyms

AGP	Agricultural Growth Program
ATA	Agricultural Transformation Agency
DP	Development Partners
ICARDA	International Center for Agricultural Research in the Dry Areas
ILRI	International Livestock Research Institute
LAF	Livestock and Fish
LIVES	Livestock and Irrigation Value Chains for Ethiopian Smallholders
LMD	Livestock Market Development
MoA	Ministry of Agriculture
NRP	National Research Partners
PPP	Public Private Partnership
SRVC	Small Ruminant Value Chain
USAID	United States Agency for International Development

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Executive summary

Between April and May, 2015, gender capacity assessment of research and development was conducted in Ethiopia using the capacity assessment guide and set of tools development by Transition International. The assessment was carried out in three selected small ruminant value chain (SR VC) woredas (districts) among the seven Livestock and Fish (LAF) target sites- Doyogene in SNNP region, Horro and Borena Yabello in Oromia region. The main objective of this assessment is to analyse the current gender capacities against desired future gender capacities of the LAF partners in Ethiopia and to subsequently design tailor-made capacity development interventions.

One research partner and one development partner per selected woreda have been selected to be assessed based on their level of engagement in supporting the small ruminant value chain development. Focus Group Discussions (FGDs) using an interview guide and a semi-structured questionnaire, have been used to assess the organizational and individual gender capacities respectively. In total, three development and three research partners have been assessed. At the environmental level, key informant interviews have been held with gender experts and focal persons from the Ethiopian Agricultural Transformation Agency (ATA), Ministry of Women, Children and Youth Affairs, ACDI/VOCA Ethiopia, ILRI-LIVES, Ministry of Agriculture (MoA) gender expert, Women Affairs Directorate and USAID-LMD. In order to provide a contextual understanding of gender issues in livestock production both at national and local level and guide the overall assessment work, a systematic desk review has been made. Qualitative and quantitative analyses for the interrelated levels of analysis; comparative analysis between partners; and general conclusions for each of the gender core capacities have been made.

In Ethiopia, despite the fact that the majority of livestock husbandry practices, particularly in small ruminant production, are carried out by women, control over livestock and the primary products like meat and income is in the hands of men. The results from the environmental assessment have shown that the technology development process; the existing livestock extension and animal health service delivery system; the current livestock market initiatives; culture and norms; and institutional arrangements (such as cooperatives and financial institutions) marginalise women farmers from accessing and benefitting from the services.

Although, the government of Ethiopia has put in place policies, legal instruments and gender mainstreaming guidelines across the various sectors - in view of improving the enabling environment to bring about gender equality at all levels-, no improvement in narrowing the gender gap has been observed on the ground. This is attributed, but not limited to: lack of sectoral level implementation capacity in terms of finance and technical personnel, low level of commitment to addressing gender inequality and absence of accountability measures. However, the assessed partners stressed that affirmative action is being undertaken at certain levels particularly during staff recruitment to increase the number of female staff and improve the female- male staff balance. However, getting female applicants and qualified women continued to be a challenge.

The Ministry of Agriculture (MoA) has a gender mainstreaming guideline for research and extension at higher levels of its structure but at its lower level, extension workers and researchers are not aware of the guideline, what the guideline entails and how it should be implemented. Moreover, the extension workers and researchers including the gender focal persons have never trained in gender mainstreaming. They lack the capacity to conduct gender analysis and strategic planning for the value chain they are involved in.

Nevertheless, most of the development partners are doing different activities to empower women and ensure gender equality through organizing women into income generating groups and

cooperatives, providing agricultural inputs, and taking affirmative action while employing staff among others. All the offices of development partners have a gender focal person. None of the research institutions had a gender focal person based at the institution.

Assessment of the core competencies was made on a scale of 1-5 (1 being the least and 5 being the highest). Generally, all the partners that have been assessed are relatively weak in all the six core gender capacities except Yabello Pastoral Development Office which relatively has better capacity in gender and leadership. Overall, organizational capacities range from 1.4-2.1, while the individual capacities across the partners range from 1.7-2.2. The individual capacities tend to be in existence but not developed. Although, the development partners claim that they are mainstreaming gender in their interventions to benefit women and men equally, no clear gender mainstreaming strategies are in place and they lack concrete evidence. Moreover, all the assessed development and research partners lack the basic know how about the available tools and frameworks for gender analysis and strategic planning. Although, some of them collect and interpret sex-disaggregated data to some extent, it is far from what gender analysis entails. All of the assessed partners do not have a gender responsive M&E system in place.

All the partners work in partnership with other organizations and sectors including the woreda level Women, Youth and Children office. However, gender is not as such central to their partnerships and the capacity to make effective partnership and advocacy for promoting gender equality is not developed. All the development and research partners observed that they hardly comprehend what innovation in gender responsive approaches entails. From this analysis, proposed interventions to develop the gender capacities of both research and development partners include: designing and conducting tailor made gender training and mentoring in gender analysis, gender mainstreaming and gender transformative approaches; and providing partners with tools to conduct gender analysis, monitor and evaluate their interventions. Sharing success stories/case studies is imperative to get their buy-in beyond the woreda level. Since the system of administration in Ethiopia is top down, implementation of the gender capacity development intervention should not only focus on developing gender capacities of partners at lower level but also include actors at higher level (i.e. regional and zonal level) since they strongly influence the activities implemented at the grassroots.

Objectives

The gender capacity assessment and development aims to analyze the current gender capacities against desired future gender capacities of the Livestock and Fish (LAF) Program partners in Ethiopia and to subsequently design tailor-made capacity development interventions. The partners include the national research and development partners supporting the small ruminant value chain (SRVC).

Methodology

The gender capacity assessment was conducted between April - May, 2015 in three SR VC woredas (districts) i.e. Doyogene in SNNP region, Horro and Borena Yabello in Oromia region. The three sites, among the seven LAF SR VC sites, were selected based on the following criteria:

- Availability of key partners like national and/or regional agricultural research centers and international NGOs in the site.
- Farming system (agro-pastoral and pastoral farming system),
- Social cultural diversity and regional representation.

The assessment has been done by a trained team, constituting Annet Abenakyo Mulema, Shiferaw Tafesse and Wole Kinati. The team has used the capacity assessment guide and set of tools development by Transition International.

The gender capacity assessment and development process followed a series of steps. The initial step involved identification of which individuals, organizations, and stakeholder groups to be involved in the assessment process, what role they play and stake they have in bringing about a change in the small ruminant value chain.

Before the assessment, the team conducted a desk review of relevant documents, including country specific LAF reports, livestock and fish gender strategy and other documentation related to gender in the value chain in Ethiopia. This desk review provided a contextual understanding of gender issues in livestock production both at national and local level. Additional literature review was done after assessment. The documents reviewed include the guidelines for gender mainstreaming in the agricultural sector, National policy instruments and the Ethiopia constitution. Together with the value chain coordinator, the team defined the objectives and scope of the gender capacity assessment in Ethiopia. During this meeting, the team decided on the partners (the National Research Partners and Development Partners) to involve in the assessment (table 1). Also agreed upon to include were the gender experts and gender focal points that are not necessarily partners but could provide an overview about the environmental context.

As indicated in the gender capacity assessment and development guide prepared by Transition International (TI), the assessment has been done at three levels:

1. **Enabling Environment:** Data has been collected through key informant interviews using a semi structured questionnaire. The key informants have been invited to a workshop and the institutions represented are: the Ethiopian Agricultural Transformation Agency (ATA), Ministry of Women, Children and Youth Affairs, ACDI/VOCA Ethiopia, ILRI-LIVES, Ministry of Agriculture (MoA) gender expert, Women Affair Directorate and USAID-LMD. All the participants are gender experts in the respective institutions. The discussion revolved around issues concerning policies, rules and legislation, regulations, power relations and social norms
2. **Organizational Level:** The organizational capacity of development and research partners has been done using focus group discussions (FGD) aided by an interview guide. Each group constituted 8-10 participants. The majority are mid-level staff. Organizational assessment of six partners (research and development) has been done. Issues explored at this level include internal policies, arrangements, procedures and frameworks allowing an organization to operate and deliver on its mandate

3. **Individual Level:** All individuals who participated in the organizational assessment have been invited to fill out the online questionnaire in order to get more in-depth information about the individual capacities. Due to internet and electricity problems in rural Ethiopia, the individuals filled out hard copies of the online questionnaire. Then, the research team has collected, entered and submitted the completed questionnaires online using the online google forms prepared for this purpose. In total, six partner organizations have been assessed. We have explored the skills, experience, knowledge, leadership and motivation of the participants.

The core gender capacities assessed are:

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. Innovation in gender responsive approaches

In order to do the assessment at organizational and individual levels, we have scored the existing and desired capacities using a scale of 1 to 5 as explained below;

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

Figure 1: Three dimensional overview of the gender capacity assessment

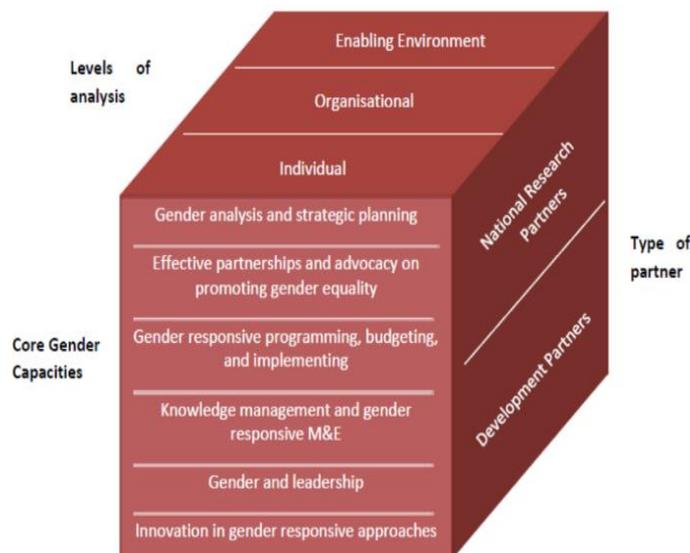


Table 1 below presents a summary of the partners selected and assessed within the selected sites.

Table 1: SRVC partners assessed at organizational and individual level

Woreda	Type of partner	Name	No. of staff assessed
Doyogena	National Research	Areka Agricultural Research Centre	8 (2 females)
	Development	Doyogena Woreda Office of Agriculture	8 (1 female)
Borena Yabello	National Research	Yabello Pastoral and Dryland Agricultural Research Center	10 (1 female)
	Development	Yabello Woreda Pastoral Development Office	9 (4 females)
Horro	National Research	Bako Agricultural Research Center	10 (0 females)
	Development	Horro Woreda Office of Agriculture	10 (2 female)

Results

Contexts and environment

Sheep and goats are of great economic importance in Ethiopia. They play a vital role in the livelihood of resource-poor farmers by providing a vast range of products and services such as meat, milk, skin, hair, horns and cash among others. Despite the important role that small ruminants play in Ethiopia's crop livestock farming system, currently there is no policy that exclusively focuses on small ruminants. This section presents results from key informant interviews complemented by secondary literature review.

Gender issues in the small ruminant value chain

Technology development, extension and animal health services

Both government and non-government institutions are implementing programs which are important to the development of the small ruminant value chain. For instance, LIVES (Livestock and Irrigation Value Chains for Ethiopia Smallholders) and ICARDA (International Centre for Agricultural Research in Dry Areas) are implementing the community-based sheep breeding system to improve the quality of breeds within the flocks. The government led Agricultural Growth Program (AGP) organizes women into groups to increase their access to improved animal breeds and trainings. However, there is no strong accountability and follow-up system in place to ascertain the impact of the program on men and women's access to and control over productive resources and the benefits.

The key informants reported that the animal health service is not responsive enough and close to women farmers. Animal health workers do not visit women when services are demanded. This leads to loss of large numbers of sheep and goats amongst women. The Agricultural Growth Program – Livestock Market Development (AGP-LMD), used to provide community animal health services to women and men in collaboration with government but these services were terminated. Yet there are few animal health service providers and extension workers in the country. In addition, there are few women extension workers in Ethiopia. Input services are dominated by public services i.e. livestock agency and there are limited livestock input suppliers. Both men and women usually buy drugs from the black market and private suppliers but they are not authentic. This has negative implications on animal health and quality of products, let alone the expenditures incurred. Input suppliers are usually not held accountable as the regulatory system is weak. Drugs are expensive, inaccessible and not available.

Extension agents mostly offer services to household heads, majority of which are men. Hence women in male headed households do not benefit directly from the services. Female household heads are more likely to access advisory services.

Gender roles and responsibilities

The roles of men and women along the value chain vary from production to marketing. If it is backyard production, it is mainly women who manage the animals and mainly men when it is outside the homestead. In production, women are very much involved in the sheep and goat value chain carrying out activities such as feeding, cleaning and processing of milk. Processing of meat is mostly done by men. Very few women are involved in processing meat. Processing of meat is done in slaughter houses and it's thought to be a domain of men. Value addition is mostly done at processing. When it comes to marketing, most women do not take the sheep and goats to market. It is mainly done by men although women may own the animals. And most women do not know how much a sheep or goat costs. Moreover, the men control the incomes generated from sell of sheep and goats. Domestic chores are solely done by women. Boys are mostly involved in herding.

Livestock markets

Livestock market places were previously defined by the communities but nowadays, they are defined by government. In order to commercialize the livestock sector in general, nowadays Government is introducing a new 'primary market' initiative which may not solve the pre-existing problem of women i.e. access to market. In each district central market locations are being established which are far from reach by women farmers. As a result women cannot easily access them. Unlike men who can go anywhere, women cannot go to those markets and cannot easily buy or sell their animals. Linkage to market is a constraint to women due, in part, to lack of mobility because of gender norms that restrict their movement outside homes, household responsibilities, long distance to market and lack of market information. Since women have no market information, even if they are entitled to make decisions on selling, they sell their animals at a low price at the farm gate. In most cases there are middle men who collect the animals and sell to consumers or traders. Since women's mobility is limited, they cannot research good market in order to fetch better price. Infrastructure is not well organized and this limits women's participation in small ruminant markets.

Ownership of small ruminants

Usually, women have no ownership to be able to control livestock at household level. Even when women are given animals during marriage, in most cases, the men take over ownership. Men dominate decision making and income from sale of sheep and goats. In some cases, women can individually own animals. When women have full control particularly over small ruminant animals (sheep/goat), they sell and manage the income for the benefit of the whole family. But this is in very few cases. At household level, programs like LIVES collect data for both male headed and female headed households. The results show that in male headed households, men aim at increasing the numbers of livestock and the burden on women increases. In some cultures women have small voices to make decisions e.g. in Sidama zone, SNNP region. Cultural norms influence women's capacity to participate in decision making. The study by Galiè et al. 2015 outlined seven domains of ownership which could explain the dynamics in ownership of sheep and goats.

Institutional arrangements

Rural credits: The lending modality is difficult because farmers are asked to give collateral either as property or group collateral. They are asked to bring collateral which they don't have. In situations where women and men have no property/social capital to serve as collateral, they are constrained to access credit.

Cooperatives are important institutions in Ethiopia through which farmers receive agricultural support from government. However, membership of women in the cooperatives is low since membership is under the name of the household head, who are mostly men. The rules and regulations that govern cooperatives do not favour cooperative members especially women since membership is usually in the name of the husband.

Environmental factors

Affirmative action

Affirmative action is in place to make changes in the recruitment criteria to increase the number of women staff, ensure implementation of civil service directives and develop terms of reference for gender focal unit and gender focal persons. This is an opportunity that needs to be tapped into and support staff without the skills. "Every announcement says women are encouraged to apply. There is affirmative action at different levels government institutions- giving priority to women" said one of the key informants. Although government and other institutions put in place such measures to encourage women, one of the major challenges is to get qualified women to hire. Therefore the number of women hired in most institutions and organizations is very low. Even women who think they are qualified and do not need support, the existing social norms discourage women to assume

higher positions. The women and men hired to undertake gender integration responsibilities in programs and projects are not qualified and capable of doing so. As a result this affects the quality of work and commitment to address gender related issues.

The job description for extension staff does not specify mainstreaming gender as one of their roles. Therefore, extension workers think addressing gender issues is not their responsibility. They focus on their areas of expertise for instance, a livestock person will focus on his/her profession and gender is considered as an extra responsibility and not part of their job if they are requested to do that. Gender is not considered as a technical issue. "If asked to produce gender disaggregated data, what they report is usually the overall number of farmers who were involved in a given extension package. There is no system in place that holds them accountable for this. The local term refers to men as farmers. So even in the language, farmers are men and there is no way one can say women farmers. "In Ethiopia, a farmer is one who has land and land is owned by man. So he is the one who is farming. Ploughing is done by men so the farmer is the man" said one of the gender experts.

Policy and legal instruments for gender mainstreaming

In Ethiopia, the women, children and youth affairs office is in charge of designing strategies to follow up and evaluate the preparation of policies, legislations, development programs and projects by federal government organs to ensure that they give due considerations to women, children and youth issues. In some regions, the women, youth and children's affairs office is strong at regional level but the structures are not in place at *kebele* level and weak at zonal and woreda level. There are no mechanisms to set up the structures at lower levels and help extension staff to implement the strategies to progress towards gender equality. The extension workers have not received any training in gender as well. Some of the development agents are assigned as gender focal persons and they usually consider it as an additional assignment.

Ethiopia has a national Policy for Ethiopian women which aims at creating and facilitating conditions for equality between men and women, creating conditions to make rural women beneficiaries of social services like education and health, and eliminating stereotypes, and discriminatory perceptions and practices that constrain the equality of women. A number of strategies have been designed to achieve the above objectives, two of which are: (1) the participation of women in the formulation of policies, laws, rules and regulations, and (2) ensuring the democratic and human right of women.

The structures clearly delineate the responsibilities of the Women's Affairs Office (WAO) under the Prime Minister Office and the Regional and Zonal Women's Affairs Sectors, and the Women's Affairs Department (WAD) in the various Ministries. However, assessments done over the years show that both the (WAO) and the (WAD) in the sectoral ministries lack capacity: they have problems with resources and qualified personnel. In many cases WADs are marginalized and gender is not mainstreamed in many of the activities in the ministries. The structure has problems reaching the grassroots since it ends at the Woreda level, a problem that has limited the implementation of the policy¹. This issue was strongly echoed by the key informants "the women's policy is there but it's not implemented. The constitution defines equal rights to women. The MoA and health have the responsibility to address gender issues"

The key informants also added that the mandate assigned to the office is beyond its capacity to serve the largest group of the population in Ethiopia. This hinders effective gender mainstreaming in government and program interventions. One of the participants lamented: "We do not have a gender office in the country. The population of women in Ethiopia is about 50%, and more than 30% of children and youth. This office cannot address all this as it is almost responsible for 90% of the

¹ www.abysinnialaw.com/about-us/item/938-historical-perspectives-on-the-legal-status-of-women-in-ethiopia

population. It needs to be restructured. They do not have the capacity because they are overburdened”.

The Ministry of Agriculture (MOA) has a different structure from the ministry of women, children and youth affairs. The MOA is decentralized unlike the ministry of women, children and youth affairs. The Ministry of women, youth and children affairs has a bigger mandate and more strategic role to play. They oversee how things are done for women, youth and children in the country.

Gender mainstreaming strategy/guidelines

Amongst the National Gender mainstreaming strategies in place, a gender mainstreaming guideline² for the ministry of agriculture is in place. The document spells out the major gender issues in agricultural research and proposed activities to ensure the execution of the gender mainstreaming goal in the NARS. The major areas of focus include promoting the use of sex-disaggregated data, and gender disaggregated baseline information in statistical analysis to reveal how research projects impact women and men; design gender responsive technologies; provide training on gender awareness, gender analysis and gender planning for top level decision makers, researchers, technical assistances and administrative staff to ensure integration of gender perspective into their work; create and strengthen linkages between governments, the private sector, civil society and other stakeholders to ensure a co-ordination of efforts and resources; and establish gender responsive monitoring and evaluation, and reporting mechanisms.

Gender capacity development

Although capacity development is highlighted as one of the key areas of intervention in the gender mainstreaming guideline, the gender capacity of staff is still very low. According to the key informants, the capacity to conduct gender analysis in the value chain is very low. There is low capacity to mainstream gender in the value chains. The capacity to analyze gender dynamics within organizations is low.

“I went to a school to discuss with the teacher and I said I have not seen any female director. The women said we do not want to be directors because it takes our time. We have to go back home to prepare food and do chores. If I have to be a director, I have to be here for a very long period of time which I don’t have. It’s important to uncover these causes”, one of the participant said.

Culture and social structures

Culture has strong influence on how things are done by service providers and who is reached. However, not much has been done to understand culture and its implications on men and women. “I asked farmers to characterize farmers and draw a model farmer. What they drew was a man. I asked them, don’t you have women farmers? They were surprised that they had not considered them”, one of the participant stated.

The Agriculture growth productivity sector program wanted to address the child care issue since they realize that women have the burden of looking after children and doing farming at a time. It took the implementers almost 5-6 years to start the program. This was attributed to poor understanding of the local institutions and structures. One of the participants asserted that “the problem was not with the farmers. The problem was with the implementers. “We are raised in a culture where parents are not used to taking kids to day care. There are taboos about taking children to day care. The implementers thought the problem was with communities. Situations change. It’s the practitioners who are the barriers. Practitioners also have a feeling that they know how communities function hence overlook the prevailing social institutions that govern communities and households”.

² www.dppc.gov.et/downloadable/gender/MOA%20Gender%20Mainstreaming%20Guidelines.pdf

There is need to understand the social factors and how we can address them. If you talk to a woman in the absence of the man, it creates problems. Social structures influence the extent to which women in male headed households can be reached. Cultural factors and causes of women immobility have not been addressed. This clearly tell us the need to uncover the underlying causes of gender disparities.

Findings per core gender capacity

The findings of organizational and individual core gender capacities of the assessed development and research partners are presented in Tables 2-4 in this section.

Compared to the research partners, the development partners seem to show higher scores for all the core capacities both at organizational and individual levels (Table 4). The average scores for development partners ranges from 1.4 (Innovation in gender responsive approaches) to 2.3 (Gender and leadership) while for the research partners ranges from 1.3 to 2.0 (Table 2). This is mainly attributed to the fact that development partners are usually exposed to different capacity developers, governmental and non-governmental organizations that have some gender related interventions unlike research partners. Moreover, woreda offices of agriculture have better understanding of government policies and strategies and try to enforce the policy. They are also close to the communities they serve. Generally, all the six organizations that have been assessed show either low or very low scores (Table 2). This indicates that both the development and research partners have limited gender capacity in spite of their huge mandate to serve rural men and women equally.

The findings of the capacity assessment further indicate that capacities at individual and organizational levels vary depending on the core capacity (Tables 4). Some individual gender core capacities have been observed to be lower than the organizational capacities while others have been found to be higher both in the case of development and research partners.

Overall, the individual gender capacities exists but have not been developed compared to the organizational capacities (Fig 3). All the partners scored ‘innovation in gender responsive approaches’ least at both individual and organizational level. Aggregation of the scores at both individual and organizational levels across the partners reveals the same.

Figure 2 Combined spider diagram for the development and research partners

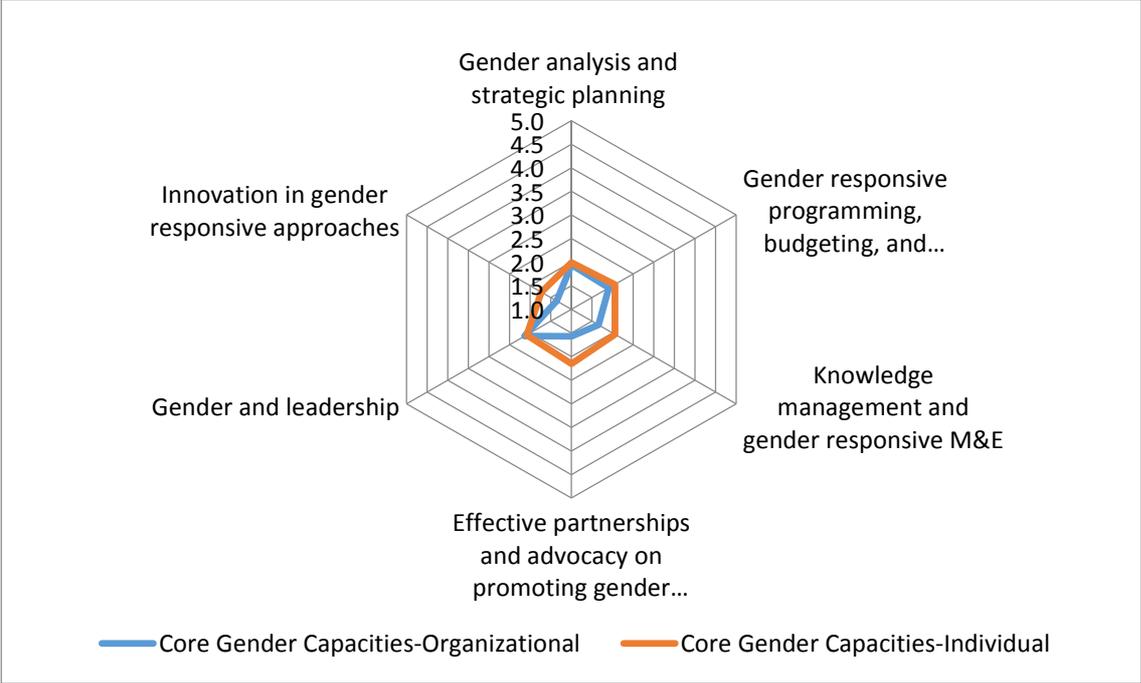


Table 2 Core gender capacities of development and research partners - organizational

Core Gender Capacities-Organizational	Average	Dev	NRP
Gender analysis and strategic planning	1.9	2.1	1.8
Gender responsive programming, budgeting, and implementation	1.9	2.2	1.6
Knowledge management and gender responsive M&E	1.7	1.6	1.7
Effective partnerships and advocacy on promoting gender equality	1.6	1.5	1.6
Gender and leadership	2.1	2.3	2.0
Innovation in gender responsive approaches	1.4	1.4	1.3

Note: Dev: Development Partners; NRP: National Research Partners

Table 3 Core gender capacities of development and research partners - individual

Core Gender Capacities-Individual	Average	Dev	NRP
Gender analysis and strategic planning	2.0	2.2	1.8
Gender responsive programming, budgeting, and implementation	2.1	2.3	1.8
Knowledge management and gender responsive M&E	2.1	2.2	2.0
Effective partnerships and advocacy on promoting gender equality	2.2	2.4	1.9
Gender and leadership	2.1	2.3	1.9
Innovation in gender responsive approaches	1.7	1.7	1.7

Table 4 Core gender capacities of development and research partners - organizational and individual

Core Gender Capacities-Organizational and Individual	Average	Dev	NRP
Gender analysis and strategic planning	2.0	2.1	1.8
Gender responsive programming, budgeting, and implementation	1.9	2.2	1.7
Knowledge management and gender responsive M&E	1.7	1.9	1.6
Effective partnerships and advocacy on promoting gender equality	1.7	1.9	1.5
Gender and leadership	2.1	2.3	2.0
Innovation in gender responsive approaches	1.4	1.4	1.4

Findings per core gender capacity, interrelated levels

Gender analysis and strategic planning

All the three development partners that have been assessed have weak capacities to analyze gender dynamics in the small ruminant value chain. Relatively, Yabello Pastoral Development Office has better capacity to undertake analysis of gender dynamics than the other development partners (Table 4). Horro Woreda Agricultural Office scored the lowest in the capacity to analyze gender dynamics within the value chain of the assessed development partners (Table 5).

Generally, all of the assessed development partners do not have the required capacity to understand and apply gender analysis tools and frameworks. Furthermore, as no sufficient training was given to the staff, their knowledge of gender analytical frameworks and tools and the ability to analyze gender dynamics within the small ruminant value chain is limited. The major reason pointed out during the data collection for not being provided with technical training was budget constraint.

All of the organizations explained that they mainstream gender in all their development work. However, they do not have the required capacity to do so and they do not understand what gender mainstreaming entails in the first place. Of course, they mentioned some efforts they were making like organizing women into different income generating groups and cooperatives. They also stated that they take into account gender issues while they distribute agricultural inputs to the smallholder farmers. But, since they do not have the right capacity to put gender analysis into practice to inform the plan of interventions into practice, the efforts being made by these organizations seems to be too shallow to address gender issues along the small ruminant value chain.

Similar to the development partners, the capacity of research partners to undertake gender analysis and strategic planning is low (Table 6). The results from individual assessments also confirm that researchers have very limited capacity to undertake analysis of gender dynamics in the value chains. Furthermore, during the focus group discussions, all the organizations were asked to present any document as evidence of gender analysis. However, no tangible evidence of gender analysis was found in all the development and research partners. This shows that the organizations do not carry out any gender analysis at all, and almost none of their staff have been trained in gender. With the exception to the rest, Bako Agri. Research center as an institutions scored highly in terms of 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, scored 4.0 in this particular parameter (Table 6).

This could be attributed to the enforcement of government strategy of affirmative action were organizations are encouraged to hire female staff. However, the rest of the parameters are not developed.

Table 5 Gender analysis and strategic planning capacity of development partners

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

Table 6 Gender analysis and strategic planning capacity of national research partners

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

All of the development partners have a gender focal person who is responsible for gender mainstreaming in the activities of the respective organizations. The data from the organizations also indicates that they have better capacity to sensitize communities on gender issues, with an average score of 3.2 (Table 7). However, none of the research partners has a gender focal person. Moreover, all of the research partners have very limited capacity to conduct gender responsive researches (Table 8). Gender focal persons are based at the regional level and do not show any commitment to support integration of gender in research conducted by the centers at woreda level.

Furthermore, all of the development and research partners do not have a gender mainstreaming strategy, even though they all claim that they are mainstreaming gender. Particularly, the research partners have no separate budget allocated to specific gender activities. This further indicates the extent of gender related research works done by these research centers, which is extremely limited.

At national level, there is a gender mainstreaming guideline prepared by the Ministry of Agriculture to guide the gender mainstreaming works in the agricultural sector of the country. But none of the assessed organizations has adopted or prepared their own gender mainstreaming strategy in line with the national guideline. Even they do not know the presence of the national guideline and what it entails.

Relatively, the development partners have been found to be better than the research partners in terms of balancing gender within the organization. The research centers are highly dominated by men having only one or two female researchers. This also seems contrary to the national guideline, prepared by Ministry of Civil Service, to take affirmative actions during employment. Representatives from the organizations mentioned that they take affirmative actions during staff employment and promotion, but the existing situations within the organizations does not reflect what they claim. As discussed above, this could be attributed to the unavailability of qualified female staff or the constraining norms and traditions.

Looking at the specific parameters to measure the extent of capacities available in terms of gender responsive programming, budgeting, and implementation, the result shows that development partners - Doyogena and Horro have high institutional capacity to sensitize communities on gender issues, although there is no documented evidence when requested for confirmation (Table 7).

Table 7 Gender responsive programming, budgeting and implementation capacity of Development Partners

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

Table 8 Gender responsive programming, budgeting and implementation capacity of National Research Partners

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

Knowledge management and gender responsive M&E

All of the assessed organizations do not have a gender responsive monitoring and evaluation system in place. But the respondents mentioned that they collect gender/sex disaggregated data to some extent even though there is no institutionalized framework to ensure the collection of gender/sex disaggregated data by all staff. Moreover, the results show that the researchers do not have the capacity to collect gender disaggregated data. This capacity limitation seems to emanate from lack of technical training on gender responsive monitoring and evaluation approaches.

Looking at specific parameters that help to measure this particular core capacity like ‘the capacity to collect, interpret and report on sex- disaggregated data’ and ‘the capacity to provide gender inputs, perspectives, insights to other organizations’ reports and publications,’ Horro has scored medium institutional capacity in these regards. Which means that gender capacity in these particular parameters exists and is under development or partially developed. On the other hand individual assessment has indicated for Yabello that staff’s ability to collect, interpret and report on sex- disaggregated data is also medium and better as compared to the other development partners. In Areka Research Center, partners collaborating with ICARDA on the small ruminant value chain reported that they collected sex disaggregated data. However, this is a very small component of research at organizational level. Sex disaggregated data is also limited to household headship i.e. female or male household head

The average score of the research partners in the capacity to provide inputs for national policies and legislation on gender responsive knowledge management within value chains and the capacity to provide inputs to gender reports and publications is 1.0 which is very low (Table 9). This finding

indicates the existence of a significant gender capacity gap as the researchers do not have the capacity to produce any gender responsive publication regardless of their big mandate to do so.

Similarly, a closer look at specific parameters for research partners has revealed that Bako has medium institutional capacity to collect, interpret and report on sex-disaggregated data in all research (Table 10).

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

Table 9 Knowledge management and gender responsive M & E capacity of development partners

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

Table 10 Knowledge management and gender responsive M & E capacity of research partners

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

Effective partnerships and advocacy on promoting gender equality

All the partners work in partnership with various government and non-governmental organizations. But, gender is not among the central issues on which they work in partnership. As the scores of the organizations depicted in Tables 11 and 12, the organizations do not have the capacity to advocate for gender equality; with the average score of 1.3 and 1.0 for the development and research partners, respectively (Tables 11 and 12).

From the development partners, Doyogena Woreda Office of Agriculture scored the lowest in partnership and advocacy on promoting gender equality, 1.0, (Table 11). Similarly, the score of the research partners is low, ranging from 1.3-1.6.

Despite the limited capacity of the organizations to work in partnership to advocate on promoting gender equality, the environmental factors seems to favor the development of capacity on partnership and advocacy. The Woreda Women, Children and Youth Affairs Office usually works in partnership with other governmental and non-governmental organizations to promote gender equality. However, lack of structures and enforcement procedures at the lowest implementation level (i.e. Kebele) limits their effectiveness. Furthermore, Woreda Administration Office oversees all government organizations in the Woreda to perform according to their mandates by working in collaborations.

In Table 10, one can see that these organizations particularly Doyogena is medium in staff competency to advocate for gender equality and Horro as well in 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. However, it is evident from the group discussions that as a result of the low technical, financial and human capacity currently

constraining these organizations, their involvement in effective partnerships and advocacy on promoting gender equality is too weak.

Table 11 Effective partnerships and advocacy on promoting gender equality capacity of development partners

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

Table 12 Effective partnerships and advocacy on promoting gender equality capacity of research partners

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

Development partners have better capacity in view of effectiveness in hiring women as staff members, to acquire gender balance in the organizations than research partners. In terms of the presence of women in leadership (management) and balanced representation, Yabello Pastoral Development Office scored the highest, 3.0 (Table 13). This was confirmed by evidence during the focus group discussion. The deputy head of the Yabello Pastoral Development Office is female and there are also a significant number of female extension officers and agricultural experts in different disciplines.

A closer look at Table 13 tells us that there are slight variations among the development partners in terms of their capacity to ensure gender balance in leadership positions. Yabello has relatively better institutional capacity in terms of organization's commitment to gender equality and transforming gender power relations. Whereas, Horro observed having better organization's leadership/senior management accountability to gender equality and transforming gender power relations. While all the assessed development partners have medium capacity in terms of effectiveness in hiring women as staff members, extension officers, women in leadership positions, and to acquire gender balance, Doyogena and Yabello have medium institutional capacity in terms of presence of women in leadership (management) and balanced representation; and staff's knowledge, attitudes and practices towards stimulating women's leadership in programs respectively.

Amongst the research partners, it is hardly possible to find female researchers in the organizations. There is completely no women in leadership (management) positions in the assessed research organizations. The average score for this particular capacity is 1.3 (Table 14). The main reason they mentioned was lack of competent female applicants whenever they make an advertisement for recruitment. Except for Areka, all the research partners assessed have better organizational scores in terms of organization's commitment to gender equality and transforming gender power relations, exceptionally, Bako has relatively developed capacity in this area.

In response to the widespread gender imbalances in the country, the government of Ethiopia has taken various measures to address gender equality issues and to bring women into leadership positions. National policy instruments have been designed, including the Ethiopian Constitution and various other policies. Furthermore, the government has established a national Ministry to oversee and address gender issues. Despite all these enabling environments, gender inequality continues to prevail in the assessed research and development partners.

Table 13 Gender and leadership capacity of development partners

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

Table 14 Gender and leadership capacity of research partners

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

Innovation in gender responsive approaches

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

During the focus group discussions, some participants claimed that they apply gender transformative approaches, but their description plainly shows that they do not know what a gender transformative approach is and what it entails. Their illustrations implied gender accommodative approaches such as promoting chicken production among women farmers and with marginal indicators of empowerment or transformation of the norm.

During the discussion sessions particularly with respondents from the development partners, when asked to give examples, although they could not, it was noticed that there are changes in gender norms in the community but not aware of the causes. For instance, in the recent years, rural husband and wife walk side by side, which they could not do in the past years. There is no documentation regarding this and as a result, how it came about and what factors have transformed this gender norm is unknown. This might also have been achieved in a rather unplanned way and it is not recognized by them.

Table 15 Innovation in gender responsive approaches capacity of development partners

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

Table 16 Innovation in gender responsive approaches of research partners

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

Analysis and conclusions

Although, the small ruminant livestock sector, sheep and goats, play a vital role in rural livelihoods of both men and women in Ethiopia, the country has no policy in place that exclusively focuses on this sector. However, there are a number of government and non-governmental organizations and institutions working primarily or in combination with other sectors on the development of the small ruminant value chain. Although, there are various attempts made by these actors to benefit women farmers from their programs/projects related to small ruminant value chain development, in reality it is hardly possible to cite concrete examples.

In Ethiopia, despite the fact that majority of livestock husbandry practices, particularly in small ruminant production, are carried out by women, control over livestock and the primary products like meat, income and the benefits is in the men's domain. Even in certain locations where ownership of sheep and goats traditionally belongs to women, men takeover control of the benefits generated from these value chains.

The results from the environmental assessment have shown that the technology development process; the existing livestock extension and animal health services delivery system; the current livestock market initiatives; and the institutional arrangements marginalise women farmers from accessing these services. This is attributed to various interrelated factors such as absence of clear gender sensitive guidelines and accountability mechanisms; few extension agents who are also dominated by men; complex culture and gender norms; and gender blind institutional arrangements.

Although, the government of Ethiopia has put in place certain policies, legal instruments and gender mainstreaming guidelines across the various sectors in view of improving the enabling environment and to bring about gender equality at all levels, wide gender disparities still manifest. There is lack of sectoral level implementation capacity in terms of finance and technical personnel including low level of commitment and accountability. However, the assessed partners argued that affirmative action is being undertaken particularly during staff recruitment to improve the female - male staff balance. However, the main challenge to this action is shortage of a reasonable number of female applicants at all levels, and unavailability of qualified women. As a result, the number of female staff members remains extremely low. Existing gender norms and culture are highlighted as one of the key constraining factors to women empowerment.

The ministry of Agriculture (MoA) has a gender mainstreaming guideline for research and extension at higher levels of its structures but at its lower levels, extension workers and researchers are not aware of what the guideline entails and how should it be implemented. This implies that there is a weak coordination and information flow system between the different levels which affects effective implementation of the gender guidelines and policies. Moreover, most extension workers, gender focal persons and researchers have never trained in gender mainstreaming hence lack the capacity to conduct gender analysis and strategic planning for the value chains they are involved in. Ethiopia has a patriarchal society where culture plays a crucial role in shaping how men and women interact. The country's extension system is dominated by male extension agents and thus in most cases women face cultural barriers to access extension services provided by them.

Conclusions per core capacity

In general both the research and development partners assessed lack capacities in the six core gender capacities. Most of the scores across the core capacities are either low or very low indicating that they are non-existent or undeveloped. Although, there is a marginal difference between the development and research partners, the results of the study show that development partners seem

to have higher scores for all the capacities both at organizational and individual levels. The individual capacities are existent but underdeveloped. This could be attributed to the fact that development partners are usually exposed to different capacity developers - governmental and non-governmental organizations - that have gender related interventions unlike research partners. Moreover, gender consideration seems stronger among development partners because they are supposed to implement government policies and are closer to the communities they serve. Most of the development partners are doing different activities to empower women and ensure gender equality such as organizing women into income generating groups and cooperatives, agricultural inputs delivery, and taking affirmative action while employing staff among others. All the offices of development partners have a gender focal person unlike the research partner institutions which do not have a gender focal person on the ground. Furthermore, it was observed that the staff in the development and research partner institutions, including the heads, are young and energetic experts with appreciable passion for agricultural development.

Gender analysis and strategic planning

Although, both development and research partners claim that they are doing gender analysis and strategic planning, there is no evidence to show that they have the capacity to apply gender analysis tools and frameworks. Therefore, generally speaking, the assessed organizations are weak in gender analysis and use of gender analytical tools and frameworks. Staff members do not have the ability to apply such tools and frameworks. Among the development partners, this core gender capacity exists but has not been developed and is generally very low among research partners.

Gender responsive programming, budgeting and implementation

At the national level, the MoA has a gender strategy to guide gender mainstreaming in agricultural research and extension interventions. However, none of the development or research partner has a gender strategy in place or with staff aware of the existence of the strategy at national level. Therefore, staff members of the partner institutions do not know what the gender strategy entails. All the development partners have gender focal person in place although they do not have the right qualifications and capacities while none of the research partners have a gender focal person at all. Relatively speaking, staff gender balance is better among development partners and very low among research partners although they claim to have affirmative action in place based on the Ministry of Civil Service guidelines. Therefore, although majority of the partners claimed that they are mainstreaming gender, they have not mainstreamed gender in reality and have no mechanisms in place to ensure that gender is taken into consideration in their regular work. Similarly, this capacity seems to be existent but underdeveloped among development partners and generally very low among the research partners at both individual and organizational levels.

Knowledge management and gender responsive M&E

All the assessed partners particularly the development partners thought that they are doing some level of gender responsive activities. The development partners claim that they are doing some activities related to gender mainstreaming such as organizing women and youth for income generating activities whereas the research partners like Areka are doing some research activities on labor saving technologies, post-harvest handling and processing of different commodities like taro and enset targeting women farmers. They also claim to be collecting sex disaggregated data and analysis. Looking at the data collected and analysed, it is only the number of male and female headed households who participated in the extension activities and household surveys that is reported. Moreover, all the partners do not have any institutionalized framework to ensure collection of gender disaggregated data by all staff. They do not have a gender responsive M&E system in place. Research staff do not have the capacity to work with gender analysis tools and frameworks thence lack the capacity to provide gender inputs reports and publications. Amongst both development and

research partners, this capacity is very low at organizational level and under development at individual level.

Effective partnerships and advocacy on promoting gender equality

Although all the partners work in partnership with various governmental and non-governmental organizations including the Woreda Women, Children and Youth Affairs Office, it is observed that gender is not as such central to their partnerships. The Woreda Women, Children and Youth Affairs Office who are actually responsible for overseeing gender integration in all the sectors also suffer from lack of technical and financial capacity. Their presence at woreda level has not significantly influenced the existing partnership to advocate for gender equality. This organization has, nonetheless, not been assessed in terms of the organizational and individual capacities as it was not included in the pilot assessment. Given that some kind of partnerships exist, all the partners scored very low on this gender core capacity showing that they do not have the capacity to advocate for gender equality.

Gender and leadership

The enabling environment at national level promotes and encourages gender balance and representation. The development partners are better at this gender core capacity. Among the assessed partners Yabello Pastoral Development Office is relatively better. Women are represented in leadership positions and various departments. This could be attributed to the fact that this development partner's office is one of the remotest among the assessed partners' offices and men might prefer not to go there. As a result there might not be firm competition and thus female applicants can easily join this office otherwise it is not because this partner office has a gender mainstreaming strategy in place or the capacity to translate it into practice.

On the other hand, all the research partners are weak in this capacity and female researchers are not only underrepresented in the staff composition in the various departments but also not existent at all in the leadership positions of the assessed partner institutions.

Innovation in gender responsive approaches

All the development and research partners observed that they hardly comprehend what innovation in gender responsive approaches entails. However, some of the participants claim to apply certain gender transformative approaches. But, during the discussion sessions particularly with respondents from the development partners, when asked to give examples, although they could not, it was noticed that there are changes in gender norms in the community but not aware of the causes. For instance, in the recent years, rural husband and wife walk side by side, which they could not do in the past years. There is no documentation regarding this and as a result, how it came about and what interventions have transformed this gender norm is unknown. This might also have been achieved in a rather unplanned way and it is not recognized by them. This could be part of the reasons for the argument that they lack the capacity to comprehend this core gender capacity. This core gender capacity was the least developed amongst all the core capacities at both individual and organization level.

Proposed actions/Recommendations

All the three development partners suggested the importance of gender analysis training for their male and female staff (Table17). Horro and Doyogena Woreda Agricultural Offices also recommended the need for developing the capacity to apply gender transformative approaches (GTAs). The capacity to apply gender analysis tools and frameworks was mentioned by Horro and Yabello. The other capacities mentioned to be developed or maintained by the development partners

vary depending on their priority needs (Table 17). Generally, the priority capacities suggested by the development partners are in line with their capacity gaps and will actually develop their capacities in different gender core capacities if the recommendations are implemented properly.

Table 17 Priority capacities proposed to be maintained or development by development partners

Priority capacities to maintain or develop	Doyogena	Horro	Yabello	Total
The capacity to apply gender analysis tools and frameworks	0	1	1	2
Providing access to gender (analysis) training for female and male staff	1	1	1	3
Existence and quality of a gender responsive M&E system and ability to use it	0	0	1	1
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	0	0	1	1
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	0	0	1	1
The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	1	0	0	1
The capacity to apply gender transformative approaches (GTAs)	1	1	0	2
The capacity to advocate for gender equality	1	0	0	1
Presence of women in leadership (management) and balanced representation	1	0	0	1
The capacity to analyze gender dynamics within the value chain	0	1	0	1
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	0	1	0	1

Similar to the development partners, all the research partners suggested the importance of gender analysis training for their male and female staffs (Table18). This recommendation further confirms the unavailability of technical training on gender for both the development and research partners' employees. This calls for the importance of tailor-made and robust training to their staffs to develop the organizational and individual capacity in the priority gender core capacities.

Furthermore, all the research partners mentioned their aspirations to develop and apply gender analytical frameworks and tools in research. This can be addressed by well-designed training methodology and package. As none of the research partners currently has gender mainstreaming strategy, Bako and Yabello research centers proposed to have a comprehensive gender mainstreaming strategy that guides their efforts to ensure gender equality and equity.

Sharing success stories/case studies is imperative to get the buy-in of different actors beyond the woreda level. Implementation of the gender capacity development intervention should not only focus on developing gender capacities of partners at lower level but also include actors at higher level (i.e. regional and zonal level) since they influence the activities implemented at the grassroots.

Table 18 Priority capacities proposed to be maintained or developed by research partners

Priority capacities to maintain or develop	Areka	Bako	Yabello	Total
The capacity to undertake gender responsive research	1	0	0	1
The capacity to develop and apply gender analytical frameworks and tools in research	1	1	1	3
Providing access to gender (analysis) training for female and male scientists	1	1	1	3
The capacity to collect, develop and make accessible quality knowledge documents and publications on gender	1	0	0	1
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	0	0	1
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	0	1	1	2
The ability to apply and translate gender (analysis) training in work	0	1	0	1
The capacity to produce relevant research material that is used (by other partners) to advocate for gender equality in the value chain	0	1	0	1
Existence and quality of a gender responsive M&E system and ability to use it	0	0	1	1
The capacity to develop, test and apply Gender Transformative Approaches (GTAs)	0	0	1	1

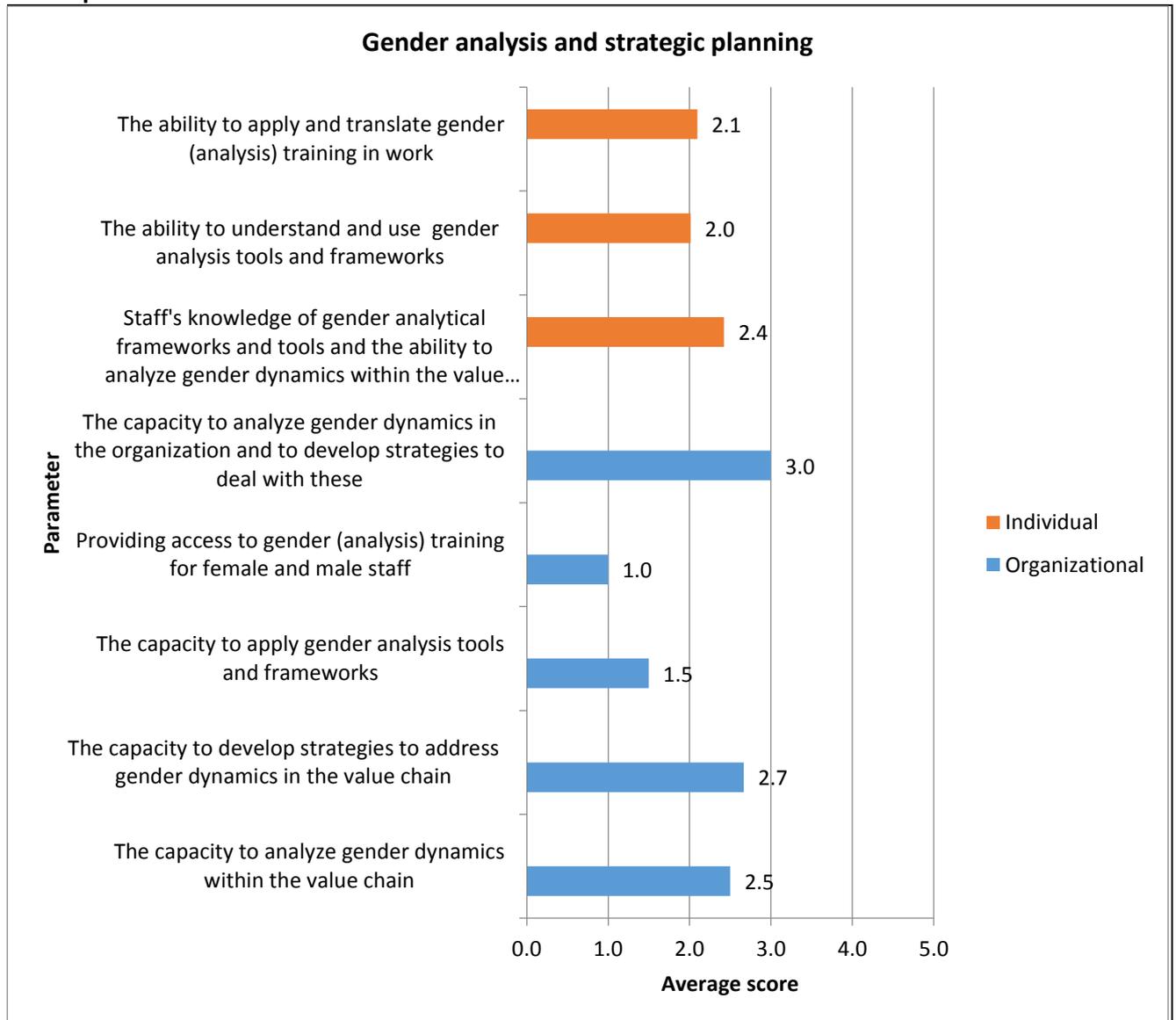
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Galiè, A., Mulema, A., Mora Benard, M., A., Onzere, N. S., and Colverson, E. K. 2015. Exploring gender perceptions of resource ownership and their implications for food security among rural livestock owners in Tanzania, Ethiopia, and Nicaragua. *Agriculture and Food Security* 4:2.

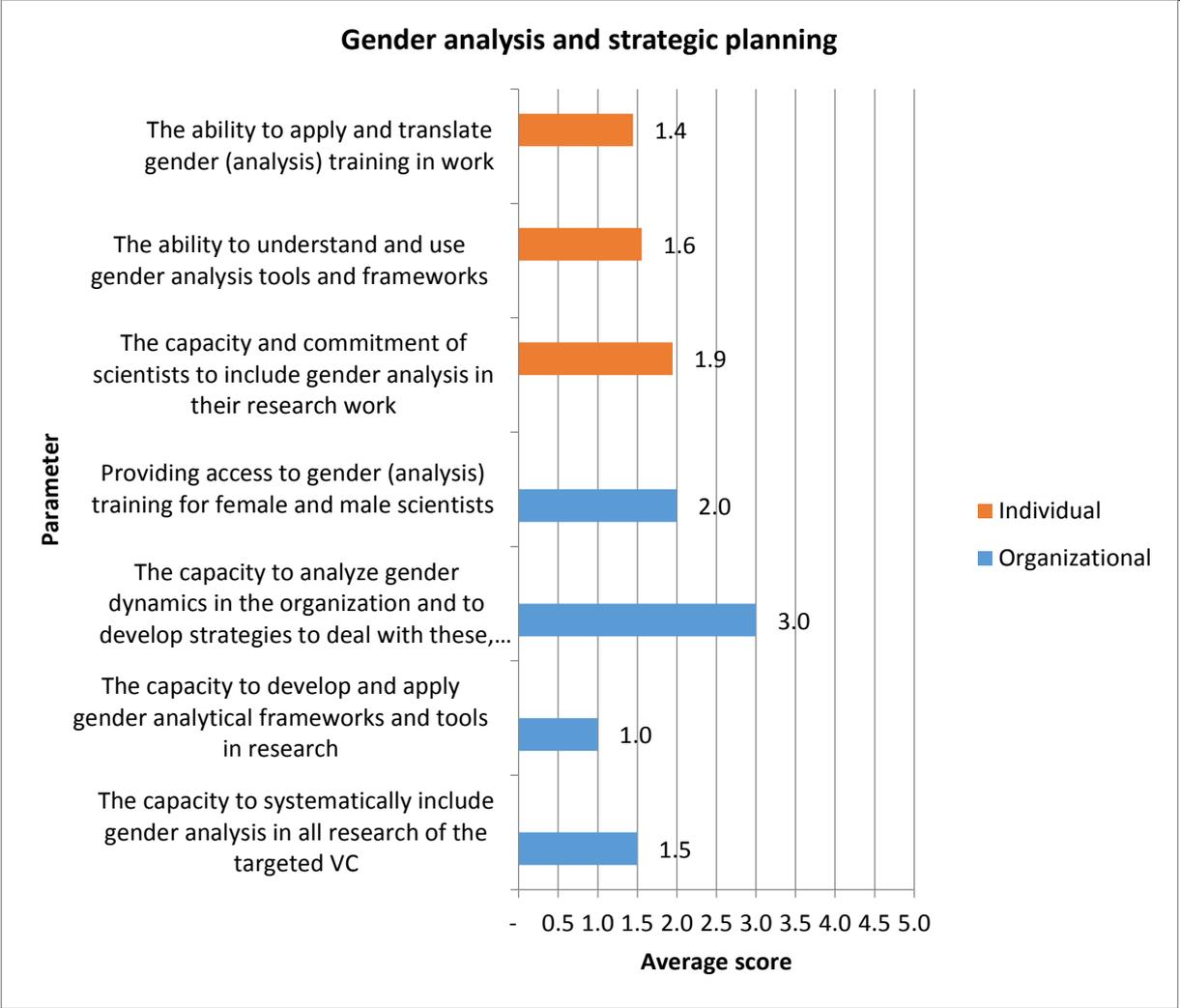
Annex A. Findings per core gender capacity

Gender analysis and strategic planning

Development Partners

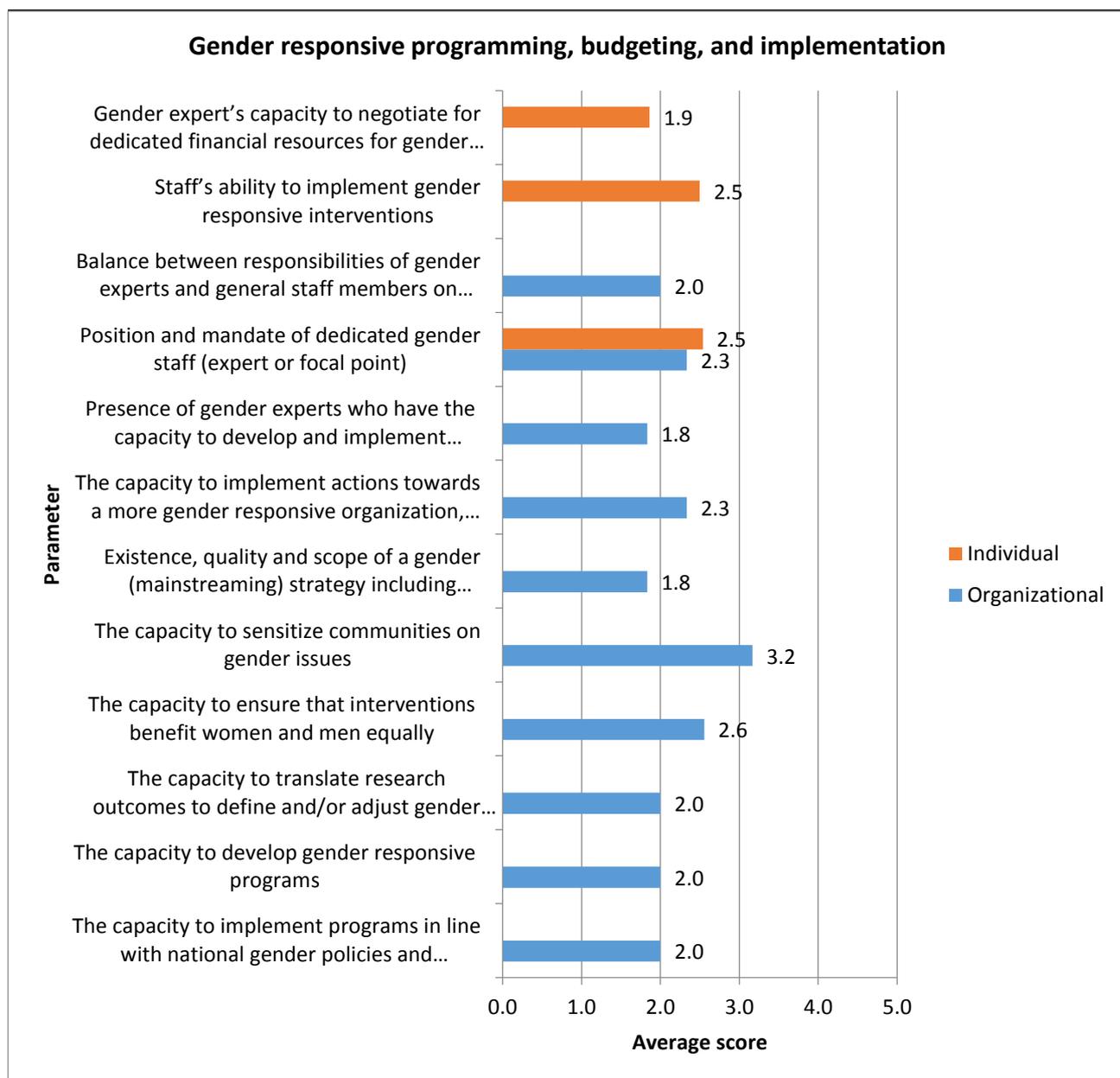


Research Partners

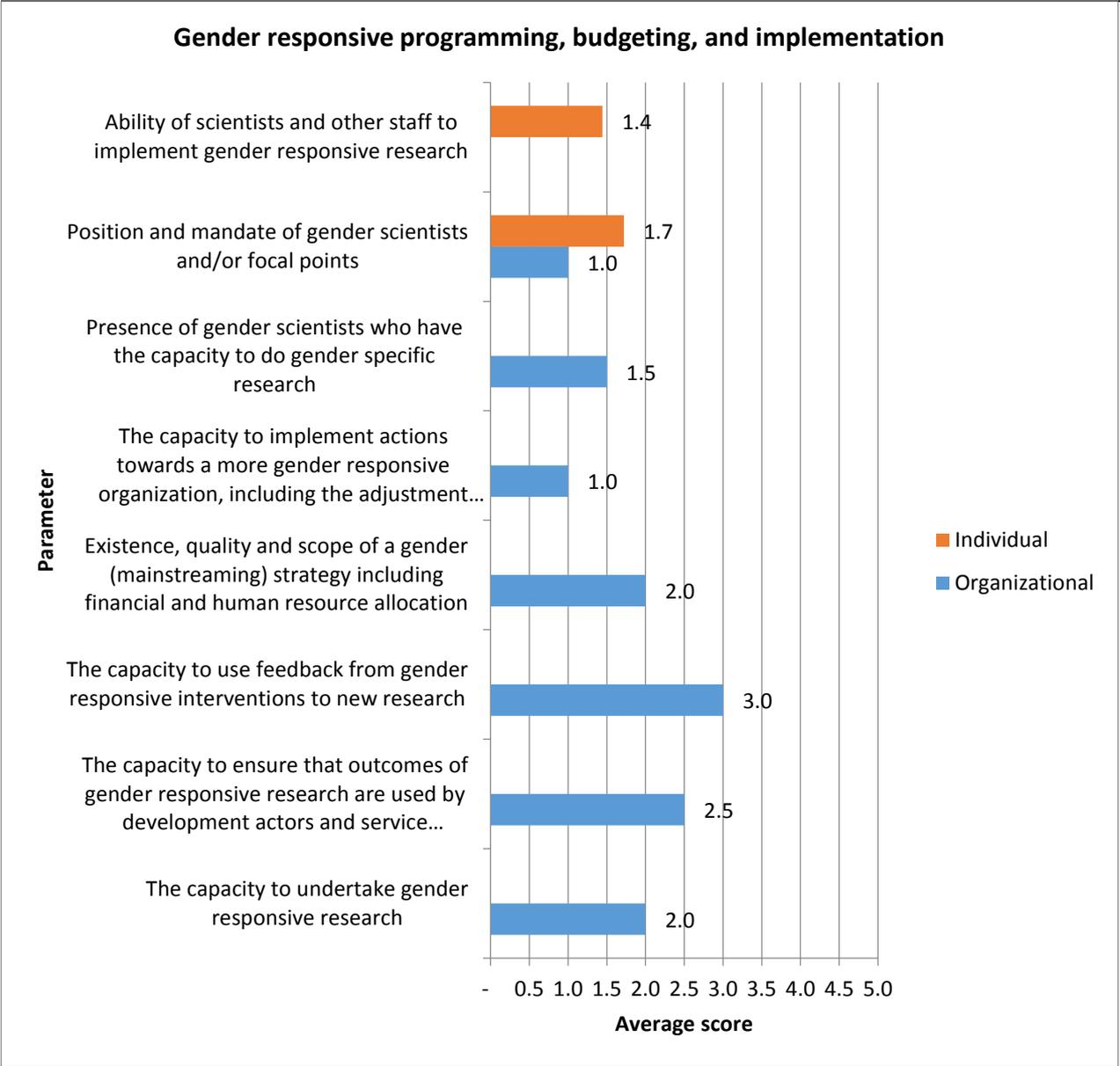


Gender responsive programming, budgeting and implementation

Development Partners

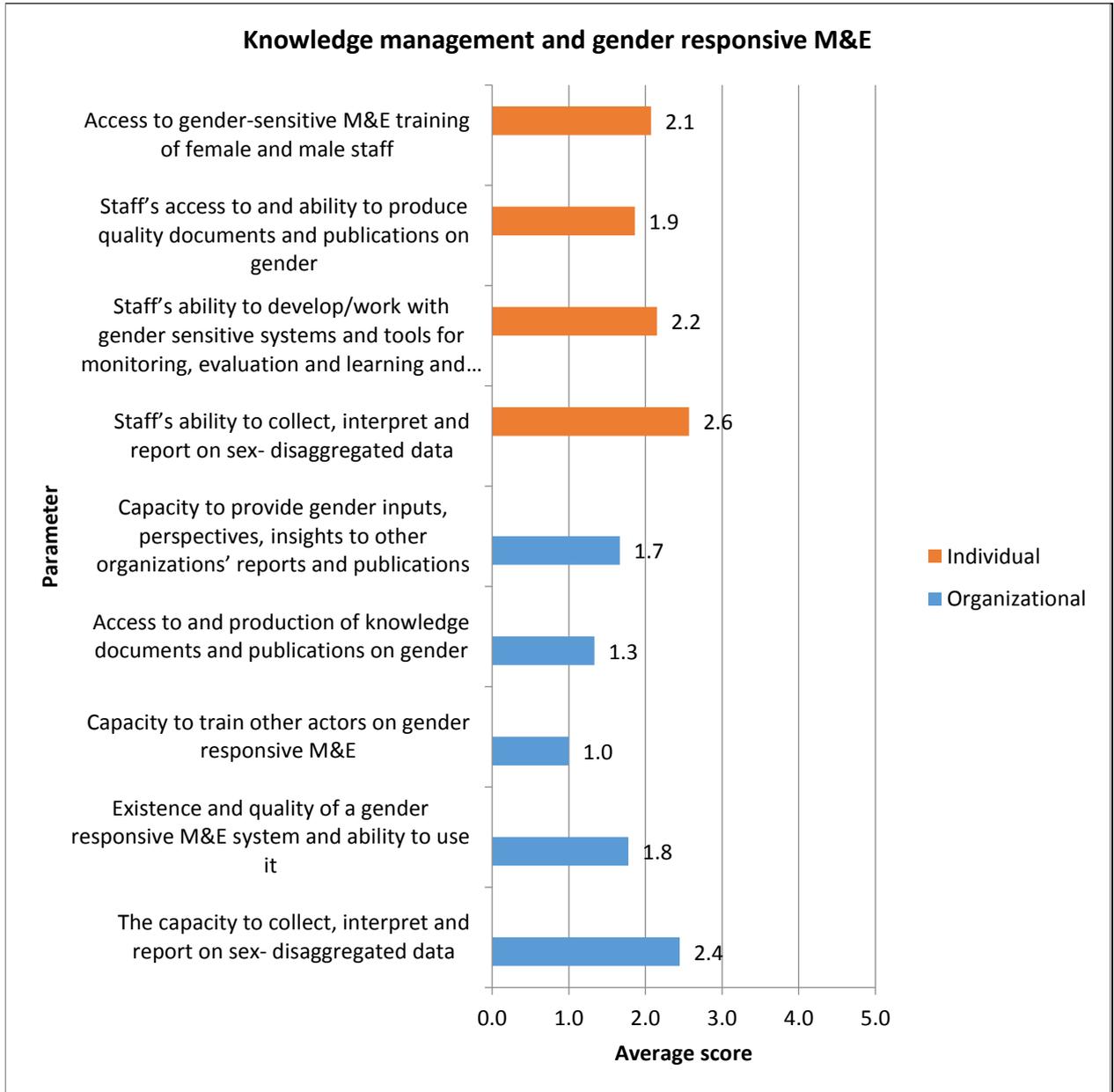


Research Partners

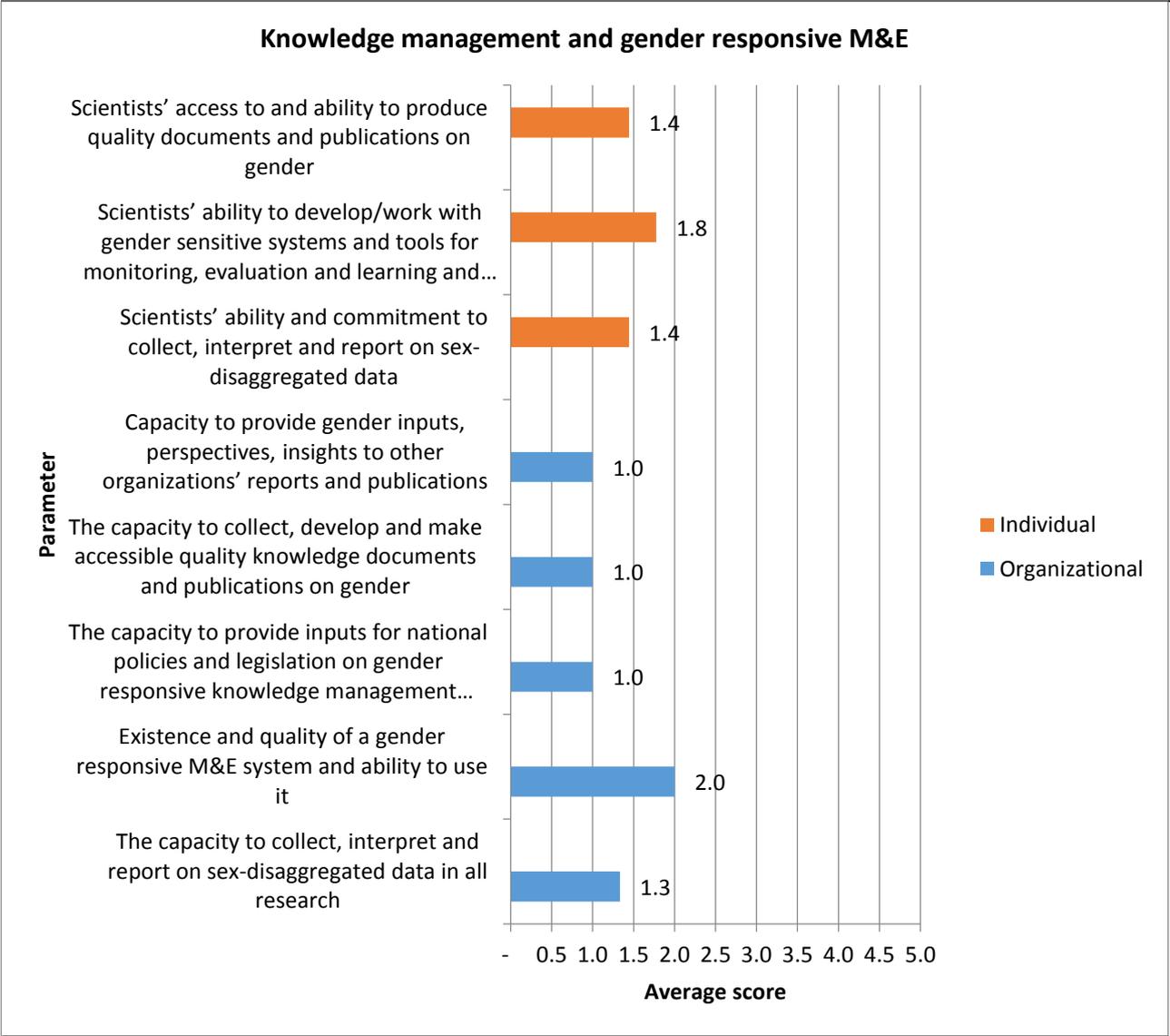


Knowledge management and gender responsive M&E

Development Partners

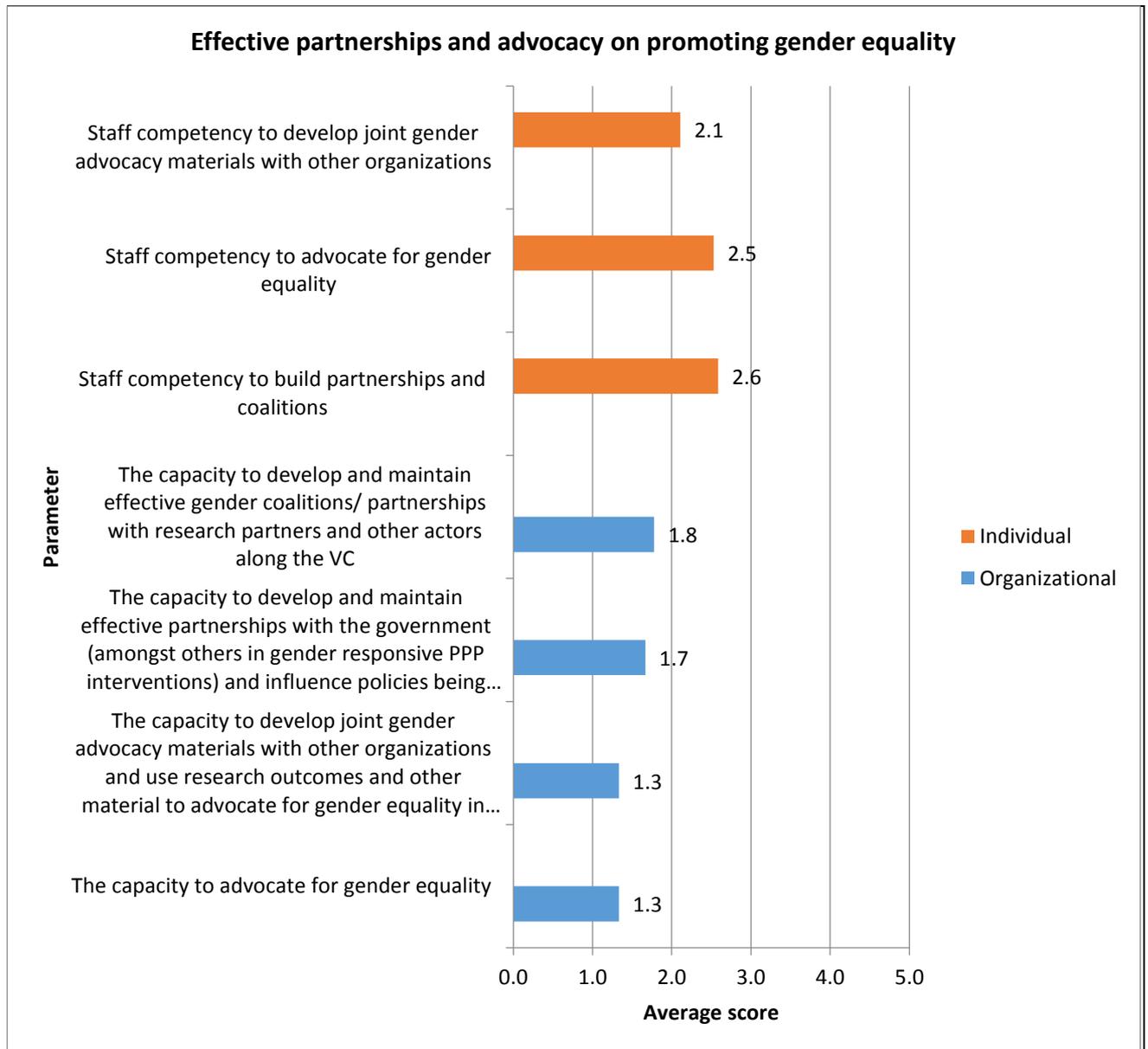


Research Partners

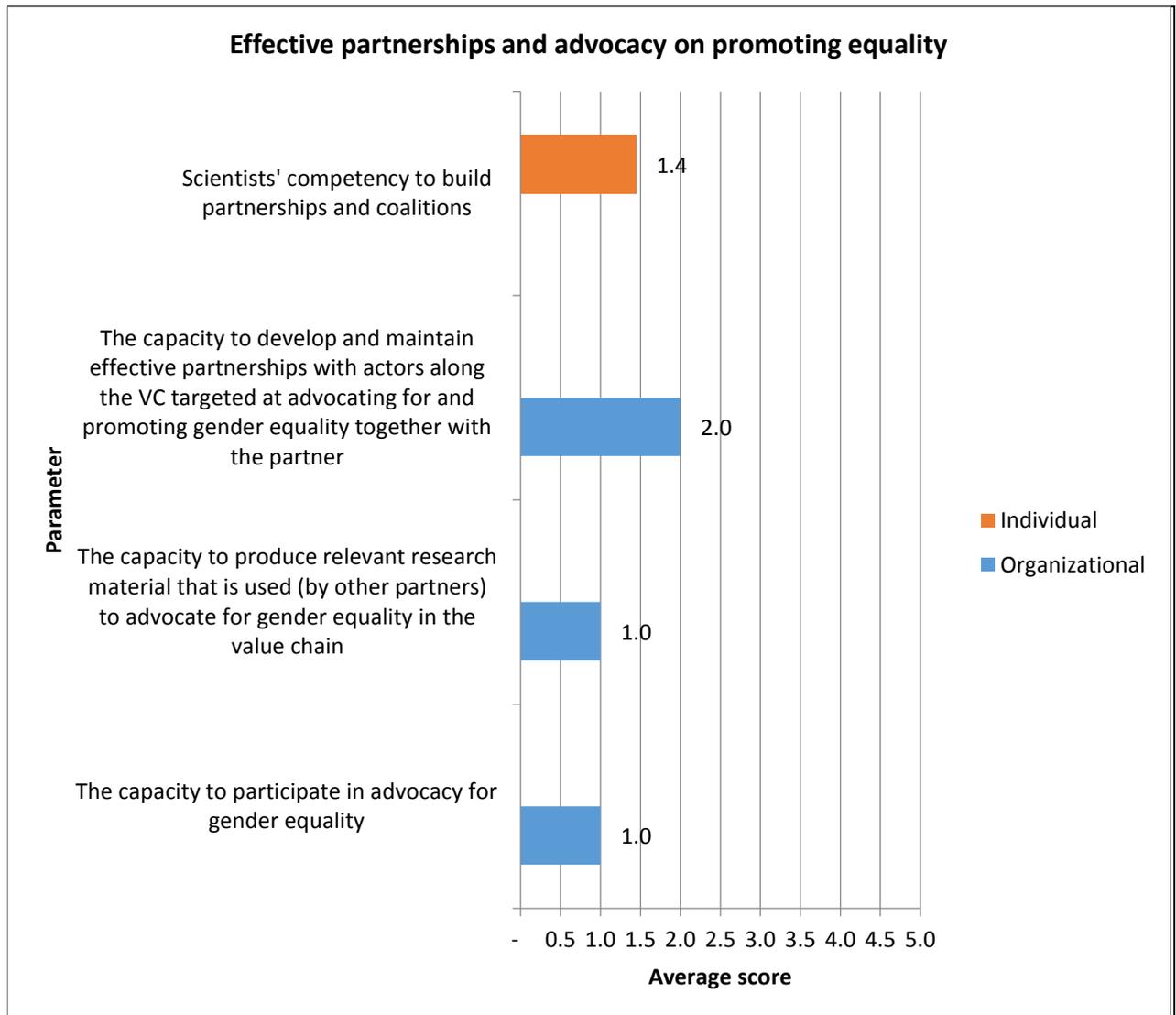


Effective partnership and advocacy on promoting gender equality

Development partners

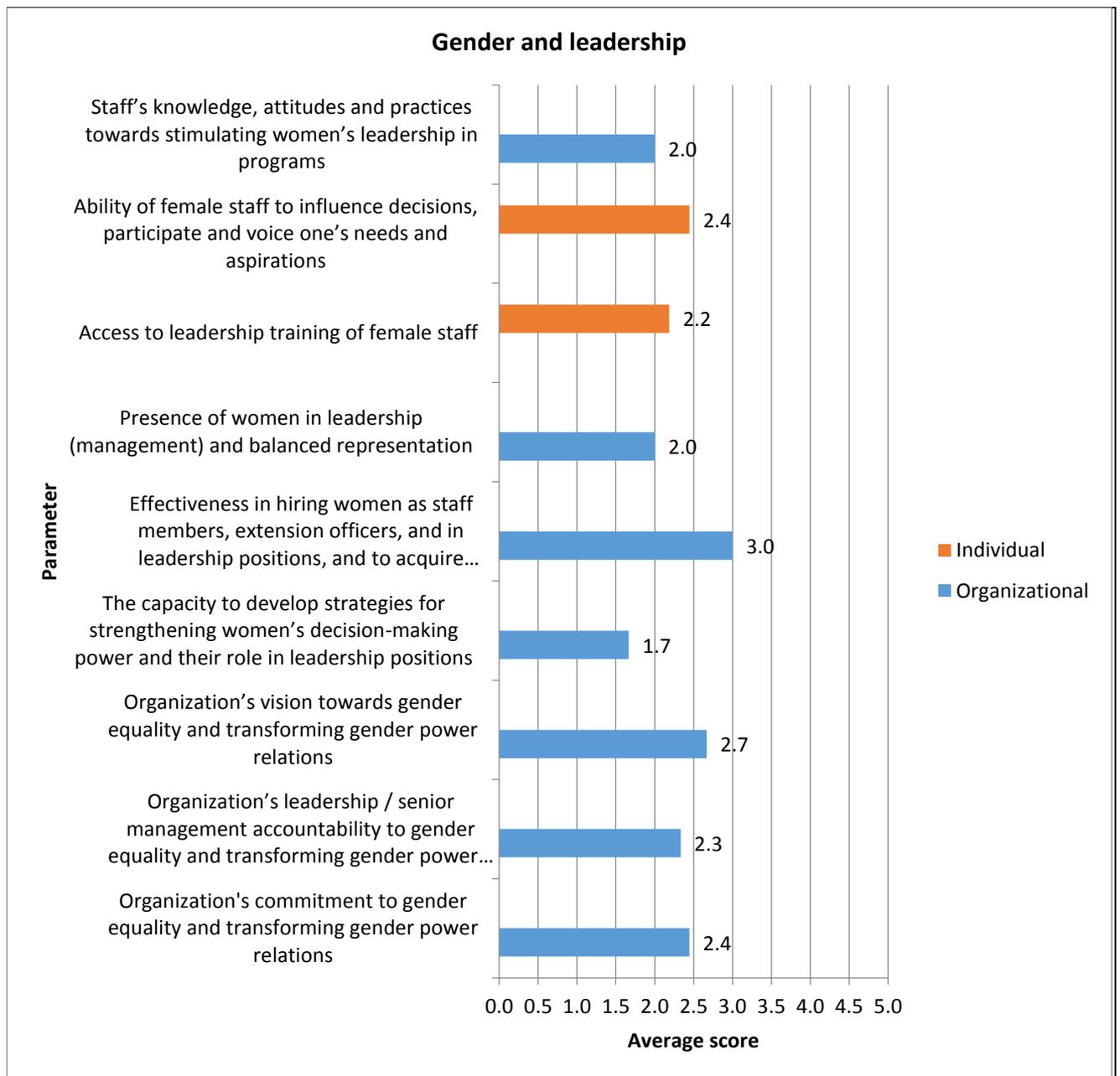


Research partners

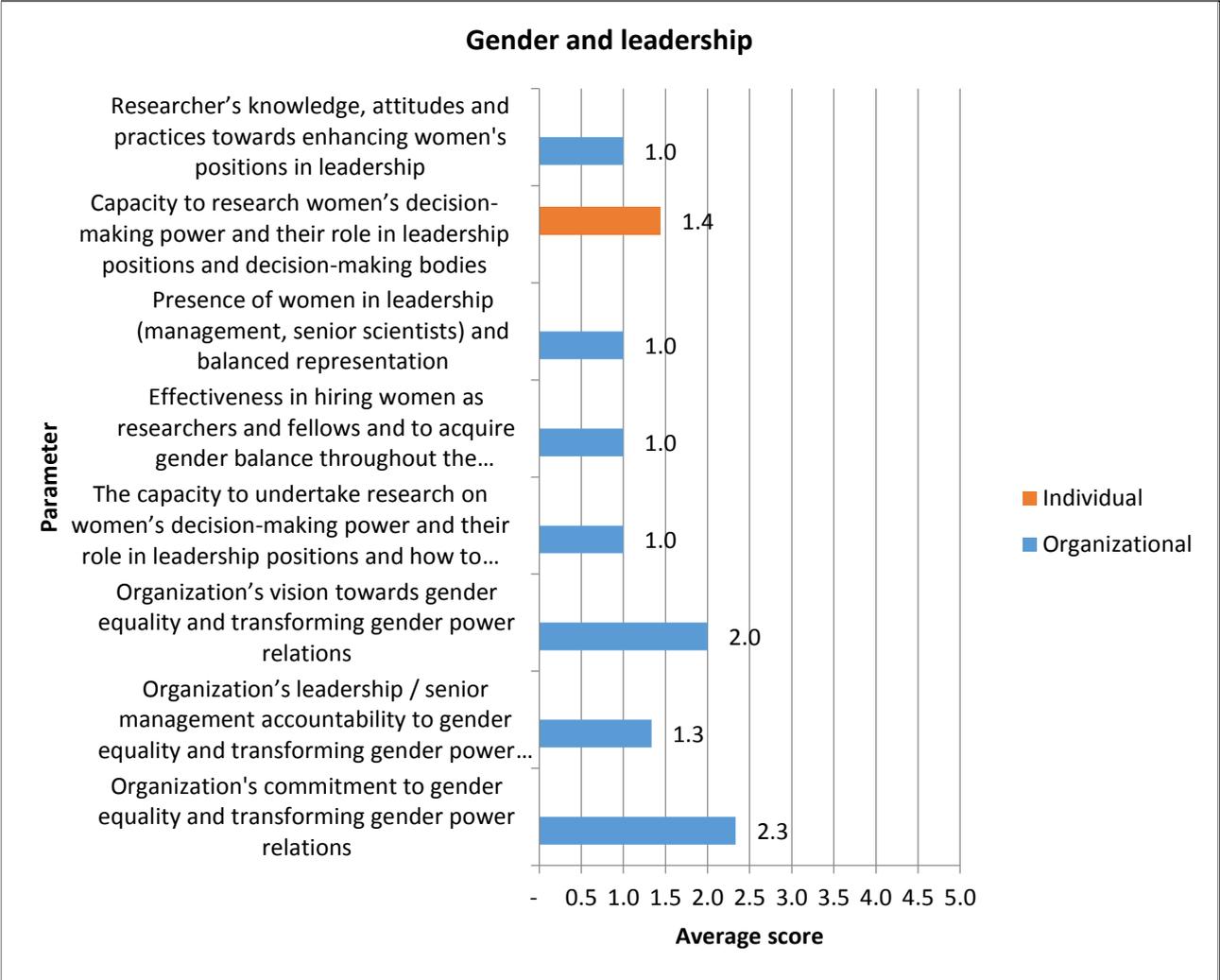


Gender and leadership

Development partners

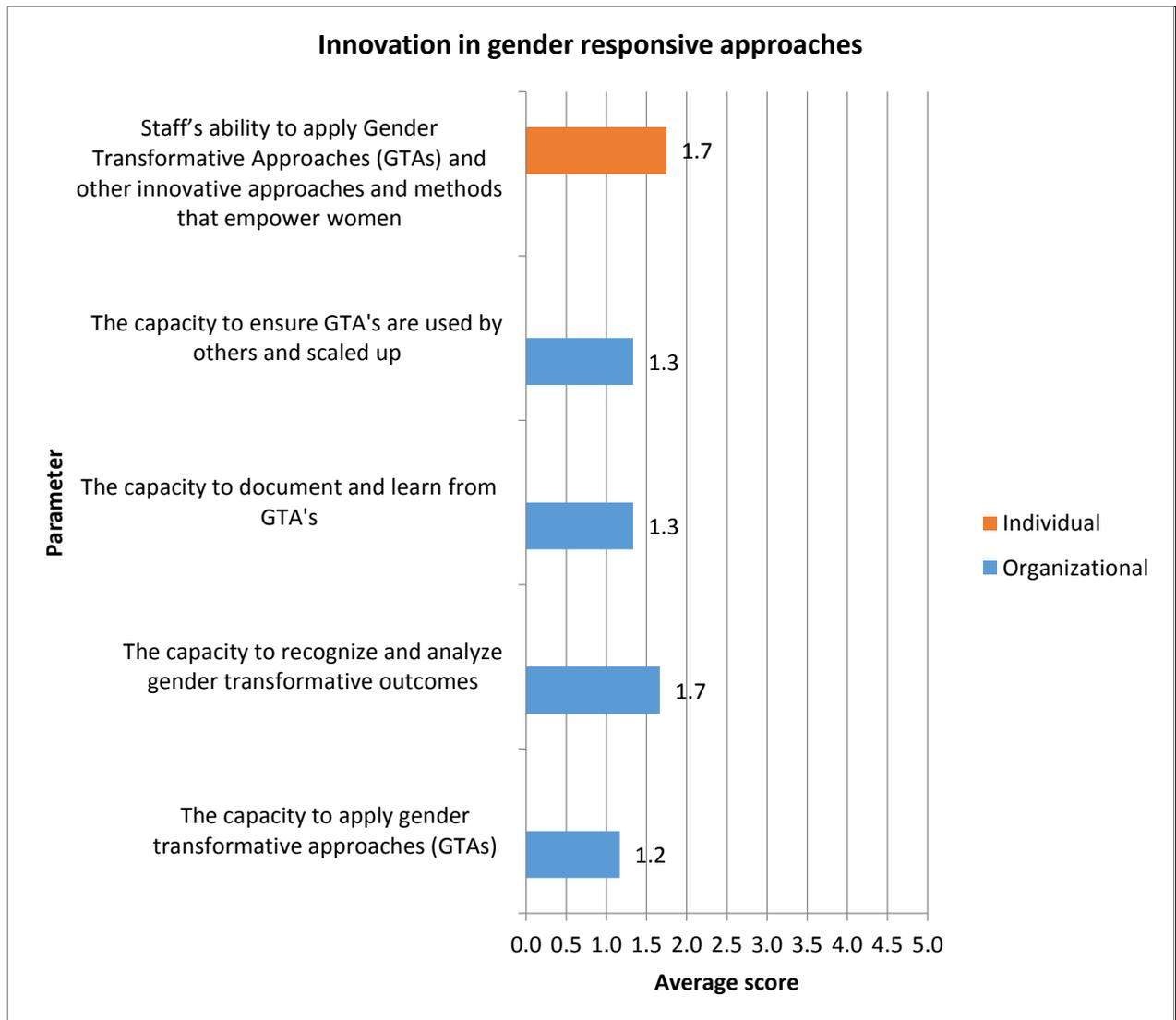


Research partners

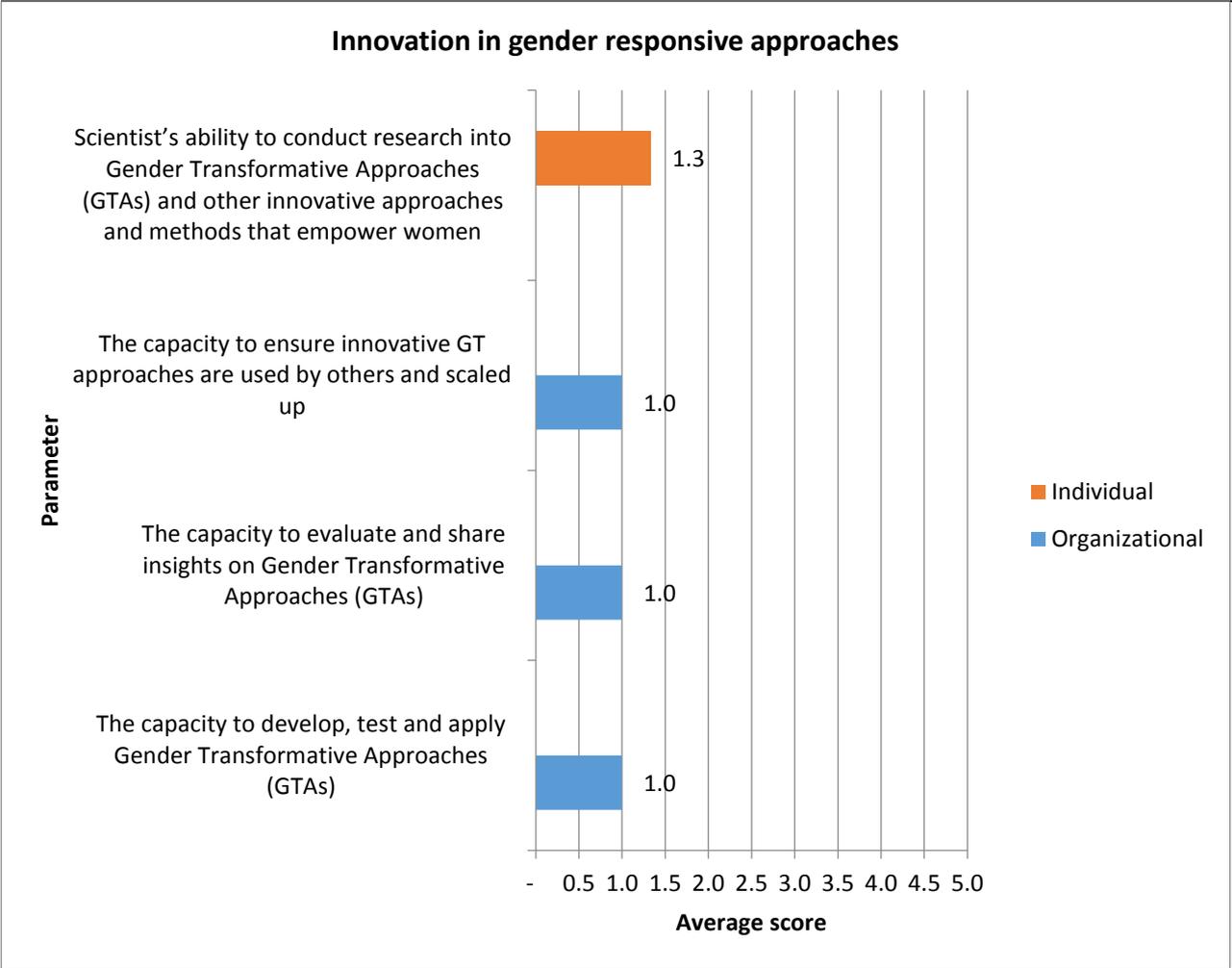


Innovation in gender responsive approaches

Development partners



Research partners

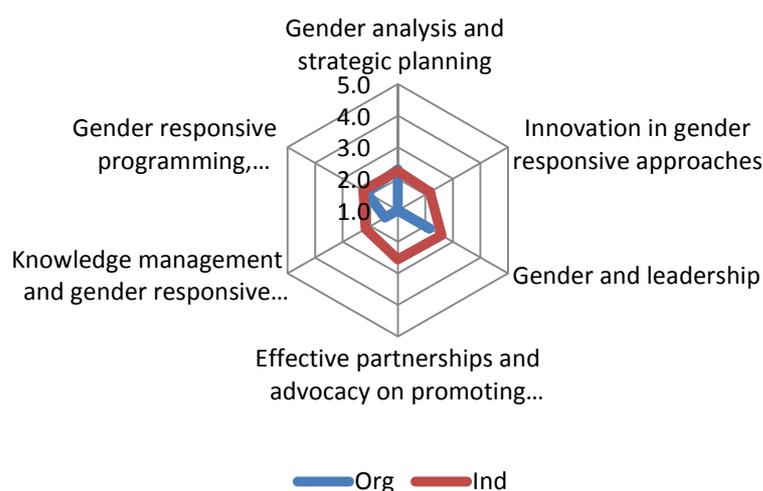


Annex B. Filled worksheets

Doyogena Woreda office of agriculture

Basic info
Ethiopia
Doyogena Woreda office of agriculture
21/Apr

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	2.3	2.3
Gender responsive programming, budgeting, and implementation	2.1	2.3
Knowledge management and gender responsive M&E	1.5	2.2
Effective partnerships and advocacy on promoting gender equality	1.0	2.6
Gender and leadership	2.1	2.6
Innovation in gender responsive approaches	1.0	2.2



Top 10 best developed capacities (parameters)	Score
The capacity to sensitize communities on gender issues	3.5
The capacity to develop strategies to address gender dynamics in the value chain	3.0
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	3.0
Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	3.0
Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	3.0
The capacity to analyze gender dynamics within the value chain	2.5
Existence and quality of a gender responsive M&E system and ability to use it	2.3
The capacity to apply gender analysis tools and frameworks	2.0
The capacity to implement programs in line with national gender policies and frameworks	2.0
The capacity to develop gender responsive programs	2.0

Least developed capacities (parameters) (all 1)	Score
Providing access to gender (analysis) training for female and male staff	1.0
Capacity to train other actors on gender responsive M&E	1.0
Access to and production of knowledge documents and publications on gender	1.0
Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1.0
The capacity to advocate for gender equality	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	1.0
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	1.0
The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC	1.0
Presence of women in leadership (management) and balanced representation	1.0
The capacity to apply gender transformative approaches (GTAs)	1.0
The capacity to recognize and analyze gender transformative outcomes	1.0
The capacity to document and learn from GTA's	1.0
The capacity to ensure GTA's are used by others and scaled up	1.0

Narrative
<p>This organization has good capacity in terms of mobilizing the community on gender issues, hiring women as staff members and the capacity to address gender issues in the value chain. It has a gender focal person that oversees gender related issues although the focal person lacks gender qualifications to the required level. This organization lacks the capacity to use gender analytical tools and frameworks, the capacity to provide training to its staff, the capacity to advocate for gender equality, the capacity to document and learn from GTAs, and no gender strategy is in place among others.</p>

Priority capacities to maintain or develop	Current score	Desired score
Providing access to gender (analysis) training for female and male staff	1	3
The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	1	3
The capacity to apply gender transformative approaches (GTAs)	1	3
The capacity to advocate for gender equality	1	3
Presence of women in leadership (management) and balanced representation	1	3

Country:	Ethiopia
Name organization:	Doyogena Woreda Office of Agriculture
Name(s), positions and gender of participating staff:	Terekegn Agefar (M), Belay Elias (M), Negash Desta (M), Teshale Michael (M), Amsale Bubamo (F), Kebede Amide (M), Teketel matiyou (M) and Temene Ogato (M).
Interviewer	Shiferaw Tafesse
Date	21-Apr
Time	09:50AM
Notes	The head of the office joined the focus group discussion late; one female participant; the focus group discussion took more than six hours; the discussion was very interactive. The focus group discussion was very interactive and the participants made appreciable participation with great passion for gender. But the discussion took longer than anticipated (6 hours) because of language barrier (which called for translation) and length of the tool.

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

Core Gender Capacity: Gender analysis and strategic planning			
Definition	The capacity to design and conduct gender analysis within the context of any of the flagships, access to and level of knowledge and experience in applying gender analytical tools and methodologies, and the capacity to use gender analytical data to inform new research and policies and to create new opportunities that can be leveraged to support the program activities and eventual scaling up.		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools.</p> <p>Discussion: what are gender issues in the targeted value chain?</p> <ul style="list-style-type: none"> • Gender division of labor (productive, reproductive, community roles) and roles; • Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources; • Gender differences in decision-making and leadership; • Nature and level of participation of men and women in livestock and fish value chains; • Gender differences in educational level and technical knowledge <p>Give some examples.</p> <p>Are these gender issues analyzed by the organization?</p>	Current score (1-5)	Comments
A.II.1	The capacity to analyze gender dynamics within the value chain	2.5	There is lack of commitment amongst some experts and the levels of understanding of gender issues varies among the experts. Some experts donot bring reports that are sex disaggregated by they recommend changes. They've been exposed to awareness campaigns but committment is low.
	To what extent are gender dynamics within the value chain, including interpreting the various gender roles played by men and women, access to and control of resources and benefits, and other gender issues that enhance or hinder men and women to equitably benefit from the value chain, analyzed and understood by the organization? How does the organization know of these gender issues?	3	
	To what extent are incentives and procedures in place to ensure that staff applies gender analysis in their work? To what extent do staff always apply gender analysis in their work, e.g. before starting a project or intervention? Are projects checked on the existence and quality of gender analysis?	2	
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	3.0	They are doing projects such as poultry and vegetable production after identifying the gap between men and women. The female participant gave 2 but male participants said 3. overall, four of them gave 2 and 5 said 3
	To what extent are strategies developed to address gender dynamics in the value chain? What kind of interventions have been developed and implemented in 2014?	3.0	
A.II.3	The capacity to apply gender analysis tools and frameworks	2.0	The office has no gender strategy in place and the number of women staff is quite few (two to be more specific).

			At leadership level, no woman is represented. At the beginning of the discussion, although, the office explained that gender is mainstreamed in all activities, during the focus group discussion, it was pointed out that the mainstreaming is not institutionalized and the capacity of staff to carry out gender analysis and strategic planning is very limited. There are tools but they don't use them. They couldn't mention any kind of tool used.
	To what extent are gender analytical frameworks and tools to identify and address gender-based constraints and opportunities in technology and value chain developments in the targeted value chains applied? Which frameworks and tools are normally used?	2.0	
	To what extent does the organization make use of a toolkit or inventory of tools?	2.0	
A.II.4	Providing access to gender (analysis) training for female and male staff	1.0	Nobody has been trained
	To what extent have all staff received sufficient training on gender (analysis)? How many trainings have they attended? Are the trainings sufficient in quality and quantity?	1	
A.II.5	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	3.0	They take affirmative action e.g. encouraging women to apply
	To what extent does the organization understand internal gender dynamics and develops strategies to deal with these, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance? E.g. are affirmative actions necessary and to what extent?	3.0	

Core Gender Capacity: Gender responsive programming, budgeting, and implementation			
Definition	The capacity to implement gender responsive programs as planned, to mainstream gender throughout all operations and programs and allocate financial and human resources for it, having a gender sensitive structure and organizational culture, reflected amongst others in an internal gender balance.		
FGD	Discuss the kind of programmes that this organization implements, are gender issues taken into consideration? Examples: - gendered participation in livestock and fish value chains; - gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations, and breeds; - women's access to markets and control over resources, technologies, labor, power and the benefits of their work; - level and equity in animal source food consumption within poor households; - Preferences of male and female producers for certain breeds; etc	Current score (1-5)	Comments
B.II.1	The capacity to implement programs in line with national gender policies and frameworks	2.0	Some say 2 and others say 3. Majority say 2.

	To what extent does the organization develop and implement programs in line with national gender policies and frameworks? Are national gender policies and frameworks known and studied? In case of (para) governmental agencies: To what extent are the national gender policies implemented and actively communicated and disseminated by the organization?	2	
B.II. 2	The capacity to develop gender responsive programs	2.0	Never allocate budget to gender activities alone but have a budget for mainstreaming activities. They have a fender focal person who is paid a salary so that is part of the budget.
	To what extent does the organization develop programs that are gender responsive? How many projects/programs implemented in the last year have an explicit focus on gender? What kind of projects have been developed last year?	2	
	To what extent is sufficient budget allocated for gender responsive? Interventions or projects? How much in 2014?	2	
	To what extent are systems, procedures and incentives in place to ensure that all interventions are gender responsive? Give specific examples of each that was used in 2014. Are proposals and reports checked on gender sensitivity? Who checks them?	2	
B.II. 3	The capacity to translate research outcomes to define and/or adjust gender responsive programs	2.0	They could not give examples because recommendations come from the top. But we the researchers think it's a one.
	To what extent does the organization use research outcomes from the national research partnership to define and/or adjust gender responsive programs? Which studies have been used? How relevant is research done in LAF program for the organization?	2.0	
B.II. 4	The capacity to ensure that interventions benefit women and men equally	2.0	The office is doing different activities to empower women and ensure gender equality through organizing women into income generating groups and cooperatives, agricultural inputs delivery, and taking affirmative actions while employing staff among others. The office has a women empowerment and gender focal person but she was away at the time of the discussion. Furthermore, the staffs of the office including the head are young and energetic experts with appreciable passion for agricultural development.
	To what extent, and how does the organization make sure women and men benefit equally from provision of services, inputs, trainings, and technologies? Give examples.	2	
	To what extent, and how does the organization make sure women and men benefit equally from envisaged program impacts such as on the increase of household income, increased farmers' participation in the value chain, improved access and consumption of animal source food, etc? Give examples.	2.0	
	Are mechanisms, such as policies and procedures, in place to ensure that interventions benefit women and men? Are they effective, e.g. does all staff understand and implements?	2.0	

B.II. 5	The capacity to sensitize communities on gender issues	3.5	They sensitize men and women during community meetings, workshops, trainings, etc about the importance of bringing women to the forefront and their rights.
	To what extent does the organization develop and implement interventions to sensitize women about their rights?	3.0	
	To what extent does the organization develop and implement interventions to strengthen farmers groups, cooperatives, producer's organizations and associations, with a gender equality perspective? What kind of interventions, e.g. training? With what effect?	4.0	
B.II. 8	Presence of gender experts who have the capacity to develop and implement gender responsive programs	2.0	Have one gender focal person with a Bachelor's degree. Major in Rural development. The focal person does not do gender alone. It's an addition on to its activities.
	To what extent does the organization have gender experts in place? What are their highest degree specializations (major and minor)?	2.0	
	To what extent does the organization seek gender expertise from outside? How many were sought in 2014? For how long (weeks) did they render their services?	2.0	
B.II. 6	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	2.0	No standalone gender mainstreaming strategy is in place.
	Do you have a gender policy (a statement/intention on gender equality) developed and in place? Describe it.	2	
	Do you have a gender strategy (a strategic roadmap) developed and in place? Please give us a copy.	2	
	To what extent has your gender mainstreaming policy been implemented? Does everyone know and understand the gender policy?	2	
	To what extent are adequate financial and human resources available to implement the policy? Does it have a special budget to undertake gender related activities?	2	
B.II. 9	Position and mandate of dedicated gender staff (expert or focal point)	2.0	
	To what extent do gender experts and/or focal points have a mandate to ensure gender is mainstreamed?	2.0	
B.II. 10	Balance between responsibilities of gender experts and general staff members on gender mainstreaming	2.0	last year they hired 2 women and even this year by giving points to women candidates
	To what extent responsibilities for gender mainstreaming shared within the organization? Do other staff members have formal responsibilities for integrating gender in their work, e.g. in their job descriptions?	2.0	
B.II. 7	The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	2.0	Even though there is no robust internal procedure towards gender balance, there are gender mainstreaming guidelines prepared by the regional government and as a government body, this organization is implementing the procedures. But most of the staff do not know the guide line and it is poorly implemented.
	To what extent are actions towards a more gender responsive organization implemented? Give specific examples of actions	2	

	implemented towards a better gender balance in 2014 and with what results?		
	To what extent are policies and procedures in place to ensure gender equality in the workplace?	2	

Core Gender Capacity: Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyze sex disaggregated data, to monitor and to report on gender responsive programming, specific gender outputs and outcomes, knowledge management, outreach and communication capacity to document stories, blog post and research publications, ensuring wide (social media) outreach on gender responsive programming and its results.		
FGD	Explain the difference between sex-disaggregated data within and beyond the household, and household data disaggregated by household head. Explain the extent to which these two data are useful for gender analysis and the invisibility of women from MHH in data disaggregated by HH head. Explain the definition of gender responsive monitoring, evaluation and learning.	Current score (1-5)	Comments
C.II. 1	The capacity to collect, interpret and report on sex-disaggregated data	2.0	We don't have an M&E unit but we always monitor and evaluate our projects; they have reporting formats that facilitate collection of data
	To what extent does the organization collect sex-disaggregated data?	2	
	To what extent are mechanisms in place to ensure that all data collected is sex disaggregated? What are they?	2	
	To what extent is sex disaggregated data not only collected, but also interpreted and reported on? How many projects reported this in 2014? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in 2014. What analysis was conducted on the data? By whom (qualification)?	2	
C.II. 2	Existence and quality of a gender responsive M&E system and ability to use it	2.3333333	Use women model farmers to influence other women. Organize meetings in which men and women participate and these change the attitudes of men towards women, showing that women are also capable or even better than men.
	To what extent is the M&E system gender responsive? Give a specific example.	2	
	To what extent do reports reflect lessons on changes in gender norms? Please share a gender responsive M&E report and the tools used to collect the data used in the report.	3	
	To what extent are guidelines, tools and methods for gender responsive M&E in place?	2	
C.II. 3	Capacity to train other actors on gender responsive M&E	1	
	To what extent does the organization train other actors on gender responsive M&E? How many organizations / persons have been trained?	1	
C.II. 4	Access to and production of knowledge documents and publications on gender	1	
	To what extent does the organization collect, develop and make accessible knowledge documents and publications on gender? How many did you publish in 2014? Who provided the gender expertise for each? Can we get one or two copies?	1	

C.II. 5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1	
	To what extent does the organization provide gender inputs, perspectives, insights to other organizations' reports and publications? Which organizations in 2014? Who did it? Can we have one or two such reports?	1	
Core Gender Capacity: Effective partnerships and advocacy on promoting gender equality			
Definition	The capacity to build coalitions; influence government and external partners, and to advocate for women's rights. The definition of development partnership relationships provided in the development partnerships strategy identifies inspired alignment of independent autonomous organisations that come together for strategic reasons, not financial ones.		
FGD	Make sure that everyone understands the definition of partnerships and advocacy for gender equality. Discussion: Do you have partnerships around gender equality, with other organizations along the value chain, e.g. service providers, producer organizations, development organizations? Do you advocate for gender equality?	Current score (1-5)	Comments
D.II. 1	The capacity to advocate for gender equality	1	
	To what extent does the organization participate in advocacy for gender equality? Does the organization aim to influence governmental policies? Provide documented evidence for such participation. Does it have an influence on policy-making at national level? Does it have an influence on regulatory frameworks at local, national levels? In case of (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?	1	
D.II. 2	The capacity to develop joint gender advocacy materials with other organizations and use research outcomes and other material to advocate for gender equality in the value chain	1	
	To what extent does the organization develop joint gender advocacy materials with other organizations? What kind of materials were developed? Give examples from 2014.	1	
	To what extent does the organization use research outcomes and other materials to advocate for gender equality in the value chain? Give examples from 2014.	1	
D.II. 3	The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	1	
	To what extent does the organization work with government in partnership? Are public-private partnerships in place? Are these partnerships gender responsive, e.g. are gender sensitive/specific organizations included? Are gender issues central to the partnership? In case of (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships?	1	
	Are partnerships with government used for influencing policies? Give an example from 2014.	1	
D.II. 4	The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC	1	
	To what extent is gender equality central to partnerships? Are coalitions in place around gender equality in value chains? How many and who are the partners? Are R4D partnerships or	1	

	collaborations key to any success in promoting gender equality? Which other initiatives have gender capacities?		
	To what extent does the organization work with gender-sensitive/ specific organizations? Does it work with women and women groups to address possible gender related constraints (e.g. transportation, mode of payment)	1	
	To what extent does the organization promote gender equality among its partners? Give specific examples from 2014.	1	

Core Gender Capacity: Gender and leadership			
Definition	Commitment and accountability to gender equality and women's leadership, and the organization's leadership's capacity to provide adequate vision and guidance to enhance policies on gender mainstreaming.		
FGD	none	Current score (1-5)	Comments
E.II. 1	Organization's commitment to gender equality and transforming gender power relations	2	They participants described some commitment of the organization's management to ensure gender equality, however; the commitment is not clearly visible as even the number of the female staff is very limited and actions taken by the management body is not tangible
	To what extent is the organization's leadership committed to gender equality? Give two specific examples of clear and explicit commitment towards gender equality.	2	
	To what extent is commitment towards gender equality shared throughout the organization? To what extent do staff support gender responsive approaches? What do most staff say about integrating gender?	2	
	To what extent do the organization's culture and values support gender equality? Does the organization value gender-sensitive behaviour? Does it demonstrate gender-sensitive behaviour? (Language used, jokes, material used, etc.)	2	
E.II. 2	Organization's leadership / senior management accountability to gender equality and transforming gender power relations	2.0	
	To what extent is the organization's leadership supportive in the allocation of human and financial resources for gender equality?	2	
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?	2	
	To what extent does the organization report on gender equality? Do reports reflect implementation of gender responsive actions?	2	
E.II. 3	Organization's vision towards gender equality and transforming gender power relations	2	
	To what extent does the organization have a clear vision towards gender equality? Does gender equality and/or empowerment of women appear in the general vision or mission statement? To what extent does everyone understand and promote the vision?	2	
E.II. 4	The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions	2	No example given. Researchers do not think there are any projects on women's decision making power

	To what extent does the organization develop and implement programs/projects on women's decision-making power and their role in leadership positions? Give an example from 2014.	2	
E.III. 3	Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	3	The previous head of livestock agency was a woman but she was promoted to zonal level
	To what extent do staff support women's decision-making power and their role in leadership positions?	3	
E.II. 5	Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	3	
	To what extent are mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?	3	
E.II. 6	Presence of women in leadership (management) and balanced representation	1	Do not have women in leadership position
	To what extent is the organization balanced in terms of female and male representation at all levels?	1	
	What were the numbers of men and women in 2014 at management and middle management level? Is it balanced?	1	
	What were the numbers of men and women (see table) in 2014 in different -non managerial - staff positions? Is it balanced?	1	

Core Gender Capacity: Innovation in gender responsive approaches			
Definition	Innovative and experimental approaches for impact in women's empowerment (from accommodating to transformative), capacity to search for, absorb and share information, knowledge and resources.		
FGD	Define Gender Transformative Approaches (GTAs), incl examples. Discussion: Does the organization have any experience with Gender Transformative Approaches (GTAs)? What are other innovative approaches and methods with regard to gender? Give examples.	Current score (1-5)	Comments
F.II. 1	The capacity to apply gender transformative approaches (GTAs)	1	They are not aware of approaches although there are changes in ways men and women do things.
	To what extent does the organization apply Gender Transformative Approaches (GTAs)? Give specific examples for 2014.	1	
	To what extent are incentives, manuals and procedures in place to ensure that Gender Transformative Approaches (GTAs) are applied?	1	
F.II. 2	The capacity to recognize and analyze gender transformative outcomes	1	
	To what extent does the organization recognize Gender Transformative outcomes when they happen? Give specific examples for 2014.	1	
F.II. 3	The capacity to document and learn from GTA's	1	
	To what extent does the organization document and learn from Gender Transformative Approaches (GTAs)? Have experiences been documented? Share samples of such documents from 2014.	1	

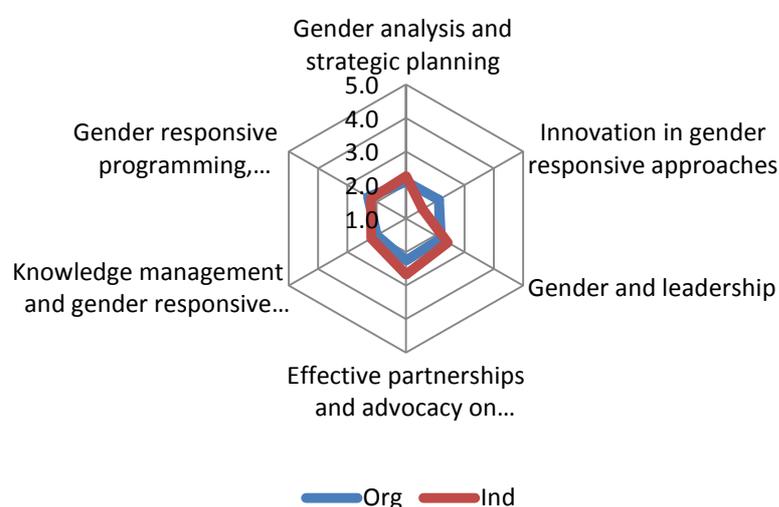
F.II. 4	The capacity to ensure GTA's are used by others and scaled up	1	
	To what extent has the organization scaled up innovative approaches – how many approaches went to scale in 2014? Have these innovations been upscaled by others? Give specific examples from 2014.	1	

Inputs for the Capacity development Strategy			
	Discuss highest and weakest scores and vote to define the priority of importance of capacities: each participant gets 5 votes to indicate which five capacities are more important / relevant according to him / her. Important capacities can include weak capacities that need to be strengthened, as well as existing capacities that need to stay in place. Discuss the outcome of the voting and make a priority listing of 5 – 10 capacities. Discuss and agree for each prioritized capacity how to maintain or strengthen them.		
	Priority capacities to maintain or develop	Desired score (1-5)	Proposal for capacity development
1	Providing access to gender (analysis) training for female and male staff	3	
2	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	3	
3	The capacity to apply gender transformative approaches (GTAs)	3	
4	The capacity to advocate for gender equality	3	
5	Presence of women in leadership (management) and balanced representation	3	

Horro Woreda office of agriculture

Basic info
Ethiopia
Horro Woreda office of agriculture
30/Apr/2015

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	2.1	2.3
Gender responsive programming, budgeting, and implementation	2.3	2.2
Knowledge management and gender responsive M&E	2.0	2.2
Effective partnerships and advocacy on promoting gender equality	2.3	2.7
Gender and leadership	2.2	2.4
Innovation in gender responsive approaches	2.1	1.6



Top 10 best developed capacities (parameters)	Score
The capacity to sensitize communities on gender issues	4
The capacity to develop strategies to address gender dynamics in the value chain	3
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	3
The capacity to translate research outcomes to define and/or adjust gender responsive programs	3
Position and mandate of dedicated gender staff (expert or focal point)	3
The capacity to collect, interpret and report on sex- disaggregated data	3
Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	3
The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	3
Organization's leadership / senior management accountability to gender equality and transforming gender power relations	3
Organization's vision towards gender equality and transforming gender power relations	3

Least developed capacities (parameters) (all 1)	Score
Providing access to gender (analysis) training for female and male staff	1
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1
Capacity to train other actors on gender responsive M&E	1
Access to and production of knowledge documents and publications on gender	1
The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions	1
Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	1

Narrative
This organization has a better capacity in terms of mobilizing the community on gender issues, collection of gender disaggregated data and taking affirmative actions. It has a gender focal person that oversees gender related issues although the focal person lacks gender qualifications to the required level. This organization lacks the capacity to use gender analytical tools and frameworks, the capacity to provide training to its staff and no gender strategy is in place.

Priority capacities to maintain or develop	Current score	Desired score
Providing access to gender (analysis) training for female and male staff	1	4
The capacity to analyze gender dynamics within the value chain	2	3
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1	3
The capacity to apply gender analysis tools and frameworks	1.5	3
The capacity to apply gender transformative approaches (GTAs)	1.5	3

Country:	Ethiopia
Name organization:	Horro Woreda Office of Agriculture
Name(s), positions and gender of participating staff:	Tariku Ofgaha (M), Garoma Ararsa (M), Melesse Shigute (M), Melkitu Keba (F), Desalegn Kaba (M), Mulugeta Beyene (M), Abebe Olani (M), Worku Tegegne (M), Lalise Gudata (F), and Elias Tesso (M)
Interviewer	Shiferaw Tafesse
Date	30-Apr 2015
Time	9:20
Notes	The head of the office is not present, however, the head of Woreda Livestock Development Agency participated; one female participant

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

Core Gender Capacity: Gender analysis and strategic planning			
Definition	The capacity to design and conduct gender analysis within the context of any of the flagships, access to and level of knowledge and experience in applying gender analytical tools and methodologies, and the capacity to use gender analytical data to inform new research and policies and to create new opportunities that can be leveraged to support the program activities and eventual scaling up.		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools. Discussion: what are gender issues in the targeted value chain?</p> <ul style="list-style-type: none"> • Gender division of labor (productive, reproductive, community roles) and roles; • Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources; • Gender differences in decision-making and leadership; • Nature and level of participation of men and women in livestock and fish value chains; • Gender differences in educational level and technical knowledge <p>Give some examples. Are these gender issues analyzed by the organization?</p>	Current score (1-5)	Comments
A.II.1	The capacity to analyze gender dynamics within the value chain	2.0	There is a form incentives that encourages a worker particularly in cooperative promotion unit- a one who brings more to a cooperative member will be awarded individually and as a coop association!
	To what extent are gender dynamics within the value chain, including interpreting the various gender roles played by men and women, access to and control of resources and benefits, and other gender issues that enhance or hinder men and women to equitably benefit from the value chain, analyzed and understood by the organization? How does the organization know of these gender issues?	2	
	To what extent are incentives and procedures in place to ensure that staff applies gender analysis in their work? To what extent do staff always apply gender analysis in their work, e.g. before starting a project or intervention? Are projects checked on the existence and quality of gender analysis?	2	
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	3.0	In developing gender strategy, we don't have any problem. But we have the problem in implementing what is planned. For example, in 2014, we have a plan to increase the participation of women farmers, women HH head and house wives, in all extension services. after arguing for a while all agreed to give 3
	To what extent are strategies developed to address gender dynamics in the value chain? What kind of interventions have been developed and implemented in 2014?	3.0	
A.II.3	The capacity to apply gender analysis tools and frameworks	1.5	

	To what extent are gender analytical frameworks and tools to identify and address gender-based constraints and opportunities in technology and value chain developments in the targeted value chains applied? Which frameworks and tools are normally used?	2.0	we consider gender in our works, however, we do it not following certain frameworks or tools but usually by quota
	To what extent does the organization make use of a toolkit or inventory of tools?	1.0	
A.II.4	Providing access to gender (analysis) training for female and male staff	1.0	for example there was no training on gender was given for any staff last year
	To what extent have all staff received sufficient training on gender (analysis)? How many trainings have they attended? Are the trainings sufficient in quality and quantity?	1	
A.II.5	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	3.0	when we hire staff members, female applicants were encouraged to apply and while competition they were given some marks as affirmative action
	To what extent does the organization understand internal gender dynamics and develops strategies to deal with these, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance? E.g. are affirmative actions necessary and to what extent?	3.0	

Core Gender Capacity: Gender responsive programming, budgeting, and implementation			
Definition	The capacity to implement gender responsive programs as planned, to mainstream gender throughout all operations and programs and allocate financial and human resources for it, having a gender sensitive structure and organizational culture, reflected amongst others in an internal gender balance.		
FGD	Discuss the kind of programmes that this organization implements, are gender issues taken into consideration? Examples: - gendered participation in livestock and fish value chains; - gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations, and breeds; - women's access to markets and control over resources, technologies, labor, power and the benefits of their work; - level and equity in animal source food consumption within poor households; - Preferences of male and female producers for certain breeds; etc	Current score (1-5)	Comments
B.II.1	The capacity to implement programs in line with national gender policies and frameworks	2.0	we have implementation polices as a result of several constraints
	To what extent does the organization develop and implement programs in line with national gender policies and frameworks? Are national gender policies and frameworks known and studied? In case of (para) governmental agencies: To what extent are the national gender policies implemented and actively communicated and disseminated by the organization?	2	

B.II. 2	The capacity to develop gender responsive programs	2.0	No separate budget is being allocated for gender unit, however, within the other units gender related activities implementations are being carried out.
	To what extent does the organization develop programs that are gender responsive? How many projects/programs implemented in the last year have an explicit focus on gender? What kind of projects have been developed last year?	2	
	To what extent is sufficient budget allocated for gender responsive? Interventions or projects? How much in 2014?	2	
	To what extent are systems, procedures and incentives in place to ensure that all interventions are gender responsive? Give specific examples of each that was used in 2014. Are proposals and reports checked on gender sensitivity? Who checks them?	2	
B.II. 3	The capacity to translate research outcomes to define and/or adjust gender responsive programs	3.0	Although, not regularly done, institutionalized, we use research findings and other related publications for this purpose
	To what extent does the organization use research outcomes from the national research partnership to define and/or adjust gender responsive programs? Which studies have been used? How relevant is research done in LAF program for the organization?	3.0	
B.II. 4	The capacity to ensure that interventions benefit women and men equally	2.7	The organization tries to make both men and women benefit equally as much as possible whenever various agricultural inputs are provided to the farmers including technical advisory services.
	To what extent, and how does the organization make sure women and men benefit equally from provision of services, inputs, trainings, and technologies? Give examples.	3	
	To what extent, and how does the organization make sure women and men benefit equally from envisaged program impacts such as on the increase of household income, increased farmers' participation in the value chain, improved access and consumption of animal source food, etc? Give examples.	3.0	
	Are mechanisms, such as policies and procedures, in place to ensure that interventions benefit women and men? Are they effective, e.g. does all staff understand and implements?	2.0	
B.II. 5	The capacity to sensitize communities on gender issues	4.0	creating awareness among the women in the community through different mechanisms is our main activities
	To what extent does the organization develop and implement interventions to sensitize women about their rights?	4.0	
	To what extent does the organization develop and implement interventions to strengthen farmers groups, cooperatives, producer's organizations and associations, with a gender equality perspective? What kind of interventions, e.g. training? With what effect?	4.0	

B.II. 8	Presence of gender experts who have the capacity to develop and implement gender responsive programs	1.5	currently we have a home-economist who also acting as gender focal person for the organization; sometimes gender experts from regional bureau come and support us
	To what extent does the organization have gender experts in place? What are their highest degree specializations (major and minor)?	1.0	
	To what extent does the organization seek gender expertise from outside? How many were sought in 2014? For how long (weeks) did they render their services?	2.0	
B.II. 6	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1.0	No standalone gender mainstreaming strategy is in place.
	Do you have a gender policy (a statement/intention on gender equality) developed and in place? Describe it.	1	
	Do you have a gender strategy (a strategic roadmap) developed and in place? Please give us a copy.	1	
	To what extent has your gender mainstreaming policy been implemented? Does everyone know and understand the gender policy?	1	
	To what extent are adequate financial and human resources available to implement the policy? Does it have a special budget to undertake gender related activities?	1	
B.II. 9	Position and mandate of dedicated gender staff (expert or focal point)	3.0	All the sectors well come the gender focal person whenever there is a request from the focal person to do some gender activities to ensure gender mainstreaming.
	To what extent do gender experts and/or focal points have a mandate to ensure gender is mainstreamed?	3.0	
B.II. 10	Balance between responsibilities of gender experts and general staff members on gender mainstreaming	2.0	
	To what extent responsibilities for gender mainstreaming shared within the organization? Do other staff members have formal responsibilities for integrating gender in their work, e.g. in their job descriptions?	2.0	
B.II. 7	The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	2.0	The organization is taking affirmative actions
	To what extent are actions towards a more gender responsive organization implemented? Give specific examples of actions implemented towards a better gender balance in 2014 and with what results?	2	
	To what extent are policies and procedures in place to ensure gender equality in the workplace?	2	

Core Gender Capacity: Knowledge management and gender responsive M&E

Definition	The capacity to collect and analyze sex disaggregated data, to monitor and to report on gender responsive programming, specific gender outputs and outcomes, knowledge management, outreach and communication capacity to document stories, blog post and research publications, ensuring wide (social media) outreach on gender responsive programming and its results.		
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FGD	Explain the difference between sex-disaggregated data within and beyond the household, and household data disaggregated by household head. Explain the extent to which these two data are useful for gender analysis and the invisibility of women from MHH in data disaggregated by HH head. Explain the definition of gender responsive monitoring, evaluation and learning.	Current score (1-5)	Comments
C.II. 1	The capacity to collect, interpret and report on sex-disaggregated data	3.0	we have a written checklist that is institutionalized to ensure the collection of gender disaggregated data
	To what extent does the organization collect sex-disaggregated data?	3	
	To what extent are mechanisms in place to ensure that all data collected is sex disaggregated? What are they?	3	
	To what extent is sex disaggregated data not only collected, but also interpreted and reported on? How many projects reported this in 2014? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in 2014. What analysis was conducted on the data? By whom (qualification)?	3	
C.II. 2	Existence and quality of a gender responsive M&E system and ability to use it	2	
	To what extent is the M&E system gender responsive? Give a specific example.	2	
	To what extent do reports reflect lessons on changes in gender norms? Please share a gender responsive M&E report and the tools used to collect the data used in the report.	2	
	To what extent are guidelines, tools and methods for gender responsive M&E in place?	2	
C.II. 3	Capacity to train other actors on gender responsive M&E	1	
	To what extent does the organization train other actors on gender responsive M&E? How many organizations / persons have been trained?	1	
C.II. 4	Access to and production of knowledge documents and publications on gender	1	
	To what extent does the organization collect, develop and make accessible knowledge documents and publications on gender? How many did you publish in 2014? Who provided the gender expertise for each? Can we get one or two copies?	1	
C.II. 5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	3	
	To what extent does the organization provide gender inputs, perspectives, insights to other organizations' reports and publications? Which organizations in 2014? Who did it? Can we have one or two such reports?	3	
Core Gender Capacity: Effective partnerships and advocacy on promoting gender equality			
Definition	The capacity to build coalitions; influence government and external partners, and to advocate for women's rights. The definition of development partnership relationships provided in the development partnerships strategy identifies inspired alignment of independent		

	autonomous organisations that come together for strategic reasons, not financial ones.		
FGD	Make sure that everyone understands the definition of partnerships and advocacy for gender equality. Discussion: Do you have partnerships around gender equality, with other organizations along the value chain, e.g. service providers, producer organizations, development organizations? Do you advocate for gender equality?	Current score (1-5)	Comments
D.II. 1	The capacity to advocate for gender equality	2	
	To what extent does the organization participate in advocacy for gender equality? Does the organization aim to influence governmental policies? Provide documented evidence for such participation. Does it have an influence on policy-making at national level? Does it have an influence on regulatory frameworks at local, national levels? In case of (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?	2	
D.II. 2	The capacity to develop joint gender advocacy materials with other organizations and use research outcomes and other material to advocate for gender equality in the value chain	2	
	To what extent does the organization develop joint gender advocacy materials with other organizations? What kind of materials were developed? Give examples from 2014.	2	
	To what extent does the organization use research outcomes and other materials to advocate for gender equality in the value chain? Give examples from 2014.	2	
D.II. 3	The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	3	The organization has no problem in developing partnership and maintaining it. We are doing with all available development partners who are working in our mandate areas
	To what extent does the organization work with government in partnership? Are public-private partnerships in place? Are these partnerships gender responsive, e.g. are gender sensitive/specific organizations included? Are gender issues central to the partnership? In case of (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships?	4	
	Are partnerships with government used for influencing policies? Give an example from 2014.	2	
D.II. 4	The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC	2	
	To what extent is gender equality central to partnerships? Are coalitions in place around gender equality in value chains? How many and who are the partners? Are R4D partnerships or collaborations key to any success in promoting gender equality? Which other initiatives have gender capacities?	2	

	To what extent does the organization work with gender-sensitive/ specific organizations? Does it work with women and women groups to address possible gender related constraints (e.g. transportation, mode of payment)	2	
	To what extent does the organization promote gender equality among its partners? Give specific examples from 2014.	2	

Core Gender Capacity: Gender and leadership			
Definition	Commitment and accountability to gender equality and women's leadership, and the organization's leadership's capacity to provide adequate vision and guidance to enhance policies on gender mainstreaming.		
FGD	none	Current score (1-5)	Comments
E.II. 1	Organization's commitment to gender equality and transforming gender power relations	2.3333333	Currently we don't have women in leadership. It is mainly because of the mis-assumption of staff members and leaders that female staff members are not as competent as that of men.
	To what extent is the organization's leadership committed to gender equality? Give two specific examples of clear and explicit commitment towards gender equality.	2	
	To what extent is commitment towards gender equality shared throughout the organization? To what extent do staff support gender responsive approaches? What do most staff say about integrating gender?	2	
	To what extent do the organization's culture and values support gender equality? Does the organization value gender-sensitive behavior? Does it demonstrate gender-sensitive behavior? (language used, jokes, material used, etc.)	3	
E.II. 2	Organization's leadership / senior management accountability to gender equality and transforming gender power relations	3.0	
	To what extent is the organization's leadership supportive in the allocation of human and financial resources for gender equality?	3	
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?	3	
	To what extent does the organization report on gender equality? Do reports reflect implementation of gender responsive actions?	3	
E.II. 3	Organization's vision towards gender equality and transforming gender power relations	3	
	To what extent does the organization have a clear vision towards gender equality? Does gender equality and/or empowerment of women appear in the general vision or mission statement? To what extent does everyone understand and promote the vision?	3	
E.II. 4	The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions	1	

	To what extent does the organization develop and implement programs/projects on women's decision-making power and their role in leadership positions? Give an example from 2014.	1	
E.III. 3	Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	1	
	To what extent do staff support women's decision-making power and their role in leadership positions?	1	
E.II. 5	Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	3	The organization has some forms of affirmative actions in place that is institutionalized at Woreda level.
	To what extent are mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?	3	
E.II. 6	Presence of women in leadership (management) and balanced representation	2	there is low representations of female staffs as a result of not only less affirmative actions in pace but also less availability
	To what extent is the organization balanced in terms of female and male representation at all levels?	2	
	What were the numbers of men and women in 2014 at management and middle management level? Is it balanced?	2	
	What were the numbers of men and women (see table) in 2014 in different -non managerial - staff positions? Is it balanced?	2	

Core Gender Capacity: Innovation in gender responsive approaches			
Definition	Innovative and experimental approaches for impact in women's empowerment (from accommodating to transformative), capacity to search for, absorb and share information, knowledge and resources.		
FGD	Define Gender Transformative Approaches (GTAs), incl examples. Discussion: Does the organization have any experience with Gender Transformative Approaches (GTAs)? What are other innovative approaches and methods with regard to gender? Give examples.	Current score (1-5)	Comments
F.II. 1	The capacity to apply gender transformative approaches (GTAs)	1.5	There are changes taking place in the community within households due to our and others interventions on relationship between men and women. For example nowadays men are supporting women in domestic works, participating together in community meetings and others. But, although we observe such changes, we don't appreciate and capture those changes through study for wider scale up.
	To what extent does the organization apply Gender Transformative Approaches (GTAs)? Give specific examples for 2014.	2	
	To what extent are incentives, manuals and procedures in place to ensure that Gender Transformative Approaches (GTAs) are applied?	1	
F.II. 2	The capacity to recognize and analyze gender transformative outcomes	3	
	To what extent does the organization recognize Gender Transformative outcomes when they happen? Give specific examples for 2014.	3	

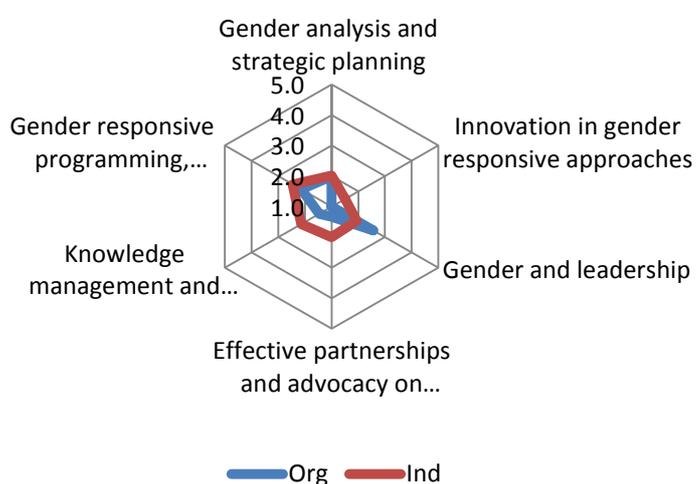
F.II. 3	The capacity to document and learn from GTA's	2	
	To what extent does the organization document and learn from Gender Transformative Approaches (GTAs)? Have experiences been documented? Share samples of such documents from 2014.	2	
F.II. 4	The capacity to ensure GTA's are used by others and scaled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

Inputs for the Capacity development Strategy			
	Discuss highest and weakest scores and vote to define the priority of importance of capacities: each participant gets 5 votes to indicate which five capacities are more important / relevant according to him / her. Important capacities can include weak capacities that need to be strengthened, as well as existing capacities that need to stay in place. Discuss the outcome of the voting and make a priority listing of 5 – 10 capacities. Discuss and agree for each prioritized capacity how to maintain or strengthen them.		
	Priority capacities to maintain or develop	Desired score (1-5)	Proposal for capacity development
1	Providing access to gender (analysis) training for female and male staff	3	
2	The capacity to analyze gender dynamics within the value chain	3	
3	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	3	
4	The capacity to apply gender analysis tools and frameworks	3	
5	The capacity to apply gender transformative approaches (GTAs)	3	

Yabello district pastoral development office

Basic info
Ethiopia
Yabello Pastoralist Development office
06/May/015

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	2.0	2.0
Gender responsive programming, budgeting, and implementation	2.1	2.5
Knowledge management and gender responsive M&E	1.5	2.1
Effective partnerships and advocacy on promoting gender equality	1.3	2.0
Gender and leadership	2.6	1.9
Innovation in gender responsive approaches	1.0	1.5



Top 10 best developed capacities (parameters)	Score
The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC	2
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	3
The capacity to analyze gender dynamics within the value chain	3
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	3
The capacity to ensure that interventions benefit women and men equally	3
The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	3
Organization's commitment to gender equality and transforming gender power relations	3
Organization's vision towards gender equality and transforming gender power relations	3
Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	3
Presence of women in leadership (management) and balanced representation	3

Least developed capacities (parameters) (all 1)	Score
The capacity to apply gender analysis tools and frameworks	1
Providing access to gender (analysis) training for female and male staff	1
The capacity to translate research outcomes to define and/or adjust gender responsive programs	1
Existence and quality of a gender responsive M&E system and ability to use it	1
Capacity to train other actors on gender responsive M&E	1
Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1
The capacity to advocate for gender equality	1
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
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
The capacity to apply gender transformative approaches (GTAs)	1
The capacity to recognize and analyze gender transformative outcomes	1
The capacity to document and learn from GTA's	1
The capacity to ensure GTA's are used by others and scaled up	1

Narrative
This organization has good capacity in terms of ensuring gender balance as staff and leadership positions, implementing interventions benefiting women and men equally, and presence of women in leadership position. It has a gender focal person that oversees gender related issues. This organization lacks the capacity to use gender analytical tools and frameworks, the capacity to provide training to its staff, the capacity to use gender responsive M&E, the capacity to establish and maintain effective partnership, the capacity to advocate for gender equality, the capacity to apply gender transformative approaches, the capacity to document and learn from GTAs, and no gender strategy is in place among others.

Priority capacities to maintain or develop	Current score	Desired score
The capacity to apply gender analysis tools and frameworks	1	3
Providing access to gender (analysis) training for female and male staff	1	4
Existence and quality of a gender responsive M&E system and ability to use it	1	3
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
The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	1	3

Country:	Ethiopia
Name organization:	Yabello Pastoralist Development Office
Name(s), positions and gender of participating staff:	Zelalem Birhanu (M), Abraham Mammo (M), Kume Wondimu (F), Duba Meleze (M), Elsabet Tarso (F), Guyo Kalecha (F), Daniel Yimar (M), Melaku Bayelign (M) and Ayantu Chali (F)
Interviewer	Shiferaw Tafesse
Date	06/May/2015
Time	10:00
Notes	4 female and 5 male experts representing different departments with various qualifications participated; head of the office participated

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

Core Gender Capacity: Gender analysis and strategic planning			
Definition	The capacity to design and conduct gender analysis within the context of any of the flagships, access to and level of knowledge and experience in applying gender analytical tools and methodologies, and the capacity to use gender analytical data to inform new research and policies and to create new opportunities that can be leveraged to support the program activities and eventual scaling up.		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools. Discussion: what are gender issues in the targeted value chain?</p> <ul style="list-style-type: none"> • Gender division of labor (productive, reproductive, community roles) and roles; • Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources; • Gender differences in decision-making and leadership; • Nature and level of participation of men and women in livestock and fish value chains; • Gender differences in educational level and technical knowledge <p>Give some examples. Are these gender issues analyzed by the organization?</p>	Current score (1-5)	Comments
A.II.1	The capacity to analyze gender dynamics within the value chain	3.0	The organization considers gender analysis whenever it does its extension work. We are well recognized for this work even at the Zonal level among the other district offices. We have some forms of structures and incentives in place to encourage staffs include gender issues in their day to day work. For example, in PSNP program gender is very well incorporated and addressed
	To what extent are gender dynamics within the value chain, including interpreting the various gender roles played by men and women, access to and control of resources and benefits, and other gender issues that enhance or hinder men and women to equitably benefit from the value chain, analyzed and understood by the organization? How does the organization know of these gender issues?	3.0	
	To what extent are incentives and procedures in place to ensure that staff applies gender analysis in their work? To what extent do staff always apply gender analysis in their work, e.g. before starting a project or intervention? Are projects checked on the existence and quality of gender analysis?	3.0	
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	2.0	PSNP program is a good example for addressing gender dynamics in our district.
	To what extent are strategies developed to address gender dynamics in the value chain? What kind of interventions have been developed and implemented in 2014?	2.0	
A.II.3	The capacity to apply gender analysis tools and frameworks	1.0	Has a gender focal person who do the technical issues with regard to gender analysis. But other

			staff members do not have the technical know-how on tools and frameworks.
	To what extent are gender analytical frameworks and tools to identify and address gender-based constraints and opportunities in technology and value chain developments in the targeted value chains applied? Which frameworks and tools are normally used?	1.0	
	To what extent does the organization make use of a toolkit or inventory of tools?	1.0	
A.II.4	Providing access to gender (analysis) training for female and male staff	1.0	
	To what extent have all staff received sufficient training on gender (analysis)? How many trainings have they attended? Are the trainings sufficient in quality and quantity?	1.0	
A.II.5	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	3.0	The organization takes different kinds of affirmative actions to close the gender gaps and improve females participations
	To what extent does the organization understand internal gender dynamics and develops strategies to deal with these, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance? E.g. are affirmative actions necessary and to what extent?	3.0	

Core Gender Capacity: Gender responsive programming, budgeting, and implementation			
Definition	The capacity to implement gender responsive programs as planned, to mainstream gender throughout all operations and programs and allocate financial and human resources for it, having a gender sensitive structure and organizational culture, reflected amongst others in an internal gender balance.		
FGD	Discuss the kind of programmes that this organization implements, are gender issues taken into consideration? Examples: - gendered participation in livestock and fish value chains; - gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations, and breeds; - women's access to markets and control over resources, technologies, labor, power and the benefits of their work; - level and equity in animal source food consumption within poor households; - Preferences of male and female producers for certain breeds; etc	Current score (1-5)	Comments
B.II.1	The capacity to implement programs in line with national gender policies and frameworks	2.0	
	To what extent does the organization develop and implement programs in line with national gender policies and frameworks? Are national gender policies and frameworks known and studied? In case of (para) governmental agencies: To what extent are the national	2.0	

	gender policies implemented and actively communicated and disseminated by the organization?		
B.II. 2	The capacity to develop gender responsive programs	2.0	
	To what extent does the organization develop programs that are gender responsive? How many projects/programs implemented in the last year have an explicit focus on gender? What kind of projects have been developed last year?	2.0	
	To what extent is sufficient budget allocated for gender responsive? Interventions or projects? How much in 2014?	2.0	
	To what extent are systems, procedures and incentives in place to ensure that all interventions are gender responsive? Give specific examples of each that was used in 2014. Are proposals and reports checked on gender sensitivity? Who checks them?	2.0	
B.II. 3	The capacity to translate research outcomes to define and/or adjust gender responsive programs	1.0	The organization has no attempt and mechanisms in place to help its staff members access gender related publications
	To what extent does the organization use research outcomes from the national research partnership to define and/or adjust gender responsive programs? Which studies have been used? How relevant is research done in LAF program for the organization?	1.0	
B.II. 4	The capacity to ensure that interventions benefit women and men equally	3.0	In all its efforts the organization tries to benefit both male and female equally from its services
	To what extent, and how does the organization make sure women and men benefit equally from provision of services, inputs, trainings, and technologies? Give examples.	3.0	
	To what extent, and how does the organization make sure women and men benefit equally from envisaged program impacts such as on the increase of household income, increased farmers' participation in the value chain, improved access and consumption of animal source food, etc? Give examples.	3.0	
	Are mechanisms, such as policies and procedures, in place to ensure that interventions benefit women and men? Are they effective, e.g. does all staff understand and implements?	3.0	
B.II. 5	The capacity to sensitize communities on gender issues	2.0	
	To what extent does the organization develop and implement interventions to sensitize women about their rights?	2.0	

	To what extent does the organization develop and implement interventions to strengthen farmers groups, cooperatives, producer's organizations and associations, with a gender equality perspective? What kind of interventions, e.g. training? With what effect?	2.0	
B.II. 8	Presence of gender experts who have the capacity to develop and implement gender responsive programs	2.0	Has one gender focal person who is responsible for gender inclusion. She is also responsible for other social related issues. She has Diploma
	To what extent does the organization have gender experts in place? What are their highest degree specializations (major and minor)?	2.0	
	To what extent does the organization seek gender expertise from outside? How many were sought in 2014? For how long (weeks) did they render their services?	2.0	
B.II. 6	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	2.5	Has a document strategy on gender; everyone has not equal understanding on gender strategy which is in written form and available
	Do you have a gender policy (a statement/intention on gender equality) developed and in place? Describe it.	3.0	
	Do you have a gender strategy (a strategic roadmap) developed and in place? Please give us a copy.	3.0	
	To what extent has your gender mainstreaming policy been implemented? Does everyone know and understand the gender policy?	2.0	
	To what extent are adequate financial and human resources available to implement the policy? Does it have a special budget to undertake gender related activities?	2.0	
B.II. 9	Position and mandate of dedicated gender staff (expert or focal point)	2.0	
	To what extent do gender experts and/or focal points have a mandate to ensure gender is mainstreamed?	2.0	
B.II. 10	Balance between responsibilities of gender experts and general staff members on gender mainstreaming	2.0	Every staff member has a responsibility to consider gender but we don't have formally written and described in our job descriptions
	To what extent responsibilities for gender mainstreaming shared within the organization? Do other staff members have formal responsibilities for integrating gender in their work, e.g. in their job descriptions?	2.0	
B.II. 7	The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.	3.0	
	To what extent are actions towards a more gender responsive organization implemented? Give specific examples of actions implemented towards a better gender balance in 2014 and with what results?	3.0	
	To what extent are policies and procedures in place to ensure gender equality in the workplace?	3.0	

Core Gender Capacity: Knowledge management and gender responsive M&E

Definition	The capacity to collect and analyze sex disaggregated data, to monitor and to report on gender responsive programming, specific gender outputs and outcomes, knowledge management, outreach and communication		
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	capacity to document stories, blog post and research publications, ensuring wide (social media) outreach on gender responsive programming and its results.		
FGD	Explain the difference between sex-disaggregated data within and beyond the household, and household data disaggregated by household head. Explain the extent to which these two data are useful for gender analysis and the invisibility of women from MHH in data disaggregated by HH head. Explain the definition of gender responsive monitoring, evaluation and learning.	Current score (1-5)	Comments
C.II. 1	The capacity to collect, interpret and report on sex-disaggregated data	2.3	Collecting and reporting gender disaggregated data is the work and responsibility of every staff member. Has a reporting format that help the organization to some extent ensure gender disaggregated data collection and reporting
	To what extent does the organization collect sex-disaggregated data?	3.0	
	To what extent are mechanisms in place to ensure that all data collected is sex disaggregated? What are they?	2.0	
	To what extent is sex disaggregated data not only collected, but also interpreted and reported on? How many projects reported this in 2014? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in 2014. What analysis was conducted on the data? By whom (qualification)?	2.0	
C.II. 2	Existence and quality of a gender responsive M&E system and ability to use it	1.0	
	To what extent is the M&E system gender responsive? Give a specific example.	1.0	
	To what extent do reports reflect lessons on changes in gender norms? Please share a gender responsive M&E report and the tools used to collect the data used in the report.	1.0	
	To what extent are guidelines, tools and methods for gender responsive M&E in place?	1.0	
C.II. 3	Capacity to train other actors on gender responsive M&E	1.0	
	To what extent does the organization train other actors on gender responsive M&E? How many organizations / persons have been trained?	1.0	
C.II. 4	Access to and production of knowledge documents and publications on gender	2.0	
	To what extent does the organization collect, develop and make accessible knowledge documents and publications on gender? How many did you publish in 2014? Who provided the gender expertise for each? Can we get one or two copies?	2.0	
C.II. 5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1.0	
	To what extent does the organization provide gender inputs, perspectives, insights to other organizations' reports and publications? Which organizations in 2014? Who did it? Can we have one or two such reports?	1.0	
Core Gender Capacity: Effective partnerships and advocacy on promoting gender equality			

Definition	The capacity to build coalitions; influence government and external partners, and to advocate for women's rights. The definition of development partnership relationships provided in the development partnerships strategy identifies inspired alignment of independent autonomous organisations that come together for strategic reasons, not financial ones.		
FGD	Make sure that everyone understands the definition of partnerships and advocacy for gender equality. Discussion: Do you have partnerships around gender equality, with other organizations along the value chain, e.g. service providers, producer organizations, development organizations? Do you advocate for gender equality?	Current score (1-5)	Comments
D.II. 1	The capacity to advocate for gender equality	1.0	
	To what extent does the organization participate in advocacy for gender equality? Does the organization aim to influence governmental policies? Provide documented evidence for such participation. Does it have an influence on policy-making at national level? Does it have an influence on regulatory frameworks at local, national levels? In case of (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?	1.0	
D.II. 2	The capacity to develop joint gender advocacy materials with other organizations and use research outcomes and other material to advocate for gender equality in the value chain	1.0	
	To what extent does the organization develop joint gender advocacy materials with other organizations? What kind of materials were developed? Give examples from 2014.	1.0	
	To what extent does the organization use research outcomes and other materials to advocate for gender equality in the value chain? Give examples from 2014.	1.0	
D.II. 3	The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable	1.0	
	To what extent does the organization work with government in partnership? Are public-private partnerships in place? Are these partnerships gender responsive, e.g. are gender sensitive/specific organizations included? Are gender issues central to the partnership? In case of (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships?	1.0	
	Are partnerships with government used for influencing policies? Give an example from 2014.	1.0	
D.II. 4	The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC	2.3	Organize women and youth group to improve their benefit from development activities
	To what extent is gender equality central to partnerships? Are coalitions in place around gender equality in value chains? How many and who are the partners? Are R4D partnerships or collaborations key to any success in promoting gender equality? Which other initiatives have gender capacities?	3.0	

	To what extent does the organization work with gender-sensitive/ specific organizations? Does it work with women and women groups to address possible gender related constraints (e.g. transportation, mode of payment)	3.0	
	To what extent does the organization promote gender equality among its partners? Give specific examples from 2014.	1.0	

Core Gender Capacity: Gender and leadership			
Definition	Commitment and accountability to gender equality and women's leadership, and the organization's leadership's capacity to provide adequate vision and guidance to enhance policies on gender mainstreaming.		
FGD	none	Current score (1-5)	Comments
E.II. 1	Organization's commitment to gender equality and transforming gender power relations	3.0	The deputy head of the organization is female. there are two female process owners, gender focal person and agricultural production development core process
	To what extent is the organization's leadership committed to gender equality? Give two specific examples of clear and explicit commitment towards gender equality.	3.0	
	To what extent is commitment towards gender equality shared throughout the organization? To what extent do staff support gender responsive approaches? What do most staff say about integrating gender?	3.0	
	To what extent do the organization's culture and values support gender equality? Does the organization value gender-sensitive behavior? Does it demonstrate gender-sensitive behavior? (Language used, jokes, material used, etc.)	3.0	
E.II. 2	Organization's leadership / senior management accountability to gender equality and transforming gender power relations	2.0	
	To what extent is the organization's leadership supportive in the allocation of human and financial resources for gender equality?	2.0	
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?	2.0	
	To what extent does the organization report on gender equality? Do reports reflect implementation of gender responsive actions?	2.0	
E.II. 3	Organization's vision towards gender equality and transforming gender power relations	3.0	Vision of the organization reflects gender issues and considerations
	To what extent does the organization have a clear vision towards gender equality? Does gender equality and/or empowerment of women appear in the general vision or mission statement? To what extent does everyone understand and promote the vision?	3.0	
E.II. 4	The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions	2.0	
	To what extent does the organization develop and implement programs/projects on women's decision-	2.0	

	making power and their role in leadership positions? Give an example from 2014.		
E.III. 3	Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs	2.0	Being a women in leadership positions, has some effect on the thinking of the female in position itself. She sometimes feel that as if she is not respected by staff members
	To what extent do staff support women's decision-making power and their role in leadership positions?	2.0	
E.II. 5	Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance	3.0	The organization strive to take affirmative actions in order to improve women participation and benefit
	To what extent are mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?	3.0	
E.II. 6	Presence of women in leadership (management) and balanced representation	3.0	Has female vice-head, female process owners that reflects we have women in different positions at different levels
	To what extent is the organization balanced in terms of female and male representation at all levels?	3.0	
	What were the numbers of men and women in 2014 at management and middle management level? Is it balanced?	3.0	
	What were the numbers of men and women (see table) in 2014 in different -non managerial - staff positions? Is it balanced?	3.0	

Core Gender Capacity: Innovation in gender responsive approaches			
Definition	Innovative and experimental approaches for impact in women's empowerment (from accommodating to transformative), capacity to search for, absorb and share information, knowledge and resources.		
FGD	Define Gender Transformative Approaches (GTAs), incl examples. Discussion: Does the organization have any experience with Gender Transformative Approaches (GTAs)? What are other innovative approaches and methods with regard to gender? Give examples.	Current score (1-5)	Comments
F.II. 1	The capacity to apply gender transformative approaches (GTAs)	1.0	
	To what extent does the organization apply Gender Transformative Approaches (GTAs)? Give specific examples for 2014.	1.0	
	To what extent are incentives, manuals and procedures in place to ensure that Gender Transformative Approaches (GTAs) are applied?	1.0	
F.II. 2	The capacity to recognize and analyze gender transformative outcomes	1.0	
	To what extent does the organization recognize Gender Transformative outcomes when they happen? Give specific examples for 2014.	1.0	
F.II. 3	The capacity to document and learn from GTA's	1.0	
	To what extent does the organization document and learn from Gender Transformative Approaches (GTAs)?	1.0	

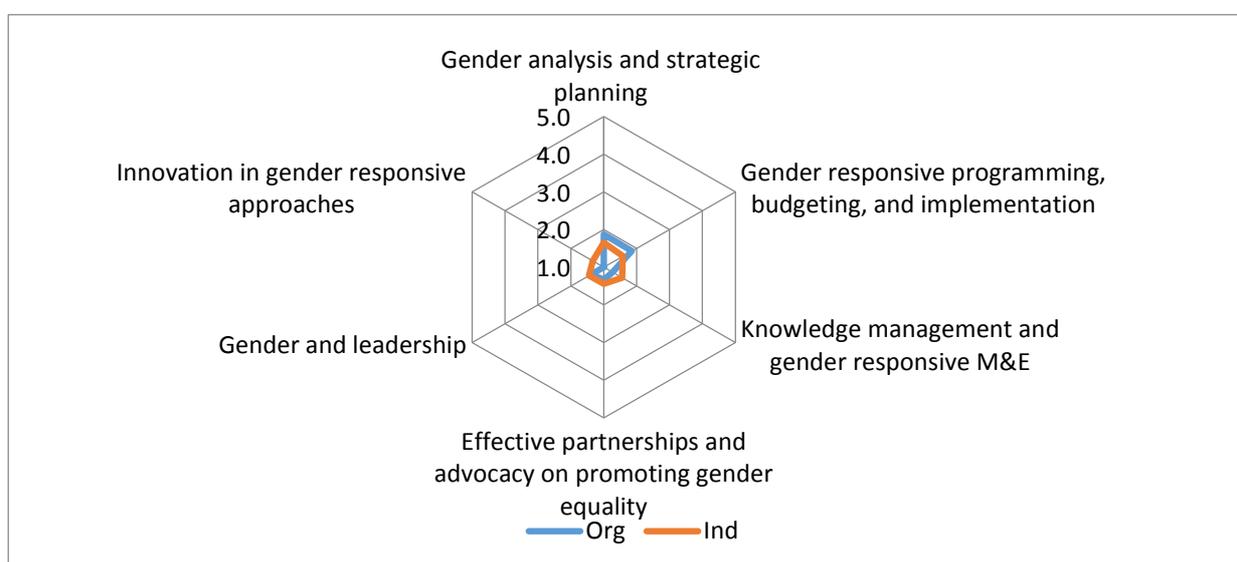
	Have experiences been documented? Share samples of such documents from 2014.		
F.II. 4	The capacity to ensure GTA's are used by others and scaled up	1.0	
	To what extent has the organization scaled up innovative approaches – how many approaches went to scale in 2014? Have these innovations been upscaled by others? Give specific examples from 2014.	1.0	

Inputs for the Capacity development Strategy			
	Discuss highest and weakest scores and vote to define the priority of importance of capacities: each participant gets 5 votes to indicate which five capacities are more important / relevant according to him / her. Important capacities can include weak capacities that need to be strengthened, as well as existing capacities that need to stay in place. Discuss the outcome of the voting and make a priority listing of 5 – 10 capacities. Discuss and agree for each prioritized capacity how to maintain or strengthen them.		
	Priority capacities to maintain or develop	Desired score (1-5)	Proposal for capacity development
1	The capacity to apply gender analysis tools and frameworks	3.0	
2	Providing access to gender (analysis) training for female and male staff	4.0	
3	Existence and quality of a gender responsive M&E system and ability to use it	3.0	
4	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	3.0	
5	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	3.0	

Areka agricultural research center

Basic info
Ethiopia
Areka Agricultural Research Center
22/04/2015

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	1.9	1.6
Gender responsive programming, budgeting, and implementation	1.9	1.6
Knowledge management and gender responsive M&E	1.3	1.6
Effective partnerships and advocacy on promoting gender equality	1.3	1.4
Gender and leadership	1.4	1.4
Innovation in gender responsive approaches	1.0	1.3



Top 10 best developed capacities (parameters)	Score
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	3.0
The capacity to use feedback from gender responsive interventions to new research	3.0
The capacity to ensure that outcomes of gender responsive research are used by development actors and service providers in their VC interventions	2.5
Organization's commitment to gender equality and transforming gender power relations	2.3
Providing access to gender (analysis) training for female and male scientists	2.0
The capacity to undertake gender responsive research	2.0
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	2.0
Existence and quality of a gender responsive M&E system and ability to use it	2.0
The capacity to develop and maintain effective partnerships with actors along the VC targeted at advocating for and promoting gender equality together with the partner	2.0
Organization's vision towards gender equality and transforming gender power relations	2.0

Least developed capacities (parameters) (all 1)	Score
The capacity to develop and apply gender analytical frameworks and tools in research	1.0
The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance	1.0
Position and mandate of gender scientists and/or focal points	1.0
The capacity to provide inputs for national policies and legislation on gender responsive knowledge management within VCs	1.0
The capacity to collect, develop and make accessible quality knowledge documents and publications on gender	1.0
Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1.0
The capacity to participate in advocacy for gender equality	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
The capacity to undertake research on women's decision-making power and their role in leadership positions and how to make these more equitable	1.0
Effectiveness in hiring women as researchers and fellows and to acquire gender balance throughout the organization	1.0
Presence of women in leadership (management, senior scientists) and balanced representation	1.0
Researcher's knowledge, attitudes and practices towards enhancing women's positions in leadership	1.0
The capacity to develop, test and apply Gender Transformative Approaches (GTAs)	1.0
The capacity to evaluate and share insights on Gender Transformative Approaches (GTAs)	1.0
The capacity to ensure innovative GT approaches are used by others and scaled up	1.0

Narrative
This organization seems to have good capacity to analyze gender dynamics in the organization and the capacity to receive feedbacks from gender responsive interventions to the new research. Generally, this organization lacks almost all of the core gender capacities. For instance, it has no gender focal person that is responsible to oversee gender related issues and to ensure gender mainstreaming within the organization and its works. It has very few women researchers. It lacks the capacity to apply gender analytical tools and frameworks in research, the capacity to collect, develop and make accessible quality knowledge documents and publications, the capacity to develop, test and apply Gender Transformative Approaches among others.

Priority capacities to maintain or develop	Current score	Desired score
The capacity to undertake gender responsive research	2	3
The capacity to develop and apply gender analytical frameworks and tools in research	1	3
Providing access to gender (analysis) training for female and male scientists	2	4
The capacity to collect, develop and make accessible quality knowledge documents and publications on gender	1	3
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

Country:	Ethiopia
Name organization:	Areka Agricultural Research Center
Name(s), positions and gender of participating staff:	Mulugojjam Gobie (F), Tamirneh Kifle (M), Aman Getiso (M), Fitsum Tessema (F), Ashenafi Mekonnen (M), Addisu Jimma (M), Genene (M) and Zekarias Bassa (M)
Interviewer	Shiferaw Tafesse
Date	22/04/2015
Time	10:10
Notes	Eight participants including the representative of the Center Director and researchers (6 Males and 2 Females)

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

Core Gender Capacity: Gender analysis and strategic planning			
Definition	The capacity to design and conduct gender analysis within the context of any of the flagships, access to and level of knowledge and experience in applying gender analytical tools and methodologies, and the capacity to use gender analytical data to inform new research and policies and to create new opportunities that can be leveraged to support the program activities and eventual scaling up.		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools.</p> <p>Discussion: what are gender issues in the targeted value chain?</p> <ul style="list-style-type: none"> • Gender division of labor (productive, reproductive, community roles) and roles; • Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources; • Gender differences in decision-making and leadership; • Nature and level of participation of men and women in livestock and fish value chains; • Gender differences in educational level and technical knowledge <p>Give some examples.</p> <p>Are these gender issues analyzed by the organization?</p>	Current score (1-5)	Comments
A.II.1	The capacity to systematically include gender analysis in all research of the targeted VC	1.5	no incentive mechanisms in place at centre level
	To what extent do scientists always apply gender analysis in their research work?	2.0	
	To what extent are incentives and procedures in place to ensure that scientists always apply gender analysis in their research work? To what extent do scientists always apply gender analysis in their work, e.g. before starting a research project? Are research works checked on the existence and quality of gender analysis?	1.0	
A.II.2	The capacity to develop and apply gender analytical frameworks and tools in research	1.0	Only departments like socioeconomics is using few gender analysis frameworks during surveys.
	To what extent are gender analytical frameworks and tools applied in research? Which frameworks and tools are normally used?	1.0	
	To what extent does the organization make use of a toolkit or inventory of tools?	1.0	no special training given for all staffs
A.II.4	Providing access to gender (analysis) training for female and male scientists	2.0	no special training given for all staffs
	To what extent have all scientists received sufficient training on gender (analysis)? How many trainings have they attended? Are the trainings sufficient in quality and quantity?	2.0	

A.II.3	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	3.0	There are affirmative actions that is formalized to encourage females. The gender dynamics along the VC is dealt with particularly when have joint research activities with external institutions like ILRI
	To what extent does the organization understand internal gender dynamics and develops strategies to deal with these? E.g. are affirmative actions necessary and to what extent?	3.0	

Core Gender Capacity: Gender responsive programming, budgeting, and implementation			
Definition	The capacity to implement gender responsive programs as planned, to mainstream gender throughout all operations and programs and allocate financial and human resources for it, having a gender sensitive structure and organizational culture, reflected amongst others in an internal gender balance.		
FGD	<p>The function and role of research organizations is to ensure that research in commodities and value chain functioning and up scaling, takes gender issues into consideration. Research can be done either specifically on gender issues in value chains (strategic gender research), or, gender is mainstreamed into research.</p> <p>Discuss the kind of research that this organization does, are gender issues researched? Examples:</p> <ul style="list-style-type: none"> - gendered participation in livestock and fish value chains; - gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations, and breeds; - women's access to markets and control over resources, technologies, labor, power and the benefits of their work; - level and equity in animal source food consumption within poor households; - Preferences of male and female producers for certain breeds; etc 	Current score (1-5)	Comments
B.II.1	The capacity to undertake gender responsive research	2.0	In most cases research is designed based on community assessment results but during assessments we little consider gender roles due to lack of knowledge on gender analysis tools and frameworks. But there are also some activities we are carrying out that focus on women. Research on inset, for example, focusses on women b/c inset processing is done by women.
	To what extent does the organization undertake gender responsive research (both strategic gender research and mainstreaming gender in research)? How many of the studies you conducted in the last year have an explicit focus on gender?	2.0	

	To what extent is sufficient budget allocated for strategic gender research? How much in 2014? To what extent is sufficient budget allocated for mainstreaming gender research? How much in 2014?	2.0	
	To what extent are systems, procedures and incentives in place to ensure that research is gender responsive? Give specific examples of each that was used in 2014. Are proposals and reports checked? Who checks them?	2.0	
B.II.2	The capacity to ensure that outcomes of gender responsive research are used by development actors and service providers in their VC interventions	2.5	There are some technologies like Irish potato and taro processing which were developed based on gender considerations are taken up by NGOs like Send a Cow, Goal Ethiopia, "Igna Legna" etc. compared to the number of research projects we conduct, few are being taken up by partners.
	To what extent are outcomes of gender responsive research used by development actors and service providers in the value chain? Give examples of outcomes used in 2014. do development actors and service providers request for specific gender responsive research?	3.0	
	To what extent are research outcomes sufficiently translated into relevant and useful products for development actors and service providers ? Give a specific example for 2014.	2.0	
B.II.3	The capacity to use feedback from gender responsive interventions to new research	3.0	interactions with partners can be used as means of feedback
	To what extent have you used feedback from development interventions to develop and undertake new gender responsive research? Give an example.	3.0	
B.II.6	Presence of gender scientists who have the capacity to do gender specific research	1.5	only one gender focal person at SARI with economics background; manuals on gender guidelines available for training
	To what extent does the organization have gender scientists (master's degree and above) in place? What are their highest degree specializations (major and minor)?	1.0	
	To what extent does the organization seek gender expertise from outside? How many were sought in 2014? For how long (weeks) did they render their services?	2.0	
B.II.4	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	2.0	written documents on gender policy exist at SARI level
	To what extent do you have a gender policy (a statement/intention on gender equality) developed and in place? Describe it.	2.0	
	To what extent do you have a gender strategy (a strategic roadmap) developed and in place? Please give us a copy.	2.0	

	To what extent has your gender mainstreaming policy been implemented? Does everyone know and understand the gender policy?	2.0	
	To what extent are adequate financial and human resources available to implement the policy? Does it have a special budget to undertake gender related activities?	2.0	
B.II.7	Position and mandate of gender scientists and/or focal points	1.0	No gender scientists at centre level. When the regional gender expert come to help the researchers, he will not find sometimes anyone to discuss with. Researchers thought as if they waste their time with him.
	To what extent do gender scientists and/or focal points have a mandate to ensure gender is mainstreamed?	1.0	
B.II.5	The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance	1.0	Has no the required capacity
	To what extent are actions towards a more gender responsive organization implemented? Give specific examples of actions implemented towards a better gender balance in 2014 and with what results?	1.0	
	To what extent are policies and procedures in place to ensure gender equality in the workplace?	1.0	

Core Gender Capacity: Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyze sex disaggregated data, to monitor and to report on gender responsive programming, specific gender outputs and outcomes, knowledge management, outreach and communication capacity to document stories, blog post and research publications, ensuring wide (social media) outreach on gender responsive programming and its results.		
FGD	Explain the difference between sex-disaggregated data within and beyond the household, and household data disaggregated by household head. Explain the extent to which these two data are useful for gender analysis and the invisibility of women from MHH in data disaggregated by HH head. Explain the definition of gender responsive monitoring, evaluation and learning.	Current score (1-5)	Comments
C.II.1	The capacity to collect, interpret and report on sex-disaggregated data in all research	1.3	During surveys only access and control may be assessed from male headed and female headed households. Planning team at SARI level monitor what is being planned and done including that of the

			inclusion of gender as well. However, this is not institutionalized at center level.
	To what extent does the organization collect sex-disaggregated data?	2	
	To what extent are mechanisms in place to ensure that all data collected is sex disaggregated? What are they?	1	
	To what extent is sex disaggregated data not only collected, but also interpreted and reported on? How many studies reported this in 2014? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in 2014. What analysis was conducted on the data? By whom (qualification)?	1	
C.II.2	Existence and quality of a gender responsive M&E system and ability to use it	2	No M&E department available at center level. However, the department at SARI have a checklist that is to be filled by researchers at research center to ensure the inclusion of gender as well.
	To what extent is the M&E system gender responsive? Give a specific example.	2	
	To what extent do reports reflect lessons on changes in gender norms? Please share a gender responsive M&E report and the tools used to collect the data used in the report.	2	
	To what extent are guidelines, tools and methods for gender responsive M&E in place?	2	
C.II.3	The capacity to provide inputs for national policies and legislation on gender responsive knowledge management within VCs	1	no specific gender policy for small ruminant at all
	To what extent does the organization provide gender inputs for national policies and legislation on gender responsive knowledge management within VCs? Which inputs have been provided in 2014? To which policy?	1	
C.II.4	The capacity to collect, develop and make accessible quality knowledge documents and publications on gender	1	Since there is no gender unit here at center level who can do this type of activities to do gender strategic research and also collect related publications on for own consumption and give to partners.
	To what extent does the organization collect, develop and make accessible quality knowledge documents and publications on gender? How many did you publish in 2014? Who provided the gender expertise for each? Can we get one or two copies?	1	
C.II.5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1	The center does not provide any gender inputs.
	To what extent does the organization provide gender inputs, perspectives, insights to other organizations' reports and publications? Which	1	

	organizations in 2014? Who did it? Can we have one or two such reports?		
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Core Gender Capacity: Effective partnerships and advocacy on promoting gender equality			
Definition	The capacity to build coalitions; influence government and external partners, and to advocate for women's rights. The definition of development partnership relationships provided in the development partnerships strategy identifies inspired alignment of independent autonomous organizations that come together for strategic reasons, not financial ones.		
FGD	Make sure that everyone understands the definition of partnerships and advocacy for gender equality. Discussion: Do you have partnerships around gender equality, with other organizations along the value chain, e.g. service providers, producer organizations, development organizations? Do you advocate for gender equality?	Current score (1-5)	Comments
D.II.1	The capacity to participate in advocacy for gender equality	1	The center has not taken part on gender advocacy works at any level
	To what extent does the organization participate in advocacy for gender equality? Does the organization aim to influence governmental policies? Provide documented evidence for such participation. Does it have an influence on policy-making at national level? Does it have an influence on regulatory frameworks at local, national levels?	1	
D.II.2	The capacity to produce relevant research material that is used (by other partners) to advocate for gender equality in the value chain	1	No gender research outcome has been produced by the research center so far
	To what extent are gender research outcomes used by other partners to advocate for gender equality in the value chain? Give an example from 2014.	1	
	To what extent do other organizations/partners refer to research outcomes in their advocacy? Do partners request for specific research? Give specific examples from 2014.	1	
D.II.3	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	The center is doing different research activities on labor saving technologies for post-harvest handling and processing of different commodities like taro and enset, targeting women farmers. In addition, the researchers try to consider the gender gap during implementation of research activities. But the center has no institutionalized gender strategy. They organize specific women groups on specific activities like women groups on ram selection, sheep breeding

	To what extent is gender equality central to partnerships? Are coalitions in place around gender equality in value chains? How many and who are the partners? To what extent was collaboration key to any success in promoting gender equality and achieve a result in that area? Which other initiatives in the sub-sector have gender capacities?	1	
	To what extent does the organization work with gender-sensitive/ specific organizations? Does it work with women and women groups to address possible gender related constraints (e.g. transportation, mode of payment)	3	
	To what extent does the organization promote gender equality among its partners? Give specific examples from 2014.	2	

Core Gender Capacity: Gender and leadership			
Definition	Commitment and accountability to gender equality and women's leadership, and the organization's leadership's capacity to provide adequate vision and guidance to enhance policies on gender mainstreaming.		
FGD	none	Current score (1-5)	Comments
E.II.1	Organization's commitment to gender equality and transforming gender power relations	2.3333333	Bringing female researchers to leadership position can't be done by the center as leadership assignment is made by SARI. But for social activities, example saving association, at center level we do purposively the inclusion of females in the leadership position. This time most of staff members are aware of the consideration of gender balance in the lower staff composition that the center is responsible for hiring like assistant and supportive staffs at field level.
	To what extent is the organization's leadership committed to gender equality? Give two specific examples of clear and explicit commitment towards gender equality.	2	
	To what extent is commitment towards gender equality shared throughout the organization? To what extent do staff support gender responsive approaches? What do most staff say about integrating gender?	2	
	To what extent do the organization's culture and values support gender equality? Does the organization value gender-sensitive behavior? Does it demonstrate gender-sensitive behavior? (language used, jokes, material used, etc.)	3	

E.II.2	Organization's leadership / senior management accountability to gender equality and transforming gender power relations	1.3	Whenever we prepare reports there is section where gender is to be addressed.
	To what extent is the organization's leadership supportive in the allocation of human and financial resources for gender equality?	1	
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?	1	
	To what extent does the organization report on gender equality? Do reports reflect implementation of gender responsive actions?	2	
E.II.3	Organization's vision towards gender equality and transforming gender power relations	2	there is no written strategic document, however, working towards gender equality is part of our vision
	To what extent does the organization have a clear vision towards gender equality? Does gender equality and/or empowerment of women appear in the general vision or mission statement? To what extent does everyone understand and promote the vision?	2	
E.II.4	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	
	To what extent does the organization undertake research on women's decision-making power and their role in leadership positions? Give an example from 2014.	1	
E.III.2	Researcher's knowledge, attitudes and practices towards enhancing women's positions in leadership	1	
	To what extent do scientists/researchers support women's decision-making power and their role in leadership positions?	1	
E.II.5	Effectiveness in hiring women as researchers and fellows and to acquire gender balance throughout the organization	1	
	To what extent are mechanisms such as affirmative actions in place to promote women in researchers and fellows positions and in leadership positions?	1	
E.II.6	Presence of women in leadership (management, senior scientists) and balanced representation	1	
	To what extent is the organization balanced in terms of female and male representation at all levels?	1	
	What were the numbers of men and women in 2014 at management and middle management level? Is it balanced?	1	
	What were the numbers of men and women (see table) in 2014 in different -non managerial - staff positions? Is it balanced?	1	

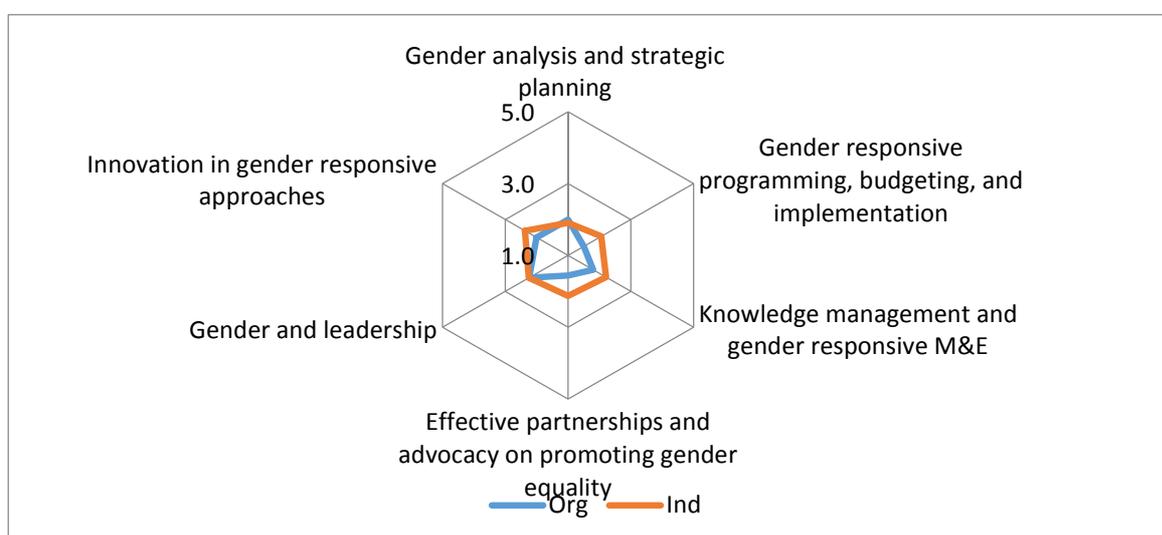
Definition	Innovative and experimental approaches for impact in women's empowerment (from accommodating to transformative), capacity to search for, absorb and share information, knowledge and resources.		
FGD	Define Gender Transformative Approaches (GTAs), incl examples. Discussion: Does the organization have any experience with Gender Transformative Approaches (GTAs)? What are other innovative approaches and methods with regard to gender? Give examples.	Current score (1-5)	Comments
F.II.1	The capacity to develop, test and apply Gender Transformative Approaches (GTAs)	1	it is recognized that even the concept of GTA is hard to understand for the participants
	To what extent does the organization develop, test and apply Gender Transformative Approaches (GTAs)? Give specific examples for 2014.	1	
	To what extent are incentives and procedures in place to ensure that Gender Transformative Approaches (GTAs) are developed and tested?	1	
F.II.2	The capacity to evaluate and share insights on Gender Transformative Approaches (GTAs)	1	
	To what extent does the organization evaluate and share insights on Gender Transformative Approaches (GTAs)? Have experiences been documented and accessed by multiple audiences? Share samples of such documents from 2014.	1	
	To what extent are systems and procedures in place to ensure that Gender Transformative Approaches (GTAs) are evaluated and shared?	1	
F.II.3	The capacity to ensure innovative GT approaches are used by others and scaled up	1	
	To what extent has the organization scaled up innovative approaches – how many approaches went to scale in 2014? Have these innovations been upscaled by others? Give specific examples from 2014.	1	

Inputs for the Capacity development Strategy			
	Discuss highest and weakest scores and vote to define the priority of importance of capacities: each participant gets 5 votes to indicate which five capacities are more important / relevant according to him / her. Important capacities can include weak capacities that need to be strengthened, as well as existing capacities that need to stay in place. Discuss the outcome of the voting and make a priority listing of 5 – 10 capacities. Discuss and agree for each prioritized capacity how to maintain or strengthen them.		
	Priority capacities to maintain or develop	Desired score (1-5)	Proposal for capacity development
1	The capacity to undertake gender responsive research	3	
2	The capacity to develop and apply gender analytical frameworks and tools in research	3	
3	Providing access to gender (analysis) training for female and male scientists	4	
4	The capacity to collect, develop and make accessible quality knowledge documents and publications on gender	3	
5	The capacity to undertake research on women's decision-making power and their role in leadership positions and how to make these more equitable	3	

Bako agricultural research center

Basic info
Ethiopia
Bako Agricultural Research Center
1-May

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	2.0	1.9
Gender responsive programming, budgeting, and implementation	1.5	2.1
Knowledge management and gender responsive M&E	1.8	2.2
Effective partnerships and advocacy on promoting gender equality	1.6	2.1
Gender and leadership	2.2	2.3
Innovation in gender responsive approaches	2.0	2.4



Top 10 best developed capacities (parameters)	Score
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	4
Organization's commitment to gender equality and transforming gender power relations	4
The capacity to ensure that outcomes of gender responsive research are used by development actors and service providers in their VC interventions	3
The capacity to collect, interpret and report on sex-disaggregated data in all research	3
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	2.7
Organization's leadership / senior management accountability to gender equality and transforming gender power relations	2.7
Core Gender Capacity: Gender and leadership	2
The capacity to systematically include gender analysis in all research of the targeted VC	2
The capacity to undertake gender responsive research	2
The capacity to use feedback from gender responsive interventions to new research	2

Least developed capacities (parameters) (all 1)	Score
The capacity to develop and apply gender analytical frameworks and tools in research	1
Providing access to gender (analysis) training for female and male scientists	1
The ability to apply and translate gender (analysis) training in work	1
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1
The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance	1
Presence of gender scientists who have the capacity to do gender specific research	1
Position and mandate of gender scientists and/or focal points	1
The capacity to provide inputs for national policies and legislation on gender responsive knowledge management within VCs	1
Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1
The capacity to participate in advocacy for gender equality	1
The capacity to produce relevant research material that is used (by other partners) to advocate for gender equality in the value chain	1
Presence of women in leadership (management, senior scientists) and balanced representation	1

Narrative
<p>This organization seems to have good capacity to analyze gender dynamics in the organization and the capacity to collect, interpret and report on sex-disaggregated data in all research. Generally, this organization lacks almost all of the core gender capacities, except in few areas, similar to other assessed research centers. It has no gender focal person that is responsible to oversee gender related issues and to ensure gender mainstreaming within the organization and its works. It has very few women researchers. It lacks the capacity to develop and apply gender analytical tools and frameworks in research, the capacity to collect, develop and make accessible quality knowledge documents and publications, the capacity to develop, test and apply Gender Transformative Approaches among others.</p>

Priority capacities to maintain or develop	Current score	Desired score
The capacity to develop and apply gender analytical frameworks and tools in research	1	3
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1	3
Providing access to gender (analysis) training for female and male scientists	1	4
The ability to apply and translate gender (analysis) training in work	1	3
The capacity to produce relevant research material that is used (by other partners) to advocate for gender equality in the value chain	1	3

Country:	Ethiopia
Name organization:	Bako Agricultural Research Center
Name(s), positions and gender of participating staff:	Kifle Degefa (M), Dawit Samuel (M), Mekonnen Diriba (M), Zerihun Abebe (M), Shiferaw Tadesse (M), Tefaye Mideksa (M), Abera Degefa (M), Bayissa Gadeffa (M), Milkessa Gelana (M) and Tesfaye Tadesse (M)
Interviewer	Shiferaw Tafesse
Date	5/1/2015
Time	9:20
Notes	The discussion started after a brief introductory session with ten participants; no female participant

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

Core Gender Capacity: Gender analysis and strategic planning			
Definition	The capacity to design and conduct gender analysis within the context of any of the flagships, access to and level of knowledge and experience in applying gender analytical tools and methodologies, and the capacity to use gender analytical data to inform new research and policies and to create new opportunities that can be leveraged to support the program activities and eventual scaling up.		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools. Discussion: what are gender issues in the targeted value chain?</p> <ul style="list-style-type: none"> • Gender division of labor (productive, reproductive, community roles) and roles; • Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources; • Gender differences in decision-making and leadership; • Nature and level of participation of men and women in livestock and fish value chains; • Gender differences in educational level and technical knowledge <p>Give some examples. Are these gender issues analyzed by the organization?</p>	Current score (1-5)	Comments
A.I I.1	The capacity to systematically include gender analysis in all research of the targeted VC	2.0	There are two extremes research programs, social and biophysical. While the socio-economics apply gender analysis more the biophysical researchers apply less or no. They consider certain percent of female headed HHs participants on our research. We have the written policy but there is no unit in place to check whether gender is incorporated or not.
	To what extent do scientists always apply gender analysis in their research work?	2.0	
	To what extent are incentives and procedures in place to ensure that scientists always apply gender analysis in their research work? To what extent do scientists always apply gender analysis in their work, e.g. before starting a research project? Are research works checked on the existence and quality of gender analysis?	2.0	
A.I I.2	The capacity to develop and apply gender analytical frameworks and tools in research	1.0	Biophysical researchers has knowhow some gender analytical tools but not able to use even some of them except socioeconomic
	To what extent are gender analytical frameworks and tools applied in research? Which frameworks and tools are normally used?	1.0	

	To what extent does the organization make use of a toolkit or inventory of tools?	1.0	
A.1 I.4	Providing access to gender (analysis) training for female and male scientists	1.0	
	To what extent have all scientists received sufficient training on gender (analysis)? How many trainings have they attended? Are the trainings sufficient in quality and quantity?	1.0	
A.1 I.3	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	4.0	There is some affirmative action is going on for example during hiring staffs by giving some more marks, considering unequal CGPA
	To what extent does the organization understand internal gender dynamics and develops strategies to deal with these? E.g. are affirmative actions necessary and to what extent?	4.0	

Core Gender Capacity: Gender responsive programming, budgeting, and implementation			
Definition	The capacity to implement gender responsive programs as planned, to mainstream gender throughout all operations and programs and allocate financial and human resources for it, having a gender sensitive structure and organizational culture, reflected amongst others in an internal gender balance.		
FGD	<p>The function and role of research organizations is to ensure that research in commodities and value chain functioning and up scaling, takes gender issues into consideration. Research can be done either specifically on gender issues in value chains (strategic gender research), or, gender is mainstreamed into research.</p> <p>Discuss the kind of research that this organization does, are gender issues researched? Examples:</p> <ul style="list-style-type: none"> - gendered participation in livestock and fish value chains; - gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations, and breeds; - women's access to markets and control over resources, technologies, labor, power and the benefits of their work; - level and equity in animal source food consumption within poor households; - Preferences of male and female producers for certain breeds; etc 	Current score (1-5)	Comments
B.1 I.1	The capacity to undertake gender responsive research	2.0	Recently they don't have any gender focused research, however, they had some gender focused research in the past years. 3% budget is being allocated every year for gender focus research
	To what extent does the organization undertake gender responsive research (both strategic gender research and mainstreaming gender in research)?	2.0	

	How many of the studies you conducted in the last year have an explicit focus on gender?		
	To what extent is sufficient budget allocated for strategic gender research? How much in 2014? To what extent is sufficient budget allocated for mainstreaming gender research? How much in 2014?	2.0	
	To what extent are systems, procedures and incentives in place to ensure that research is gender responsive? Give specific examples of each that was used in 2014. Are proposals and reports checked? Who checks them?	2.0	
B.1 I.2	The capacity to ensure that outcomes of gender responsive research are used by development actors and service providers in their VC interventions	2.5	
	To what extent are outcomes of gender responsive research used by development actors and service providers in the value chain? Give examples of outcomes used in 2014. do development actors and service providers request for specific gender responsive research?	3.0	
	To what extent are research outcomes sufficiently translated into relevant and useful products for development actors and service providers? Give a specific example for 2014.	2.0	
B.1 I.3	The capacity to use feedback from gender responsive interventions to new research	2.0	
	To what extent have you used feedback from development interventions to develop and undertake new gender responsive research? Give an example.	2.0	
B.1 I.6	Presence of gender scientists who have the capacity to do gender specific research	1.0	
	To what extent does the organization have gender scientists (master's degree and above) in place? What are their highest degree specializations (major and minor)?	1.0	
	To what extent does the organization seek gender expertise from outside? How many were sought in 2014? For how long (weeks) did they render their services?	1.0	
B.1 I.4	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1.0	No standalone gender mainstreaming strategy is in place.
	To what extent do you have a gender policy (a statement/intention on gender equality) developed and in place? Describe it.	1.0	
	To what extent do you have a gender strategy (a strategic roadmap) developed and in place? Please give us a copy.	1.0	
	To what extent has your gender mainstreaming policy been implemented? Does everyone know and understand the gender policy?	1.0	
	To what extent are adequate financial and human resources available to implement the policy? Does it	1.0	

	have a special budget to undertake gender related activities?		
B.1 I.7	Position and mandate of gender scientists and/or focal points	1.0	
	To what extent do gender scientists and/or focal points have a mandate to ensure gender is mainstreamed?	1.0	
B.1 I.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	1.0	
	To what extent are actions towards a more gender responsive organization implemented? Give specific examples of actions implemented towards a better gender balance in 2014 and with what results?	1.0	
	To what extent are policies and procedures in place to ensure gender equality in the workplace?	1.0	

Core Gender Capacity: Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyze sex disaggregated data, to monitor and to report on gender responsive programming, specific gender outputs and outcomes, knowledge management, outreach and communication capacity to document stories, blog post and research publications, ensuring wide (social media) outreach on gender responsive programming and its results.		
FGD	Explain the difference between sex-disaggregated data within and beyond the household, and household data disaggregated by household head. Explain the extent to which these two data are useful for gender analysis and the invisibility of women from MHH in data disaggregated by HH head. Explain the definition of gender responsive monitoring, evaluation and learning.	Current score (1-5)	Comments
C.1 I.1	The capacity to collect, interpret and report on sex-disaggregated data in all research	3.0	Almost every researcher collect sex disaggregated data
	To what extent does the organization collect sex-disaggregated data?	3	
	To what extent are mechanisms in place to ensure that all data collected is sex disaggregated? What are they?	3	
	To what extent is sex disaggregated data not only collected, but also interpreted and reported on? How many studies reported this in 2014? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in 2014. What analysis was conducted on the data? By whom (qualification)?	3	
C.1 I.2	Existence and quality of a gender responsive M&E system and ability to use it	2	
	To what extent is the M&E system gender responsive? Give a specific example.	2	

	To what extent do reports reflect lessons on changes in gender norms? Please share a gender responsive M&E report and the tools used to collect the data used in the report.	2	
	To what extent are guidelines, tools and methods for gender responsive M&E in place?	2	
C.1 I.3	The capacity to provide inputs for national policies and legislation on gender responsive knowledge management within VCs	1	
	To what extent does the organization provide gender inputs for national policies and legislation on gender responsive knowledge management within VCs? Which inputs have been provided in 2014? To which policy?	1	
C.1 I.4	The capacity to collect, develop and make accessible quality knowledge documents and publications on gender	2	
	To what extent does the organization collect, develop and make accessible quality knowledge documents and publications on gender? How many did you publish in 2014? Who provided the gender expertise for each? Can we get one or two copies?	2	
C.1 I.5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1	
	To what extent does the organization provide gender inputs, perspectives, insights to other organizations' reports and publications? Which organizations in 2014? Who did it? Can we have one or two such reports?	1	

Core Gender Capacity: Effective partnerships and advocacy on promoting gender equality			
Definition	The capacity to build coalitions; influence government and external partners, and to advocate for women's rights. The definition of development partnership relationships provided in the development partnerships strategy identifies inspired alignment of independent autonomous organizations that come together for strategic reasons, not financial ones.		
FGD	Make sure that everyone understands the definition of partnerships and advocacy for gender equality. Discussion: Do you have partnerships around gender equality, with other organizations along the value chain, e.g. service providers, producer organizations, development organizations? Do you advocate for gender equality?	Current score (1-5)	Comments
D.1 I.1	The capacity to participate in advocacy for gender equality	1	
	To what extent does the organization participate in advocacy for gender equality? Does the organization aim to influence governmental policies? Provide documented evidence for such participation. Does it have an influence on policy-making at national level? Does it have an influence on regulatory frameworks at local, national levels?	1	

D.1 I.2	The capacity to produce relevant research material that is used (by other partners) to advocate for gender equality in the value chain	1	
	To what extent are gender research outcomes used by other partners to advocate for gender equality in the value chain? Give an example from 2014.	1	
	To what extent do other organizations/partners refer to research outcomes in their advocacy? Do partners request for specific research? Give specific examples from 2014.	1	
D.1 I.3	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	2.7	
	To what extent is gender equality central to partnerships? Are coalitions in place around gender equality in value chains? How many and who are the partners? To what extent was collaboration key to any success in promoting gender equality and achieve a result in that area? Which other initiatives in the sub-sector have gender capacities?	3	
	To what extent does the organization work with gender-sensitive/ specific organizations? Does it work with women and women groups to address possible gender related constraints (e.g. transportation, mode of payment)	3	
	To what extent does the organization promote gender equality among its partners? Give specific examples from 2014.	2	

Core Gender Capacity: Gender and leadership			
Definition	Commitment and accountability to gender equality and women's leadership, and the organization's leadership's capacity to provide adequate vision and guidance to enhance policies on gender mainstreaming.		
FGD	none	Current score (1-5)	Comments
E.1 I.1	Organization's commitment to gender equality and transforming gender power relations	4	The commitment is there with management however, since there is small number of female staffs in the center, we have no female in management position
	To what extent is the organization's leadership committed to gender equality? Give two specific examples of clear and explicit commitment towards gender equality.	4	
	To what extent is commitment towards gender equality shared throughout the organization? To what extent do staff support gender responsive approaches? What do most staff say about integrating gender?	4	
	To what extent do the organization's culture and values support gender equality? Does the organization value gender-sensitive behavior? Does it	4	

	demonstrate gender-sensitive behavior? (language used, jokes, material used, etc.)		
E.1 I.2	Organization's leadership / senior management accountability to gender equality and transforming gender power relations	2.7	
	To what extent is the organization's leadership supportive in the allocation of human and financial resources for gender equality?	3	
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?	2	
	To what extent does the organization report on gender equality? Do reports reflect implementation of gender responsive actions?	3	
E.1 I.3	Organization's vision towards gender equality and transforming gender power relations	2	
	To what extent does the organization have a clear vision towards gender equality? Does gender equality and/or empowerment of women appear in the general vision or mission statement? To what extent does everyone understand and promote the vision?	2	
E.1 I.4	The capacity to undertake research on women's decision-making power and their role in leadership positions and how to make these more equitable	2	
	To what extent does the organization undertake research on women's decision-making power and their role in leadership positions? Give an example from 2014.	2	
E.1 II. 2	Researcher's knowledge, attitudes and practices towards enhancing women's positions in leadership	2	Researchers in general have a positive attitude towards supporting women in position
	To what extent do scientists/researchers support women's decision-making power and their role in leadership positions?	2	
E.1 I.5	Effectiveness in hiring women as researchers and fellows and to acquire gender balance throughout the organization	2	
	To what extent are mechanisms such as affirmative actions in place to promote women in researchers and fellows positions and in leadership positions?	2	
E.1 I.6	Presence of women in leadership (management, senior scientists) and balanced representation	1	
	To what extent is the organization balanced in terms of female and male representation at all levels?	1	
	What were the numbers of men and women in 2014 at management and middle management level? Is it balanced?	1	
	What were the numbers of men and women (see table) in 2014 in different -non managerial - staff positions? Is it balanced?	1	

Core Gender Capacity: Innovation in gender responsive approaches

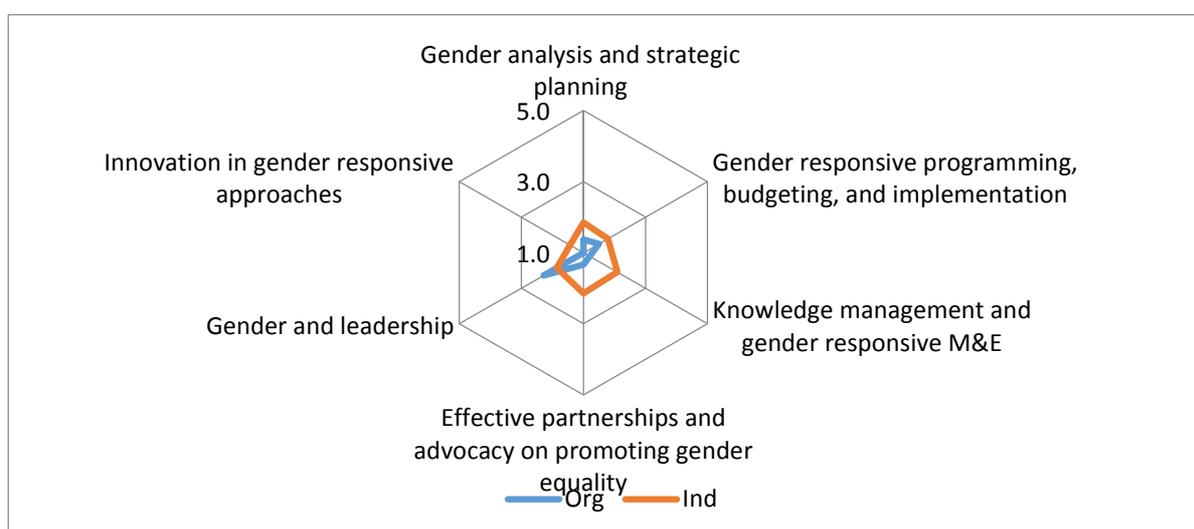
Definition	Innovative and experimental approaches for impact in women's empowerment (from accommodating to transformative), capacity to search for, absorb and share information, knowledge and resources.		
FGD	Define Gender Transformative Approaches (GTAs), incl examples. Discussion: Does the organization have any experience with Gender Transformative Approaches (GTAs)? What are other innovative approaches and methods with regard to gender? Give examples.	Current score (1-5)	Comments
F.II .1	The capacity to develop, test and apply Gender Transformative Approaches (GTAs)	2	
	To what extent does the organization develop, test and apply Gender Transformative Approaches (GTAs)? Give specific examples for 2014.	2	
	To what extent are incentives and procedures in place to ensure that Gender Transformative Approaches (GTAs) are developed and tested?	2	
F.II .2	The capacity to evaluate and share insights on Gender Transformative Approaches (GTAs)	2	
	To what extent does the organization evaluate and share insights on Gender Transformative Approaches (GTAs)? Have experiences been documented and accessed by multiple audiences? Share samples of such documents from 2014.	2	
	To what extent are systems and procedures in place to ensure that Gender Transformative Approaches (GTAs) are evaluated and shared?	2	
F.II .3	The capacity to ensure innovative GT approaches are used by others and scaled up	2	
	To what extent has the organization scaled up innovative approaches – how many approaches went to scale in 2014? Have these innovations been upscaled by others? Give specific examples from 2014.	2	

Inputs for the Capacity development Strategy			
	Discuss highest and weakest scores and vote to define the priority of importance of capacities: each participant gets 5 votes to indicate which five capacities are more important / relevant according to him / her. Important capacities can include weak capacities that need to be strengthened, as well as existing capacities that need to stay in place. Discuss the outcome of the voting and make a priority listing of 5 – 10 capacities. Discuss and agree for each prioritized capacity how to maintain or strengthen them.		
	Priority capacities to maintain or develop	Desired score (1-5)	Proposal for capacity development
1	The capacity to develop and apply gender analytical frameworks and tools in research	3	
2	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	3	
3	Providing access to gender (analysis) training for female and male scientists	4	
4	The ability to apply and translate gender (analysis) training in work	3	
5	The capacity to produce relevant research material that is used (by other partners) to advocate for gender equality in the value chain	3	

Yabello pastoral and dryland agricultural research center

Basic info
Ethiopia
Yabello Pastoral and Dryland Agricultural Research Center
5-May

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	1.4	1.8
Gender responsive programming, budgeting, and implementation	1.5	1.8
Knowledge management and gender responsive M&E	1.2	2.1
Effective partnerships and advocacy on promoting gender equality	1.3	2.1
Gender and leadership	2.3	1.9
Innovation in gender responsive approaches	1.0	1.4



Top 10 best developed capacities (parameters)	Score
The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance	3
Organization's commitment to gender equality and transforming gender power relations	3
Effectiveness in hiring women as researchers and fellows and to acquire gender balance throughout the organization	3
Researcher's knowledge, attitudes and practices towards enhancing women's positions in leadership	3
The capacity to systematically include gender analysis in all research of the targeted VC	2.5
Position and mandate of gender scientists and/or focal points	2
The capacity to collect, interpret and report on sex-disaggregated data in all research	2
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
Organization's leadership / senior management accountability to gender equality and transforming gender power relations	2
Organization's vision towards gender equality and transforming gender power relations	2

Least developed capacities (parameters) (all 1)	Score
The capacity to develop and apply gender analytical frameworks and tools in research	1
The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	1
Providing access to gender (analysis) training for female and male scientists	1
The capacity to undertake gender responsive research	1
The capacity to ensure that outcomes of gender responsive research are used by development actors and service providers in their VC interventions	1
The capacity to use feedback from gender responsive interventions to new research	1
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1
Existence and quality of a gender responsive M&E system and ability to use it	1
The capacity to provide inputs for national policies and legislation on gender responsive knowledge management within VCs	1
The capacity to collect, develop and make accessible quality knowledge documents and publications on gender	1
Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1
The capacity to participate in advocacy for gender equality	1
The capacity to produce relevant research material that is used (by other partners) to advocate for gender equality in the value chain	1
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
The capacity to develop, test and apply Gender Transformative Approaches (GTAs)	1
The capacity to evaluate and share insights on Gender Transformative Approaches (GTAs)	1
The capacity to ensure innovative GT approaches are used by others and scaled up	1

Narrative
Even though, this organization seems to have good capacity in terms of in hiring women as researchers with good knowledge, and attitudes and practices towards enhancing women in leadership positions, it lacks almost all of the core gender capacities.

Priority capacities to maintain or develop	Current score	Desired score
The capacity to develop and apply gender analytical frameworks and tools in research	1	4
Providing access to gender (analysis) training for female and male scientists	1	4
Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1	3
Existence and quality of a gender responsive M&E system and ability to use it	1	3
The capacity to develop, test and apply Gender Transformative Approaches (GTAs)	1	3

Country:	Ethiopia
Name organization:	Yabello Pastoral and Dryland Agricultural Research Center
Name(s), positions and gender of participating staff:	Ahmed Mohammed (M), Gurmessa Terefa (M), Asfaw Ego (M), Dereje Teshome (M), Birhanu Bekele (M), Tamirat Tesema (M), Dirriba Mengistu (M), Mulatu Gabissa (M), Sinbone Tefera (F) and Sisay Kumsa (M)
Interviewer	Shiferaw Tafesse
Date	5/5/2015
Time	9:30
Notes	The discussion started after a brief introductory session with ten participants including one female researcher; center director participated

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

Core Gender Capacity: Gender analysis and strategic planning			
Definition	The capacity to design and conduct gender analysis within the context of any of the flagships, access to and level of knowledge and experience in applying gender analytical tools and methodologies, and the capacity to use gender analytical data to inform new research and policies and to create new opportunities that can be leveraged to support the program activities and eventual scaling up.		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools. Discussion: what are gender issues in the targeted value chain?</p> <ul style="list-style-type: none"> • Gender division of labor (productive, reproductive, community roles) and roles; • Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources; • Gender differences in decision-making and leadership; • Nature and level of participation of men and women in livestock and fish value chains; • Gender differences in educational level and technical knowledge <p>Give some examples. Are these gender issues analyzed by the organization?</p>	Current score (1-5)	Comments
A.1 I.1	The capacity to systematically include gender analysis in all research of the targeted VC	2.5	There is a general understanding that they should consider gender in any research work and to include at least 30% of female participants. Although researchers consider gender integration into their research work, it is not as a result of established procedures or incentives in place.
	To what extent do scientists always apply gender analysis in their research work?	3.0	
	To what extent are incentives and procedures in place to ensure that scientists always apply gender analysis in their research work? To what extent do scientists always apply gender analysis in their work, e.g. before starting a research project? Are research works checked on the existence and quality of gender analysis?	2.0	
A.1 I.2	The capacity to develop and apply gender analytical frameworks and tools in research	1.0	If it is known and applied, it might be used by the socio-economics researchers. Otherwise almost all the bio-physical researchers do not have any knowhow on the analytical tools and framework.
	To what extent are gender analytical frameworks and tools applied in research? Which frameworks and tools are normally used?	1.0	

	To what extent does the organization make use of a toolkit or inventory of tools?	1.0	
A.1 I.4	Providing access to gender (analysis) training for female and male scientists	1.0	Some training on gender was taken by socio-economics researchers but not by others and due to lack of financial resources the knowledge is not shared among the staff members.
	To what extent have all scientists received sufficient training on gender (analysis)? How many trainings have they attended? Are the trainings sufficient in quality and quantity?	1.0	
A.1 I.3	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these	1.0	
	To what extent does the organization understand internal gender dynamics and develops strategies to deal with these? E.g. are affirmative actions necessary and to what extent?	1.0	

Core Gender Capacity: Gender responsive programming, budgeting, and implementation			
Definition	The capacity to implement gender responsive programs as planned, to mainstream gender throughout all operations and programs and allocate financial and human resources for it, having a gender sensitive structure and organizational culture, reflected amongst others in an internal gender balance.		
FGD	<p>The function and role of research organizations is to ensure that research in commodities and value chain functioning and up scaling, takes gender issues into consideration. Research can be done either specifically on gender issues in value chains (strategic gender research), or, gender is mainstreamed into research.</p> <p>Discuss the kind of research that this organization does, are gender issues researched? Examples:</p> <ul style="list-style-type: none"> - gendered participation in livestock and fish value chains; - gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations, and breeds; - women's access to markets and control over resources, technologies, labor, power and the benefits of their work; - level and equity in animal source food consumption within poor households; - Preferences of male and female producers for certain breeds; etc 	Current score (1-5)	Comments
B.1 I.1	The capacity to undertake gender responsive research	1.0	
	To what extent does the organization undertake gender responsive research (both strategic gender research and mainstreaming gender in research)? How many of the studies you conducted in the last year have an explicit focus on gender?	1.0	

	To what extent is sufficient budget allocated for strategic gender research? How much in 2014? To what extent is sufficient budget allocated for mainstreaming gender research? How much in 2014?	1.0	
	To what extent are systems, procedures and incentives in place to ensure that research is gender responsive? Give specific examples of each that was used in 2014. Are proposals and reports checked? Who checks them?	1.0	
B.1 I.2	The capacity to ensure that outcomes of gender responsive research are used by development actors and service providers in their VC interventions	1.0	There is no specific research on gender alone, if exists it is considered in some of social related research projects
	To what extent are outcomes of gender responsive research used by development actors and service providers in the value chain? Give examples of outcomes used in 2014. do development actors and service providers request for specific gender responsive research?	1.0	
	To what extent are research outcomes sufficiently translated into relevant and useful products for development actors and service providers ? Give a specific example for 2014.	1.0	
B.1 I.3	The capacity to use feedback from gender responsive interventions to new research	1.0	
	To what extent have you used feedback from development interventions to develop and undertake new gender responsive research? Give an example.	1.0	
B.1 I.6	Presence of gender scientists who have the capacity to do gender specific research	1.5	No scientists on gender but the social scientists are responsible to carryout gender related researches in their work
	To what extent does the organization have gender scientists (master's degree and above) in place? What are their highest degree specializations (major and minor)?	2.0	
	To what extent does the organization seek gender expertise from outside? How many were sought in 2014? For how long (weeks) did they render their services?	1.0	
B.1 I.4	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	1.0	No gender mainstreaming strategy is in place.
	To what extent do you have a gender policy (a statement/intention on gender equality) developed and in place? Describe it.	1.0	
	To what extent do you have a gender strategy (a strategic roadmap) developed and in place? Please give us a copy.	1.0	
	To what extent has your gender mainstreaming policy been implemented? Does everyone know and understand the gender policy?	1.0	
	To what extent are adequate financial and human resources available to implement the policy? Does it	1.0	

	have a special budget to undertake gender related activities?		
B.1 I.7	Position and mandate of gender scientists and/or focal points	2.0	Owing to lack of budget at center level, although there is gender core team, it is not functional as such
	To what extent do gender scientists and/or focal points have a mandate to ensure gender is mainstreamed?	2.0	
B.1 I.5	The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance	3.0	There is an affirmative gender actions taken at center level which are in written form, for example, while recruitment processes to increase the number of female staff.
	To what extent are actions towards a more gender responsive organization implemented? Give specific examples of actions implemented towards a better gender balance in 2014 and with what results?	3.0	
	To what extent are policies and procedures in place to ensure gender equality in the workplace?	3.0	

Core Gender Capacity: Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyze sex disaggregated data, to monitor and to report on gender responsive programming, specific gender outputs and outcomes, knowledge management, outreach and communication capacity to document stories, blog post and research publications, ensuring wide (social media) outreach on gender responsive programming and its results.		
FGD	Explain the difference between sex-disaggregated data within and beyond the household, and household data disaggregated by household head. Explain the extent to which these two data are useful for gender analysis and the invisibility of women from MHH in data disaggregated by HH head. Explain the definition of gender responsive monitoring, evaluation and learning.	Current score (1-5)	Comments
C.1 I.1	The capacity to collect, interpret and report on sex-disaggregated data in all research	2.0	Researchers consider and collect sex disaggregated data while doing their research although no procedures in place by the organization
	To what extent does the organization collect sex-disaggregated data?	3	
	To what extent are mechanisms in place to ensure that all data collected is sex disaggregated? What are they?	1	
	To what extent is sex disaggregated data not only collected, but also interpreted and reported on? How many studies reported this in 2014? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in 2014. What analysis was conducted on the data? By whom (qualification)?	2	

C.1 I.2	Existence and quality of a gender responsive M&E system and ability to use it	1	The center does not have a gender sensitive M&E framework in place at all
	To what extent is the M&E system gender responsive? Give a specific example.	1	
	To what extent do reports reflect lessons on changes in gender norms? Please share a gender responsive M&E report and the tools used to collect the data used in the report.	1	
	To what extent are guidelines, tools and methods for gender responsive M&E in place?	1	
C.1 I.3	The capacity to provide inputs for national policies and legislation on gender responsive knowledge management within VCs	1	
	To what extent does the organization provide gender inputs for national policies and legislation on gender responsive knowledge management within VCs? Which inputs have been provided in 2014? To which policy?	1	
C.1 I.4	The capacity to collect, develop and make accessible quality knowledge documents and publications on gender	1	No publication on gender so far
	To what extent does the organization collect, develop and make accessible quality knowledge documents and publications on gender? How many did you publish in 2014? Who provided the gender expertise for each? Can we get one or two copies?	1	
C.1 I.5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications	1	
	To what extent does the organization provide gender inputs, perspectives, insights to other organizations' reports and publications? Which organizations in 2014? Who did it? Can we have one or two such reports?	1	

Core Gender Capacity: Effective partnerships and advocacy on promoting gender equality			
Definition	The capacity to build coalitions; influence government and external partners, and to advocate for women's rights. The definition of development partnership relationships provided in the development partnerships strategy identifies inspired alignment of independent autonomous organizations that come together for strategic reasons, not financial ones.		
FGD	Make sure that everyone understands the definition of partnerships and advocacy for gender equality. Discussion: Do you have partnerships around gender equality, with other organizations along the value chain, e.g. service providers, producer organizations, development organizations? Do you advocate for gender equality?	Current score (1-5)	Comments
D.1 I.1	The capacity to participate in advocacy for gender equality	1	Has no experience so far doing this kind of activities

	To what extent does the organization participate in advocacy for gender equality? Does the organization aim to influence governmental policies? Provide documented evidence for such participation. Does it have an influence on policy-making at national level? Does it have an influence on regulatory frameworks at local, national levels?	1	
D.1 I.2	The capacity to produce relevant research material that is used (by other partners) to advocate for gender equality in the value chain	1	
	To what extent are gender research outcomes used by other partners to advocate for gender equality in the value chain? Give an example from 2014.	1	
	To what extent do other organizations/partners refer to research outcomes in their advocacy? Do partners request for specific research? Give specific examples from 2014.	1	
D.1 I.3	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	While doing the research work, the center signs MoU with its partners at different levels and of course gender consideration is there although it is not explicitly made clear
	To what extent is gender equality central to partnerships? Are coalitions in place around gender equality in value chains? How many and who are the partners? To what extent was collaboration key to any success in promoting gender equality and achieve a result in that area? Which other initiatives in the sub-sector have gender capacities?	2	
	To what extent does the organization work with gender-sensitive/ specific organizations? Does it work with women and women groups to address possible gender related constraints (e.g. transportation, mode of payment)	2	
	To what extent does the organization promote gender equality among its partners? Give specific examples from 2014.	2	

Core Gender Capacity: Gender and leadership			
Definition	Commitment and accountability to gender equality and women's leadership, and the organization's leadership's capacity to provide adequate vision and guidance to enhance policies on gender mainstreaming.		
FGD	none	Current score (1-5)	Comments
E.1 I.1	Organization's commitment to gender equality and transforming gender power relations	3	The leadership is committed to ensure gender equality but as a result of the less number of female staffs it is quite difficult to get and bring them to leadership position
	To what extent is the organization's leadership committed to gender equality? Give two specific	3	

	examples of clear and explicit commitment towards gender equality.		
	To what extent is commitment towards gender equality shared throughout the organization? To what extent do staff support gender responsive approaches? What do most staff say about integrating gender?	3	
	To what extent do the organization's culture and values support gender equality? Does the organization value gender-sensitive behavior? Does it demonstrate gender-sensitive behavior? (language used, jokes, material used, etc.)	3	
E.1 I.2	Organization's leadership / senior management accountability to gender equality and transforming gender power relations	2.0	
	To what extent is the organization's leadership supportive in the allocation of human and financial resources for gender equality?	2	
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?	2	
	To what extent does the organization report on gender equality? Do reports reflect implementation of gender responsive actions?	2	
E.1 I.3	Organization's vision towards gender equality and transforming gender power relations	2	For example in the written visions of the research center gender is in fact not clearly reflected, but that does not mean that it is gender blind.
	To what extent does the organization have a clear vision towards gender equality? Does gender equality and/or empowerment of women appear in the general vision or mission statement? To what extent does everyone understand and promote the vision?	2	
E.1 I.4	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	
	To what extent does the organization undertake research on women's decision-making power and their role in leadership positions? Give an example from 2014.	1	
E.1 II. 2	Researcher's knowledge, attitudes and practices towards enhancing women's positions in leadership	3	Although there are female scientists in position, they feel that there is both positive and negative attitudes to women in leadership position
	To what extent do scientists/researchers support women's decision-making power and their role in leadership positions?	3	
E.1 I.5	Effectiveness in hiring women as researchers and fellows and to acquire gender balance throughout the organization	3	
	To what extent are mechanisms such as affirmative actions in place to promote women in researchers and fellows positions and in leadership positions?	3	
E.1 I.6	Presence of women in leadership (management, senior scientists) and balanced representation	2	

	To what extent is the organization balanced in terms of female and male representation at all levels?	2	
	What were the numbers of men and women in 2014 at management and middle management level? Is it balanced?	2	
	What were the numbers of men and women (see table) in 2014 in different -non managerial - staff positions? Is it balanced?	2	

Core Gender Capacity: Innovation in gender responsive approaches			
Definition	Innovative and experimental approaches for impact in women's empowerment (from accommodating to transformative), capacity to search for, absorb and share information, knowledge and resources.		
FGD	Define Gender Transformative Approaches (GTAs), incl examples. Discussion: Does the organization have any experience with Gender Transformative Approaches (GTAs)? What are other innovative approaches and methods with regard to gender? Give examples.	Current score (1-5)	Comments
F.II .1	The capacity to develop, test and apply Gender Transformative Approaches (GTAs)	1	Don't understand even what GTA entails.
	To what extent does the organization develop, test and apply Gender Transformative Approaches (GTAs)? Give specific examples for 2014.	1	
	To what extent are incentives and procedures in place to ensure that Gender Transformative Approaches (GTAs) are developed and tested?	1	
F.II .2	The capacity to evaluate and share insights on Gender Transformative Approaches (GTAs)	1	
	To what extent does the organization evaluate and share insights on Gender Transformative Approaches (GTAs)? Have experiences been documented and accessed by multiple audiences? Share samples of such documents from 2014.	1	
	To what extent are systems and procedures in place to ensure that Gender Transformative Approaches (GTAs) are evaluated and shared?	1	
F.II .3	The capacity to ensure innovative GT approaches are used by others and scaled up	1	
	To what extent has the organization scaled up innovative approaches – how many approaches went to scale in 2014? Have these innovations been upscaled by others? Give specific examples from 2014.	1	

Inputs for the Capacity development Strategy			
	Discuss highest and weakest scores and vote to define the priority of importance of capacities: each participant gets 5 votes to indicate which five capacities are more important / relevant according to him / her. Important capacities can include weak capacities that need to be strengthened, as well as existing capacities that need to stay in place. Discuss the outcome of the voting and make a priority listing of 5 – 10		

	capacities. Discuss and agree for each prioritized capacity how to maintain or strengthen them.		
	Priority capacities to maintain or develop	Desired score (1-5)	Proposal for capacity development
1	The capacity to develop and apply gender analytical frameworks and tools in research	4	
2	Providing access to gender (analysis) training for female and male scientists	4	
3	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation	3	
4	Existence and quality of a gender responsive M&E system and ability to use it	3	
5	The capacity to develop, test and apply Gender Transformative Approaches (GTAs)	3	