



## Enhancing gender capacity for inclusive livestock value chains

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The gender strategy of the CGIAR Research Program on Livestock and Fish highlights the key role of gender analysis in livestock value chain research and guides the integration and implementation of related research activities. One of the outputs of the strategy focuses on 'increase[ing] gender capacity within CGIAR centers, partner organizations and value chain actors to diagnose and overcome gender-based constraints within value chains'. The program also recognizes the important role that partners play in delivering outcomes jointly. Thus, it collaborates with both research and development partners to eliminate constraints to the participation of women and marginalized groups in value chain activities to increase the benefits they gain from enhanced livestock commercialisation.

To this end, the Program's gender team, in collaboration with the Dutch consultancy Transition International (TI), has produced a gender capacity assessment tool. The tool is used to evaluate existing skills and gaps in partners' gender capacities and identify measures to address them. In 2015, the tool was implemented in four L&F value chain countries (Ethiopia, Nicaragua, Tanzania and Uganda). The findings are currently being validated with partners, and roadmaps and tailored interventions addressing gender capacity gaps are also being discussed with them.

### Building a framework to assess gender capacity

This process was initiated by the Livelihoods, Gender and Impact program of the International Livestock Research Institute (ILRI), as part of the on-going implementation

of the Livestock and Fish gender strategy. Firstly, TI developed a comprehensive tool designed to help gender researchers and scientists assess a partner's skill set and institutional capacities to conduct strategic gender research and development. The framework for the gender capacity assessment and development guide draws upon the capacity assessment framework currently used by United Nations Development Program and the Food and Agriculture Organization of the United Nations.

Gender capacity assessment is key because it:

- Increases awareness by partners about what gender analysis means and entails;
- Fosters a discussion around action priorities in the context of specific impact pathways;
- Identifies opportunities for investments and leveraging capacity development activities with partners;
- Provides a starting point for the formulation of gender capacity development responses and interventions;
- Establishes baselines and indicators for capturing learning, measuring, monitoring and evaluating progress in partners' capacity development; and
- Supports comparative analyses of gender capacities across value chains and countries.

A three-dimensional framework has been designed for the gender capacity assessment and development process. It differentiates three sets of variables, namely:

- Three levels of capacities (enabling environment, organizational and individual);

- Partner type according to their functions (development and research partners);
- Core gender-capacities, based on insights and experiences from gender capacity assessments and the type of work L&F partners are engaged in; and
- The six capacities, as elaborated in the capacity assessment tool, are: gender analysis and strategic planning; gender-responsive programming; budgeting and implementation; knowledge management and gender-responsive monitoring, evaluation and learning; effective partnerships and advocacy on promoting gender equality; gender and leadership; and innovation in gender-responsive approaches

The existing and desired capacities are scored using a scale of 1 to 5, ranging from very low (little or no evidence of the gender capacity) to very high (gender capacity is fully developed and integrated into the organization). The sets of variables listed above can be visualized in this three-dimensional matrix:

Figure 1. Matrix showing the three dimensions of gender capacity assessment



Pre-tested in in early 2015, the results of the tool were presented to key development and research partners<sup>1</sup>, leading to modifications of the tool and methodology<sup>2</sup>. The tool was then implemented in four L&F value chain (VC) countries (Ethiopia, Nicaragua, Tanzania and Uganda), and the findings are being validated with respondents involved in formulating capacity development interventions.

1. Development partners included Send a Cow and Agricultural Transformation Agency (ATA), and the research partners were Livestock and irrigation value chains for Ethiopian smallholders (LIVES) and Africa RISING (Research in Sustainable Intensification for the Next Generation).

2. For further information see the gender capacity and development presentation and the gender capacity development strategy.

## Assessing gender capacities and implementing the tool and methodology

### Tanzania

The tool was used with partner institutions and individual colleagues in the Maziwa Zaidi dairy value chain project. Meetings were held with the Tanzania Livestock Research Institute, Sokoine University of Agriculture, FAIDA MALI, Heifer International, district dairy boards and the Tanzania Dairy Board. Seven focus group discussions, guided by an in-depth questionnaire, were held, stimulating dialogue about and enabled data collection on:

- Current core gender capacities of organizations and their staff;
- Key gender capacities highlighted as priorities by individual staff; and
- Identifying the least developed gender capacities and how to address the gaps

Partner organization representatives were guided through a self-assessment process to rate the aforementioned six core capacities. The findings show that although many organizations collect and interpret sex-disaggregated data, most do not have a gender-responsive monitoring and evaluation (M&E) system. Moreover, most partners have not fully mainstreamed gender and have not implemented mechanisms ensure gender is taken into consideration. All partners work in partnerships and coalitions, but gender does feature centrally in either. The development partners also participate in advocacy, but gender is not integrated as a core issue. Finally, almost all assessed partners claim their organization is very committed to gender equality and transforming gender power relations. This commitment does, however, not always translate into accountability or having a clear vision.

### Ethiopia

Focus group discussions were conducted to assess the organizational gender capacities, including internal policies, arrangements, procedures and frameworks that allow organizations to operate and deliver on their mandates. A total of six partners (three woreda (district) agricultural offices in Doyogena, Horro and Yabello) and three agricultural research centres in Areka, Bako and Yabello. Individual assessments were also conducted, using questionnaires, to explore individual skills, knowledge and motivation. At the environmental level, a group discussion was conducted with key informants (gender experts) from various development and research organizations<sup>3</sup>.

3. The organizations included the ATA, the Ministry of Women, Children and Youth Affairs, ACDI/VOCA Ethiopia, LIVES, Ministry of Agriculture, Women's Affairs Directorate and United States Agency for International Development-Livestock Market Development (USAID-LMD).

The findings indicate that the development partners have better capacities in all core gender capacities than the research partners. However, all of those assessed had low gender capacities. None were able to apply the tools and frameworks to undertake gender analyses, though they did take some affirmative actions during staff recruitment. They lacked the capacity to understand internal gender dynamics and develop remedial strategies, including making internal policies and procedures more gender responsive.

The ability to apply gender transformative approaches (GTA) was the least developed capacity at both organizational and individual levels. It was also the most difficult to comprehend and assess. Most organizations prioritized the following capacities: developing and applying gender analytical frameworks and tools; providing access to gender analysis training for female and male staff; and applying gender transformative approaches. Scaling up of the tool has been initiated to foster wider methodically adoption or adaptation and to maximize impact.

## Uganda

The tool was administered to national research and developmental partners through focus group discussions and individual questionnaires between April and June 2015. Six development partner organizations were assessed<sup>4</sup>. In addition, key informant interviews were held with gender experts<sup>5</sup> to assess the gender-enabling or disabling environment, including downstream and upstream policies, rules, regulations, power relations and social norms that influence the Ugandan pig value chain.

Based on these assessments, all partners (with one exception) scored low in core capacities for gender analysis and strategic planning, and did not demonstrate capacity in gender transformative approaches. While most partners collected sex-disaggregated data about their stakeholders' participation in activities, they showed limited capacity to conduct gender analysis. They lacked the mechanisms to ensure that gender was taken into consideration in analysis, programming and leadership. A gender-responsive M&E system was also lacking in many assessed organizations. Only one organization had a gender policy and experts at both the board and management level. It also had the capacity to develop and implement joint gender advocacy activities with other organizations. In addition, it used research outputs and materials to advocate for gender equality, a core capacity for which it generally received the highest scores.

## Nicaragua

The capacity assessment tool was implemented with key local partners at L&F sites. These partners included local government and non-governmental organizations, development agencies, universities and one women's group. Partners conducted seven focus group discussions and eight interviews with key informants from national and international organizations working in cattle value chains.

Using the tool developed by TI, the partners adapted the questions to the local context and gathered information about informants' understanding of gender capacities, organizational levels of gender capacity development and existing gender-integration gaps in their organizations. The key informants interviewed included representatives from the United Nations (World Food Programme), the Swiss development agency (SDC), SNV, the German Federal Enterprise for International Cooperation (GIZ), and the National Farmer Union, as well as academic researchers in the fields of gender and agriculture. The interviews focused on an overall view of local gender capacities and how external factors influence their development.

In general, the organizations scored highest in the areas of gender analysis and strategic planning, and gender and leadership. The latter, however, often indicated the organization's interest in supporting women in leadership positions rather than its capacity to do so. They scored lowest in the areas of innovations in gender-responsive approaches, and effective partnerships and advocacy on promoting gender equality. This assessment has given the Nicaraguan L&F team and the participant organizations a clearer idea of the starting points from which to elaborate future capacity development strategies.

## Next steps

In the coming months, each VC country team will report their findings back to the partners, including a discussion of priority areas and approaches for gender capacity development interventions, including modular training on how to include gender concerns in various stages of research and development activities.

4. The development partners were Iowa State University Uganda Program in Kamuli; the district veterinary offices (DVOs) in Masaka and Mukono; Volunteer Efforts for Development Concern (VEDCO) in Kamuli; Kaboneera-Kyanamukaaka Cooperative Union in Masaka; and Pig Production and Marketing Ltd in Mattuga. One national research partner, Makerere University, was also assessed.

5. The gender experts came from Netherland Development Organization (SNV) Uganda; Village Enterprise; Mukono District Community Development Officer; Ministry of Agriculture Animal Industry and Fisheries; VEDCO; and Makerere University.

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Capacity development is a prominent feature of ILRI's strategy. This refers to the intentional and purpose-driven efforts to increase stakeholder capacity to undertake and use research to generate development outcomes and scale up in a sustainable manner. ILRI Capacity Development Briefs highlight the depth and breadth of these ILRI and partner activities, and are circulated to contribute to improved practices and better lives through livestock. The briefs are purposively kept short and provide 'snapshots' of the topics they cover.

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