



RESEARCH
PROGRAM ON
Livestock

More meat, milk and eggs by and for the poor

Module 2: Gender Strategy Development

ILRI, ICARDA and Transition International

Gender Capacity Development Training, ILRI Addis, 23-27 October 2017



ICARDA
Science for Better Livelihoods in Dry Areas



International Center for Tropical Agriculture
Since 1987, dedicated to sustainable change



Deutsche Gesellschaft
für Internationale
Zusammenarbeit (GIZ) GmbH



Transition
International

1. Objective of module 2: Gender strategy development

- To increase participants' knowledge on how to use gender-sensitive data to develop gender-responsive programs, strategies and interventions and apply this with their own programs and organizations.

Focus

- The focus of this module will be on the core gender capacity of gender responsive programming, budgeting and implementation, while significant attention is given to the differences between accommodating and transformative approaches (the core gender capacity on innovation in gender responsive approaches).
- focus on external, program issues.
- Specific contents and outcomes for each program.

Learning questions

- What are gender responsive approaches (from gender accommodating to gender transformative approaches) and how to recognize the differences in practice?;
- How to develop a gender equity vision for your program or research?;
- What is gender mainstreaming and how to design a gender mainstreaming strategy?

Focus module 2

<div>Levels</div> <div>Core Gender Capacities</div>	Environmental	Organizational	Individual		
Gender analysis and strategic planning	A.I	A.II	A.III		
Gender responsive programming, budgeting and implementation	B.I	<div>Module 2</div>		B.III	
Knowledge management and gender responsive M&E	C.I			C.II	C.III
Partnerships and advocacy	D.I			D.II	D.III
Leadership and transformation	E.I			E.II	E.III
Gender at the workplace	F.I			F.II	F.III

Gender Capacity Assessment Outcomes, 2015

- 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

Note: maximum score = 5



Trans
Int

Gender Capacity Assessment Outcomes, 2015

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

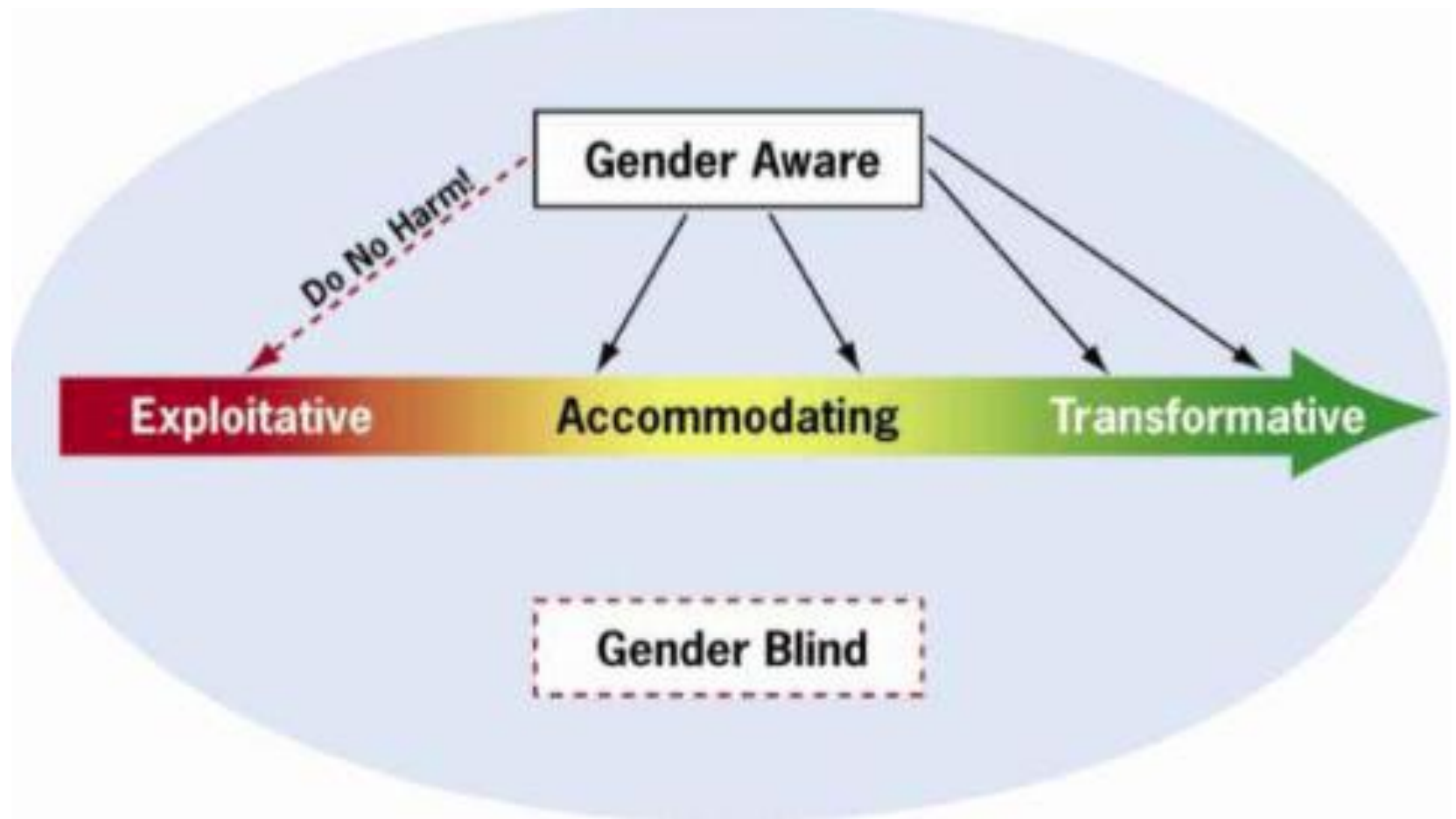
Content of the module

1. Introduction to the module
2. Gender responsive approaches: definitions and examples;
3. Assessing an existing gender mainstreaming strategy;
4. Developing a gender equity vision;
5. Designing a gender mainstreaming strategy;

2. Gender responsive approaches

- Consider gender roles and relations and respond to these through:
 - Gender accommodating approaches
 - Gender transformative approaches
- Do no harm to women
- Facilitate movement to a more gender equal society

Gender responsive approaches...



Gender responsive approaches...

Ignores:

- the set of economic/social/political roles, rights, entitlements, responsibilities, obligations and associated with being female & male
- power dynamics between and among men & women, boys & girls

Gender Blind

**Gender Aware
/ responsive**

- Examines and addresses these gender considerations and adopts an approach along the continuum

Exploitative

Reinforces or takes advantage of gender inequalities and stereotypes

Accommodating

Works around existing gender differences and inequalities

Transformative

- Fosters critical examination of gender norms* and dynamics
- Strengthens or creates systems* that support gender equality
- Strengthens or creates equitable gender norms and dynamics
- Changes inequitable gender norms and dynamics

GOAL

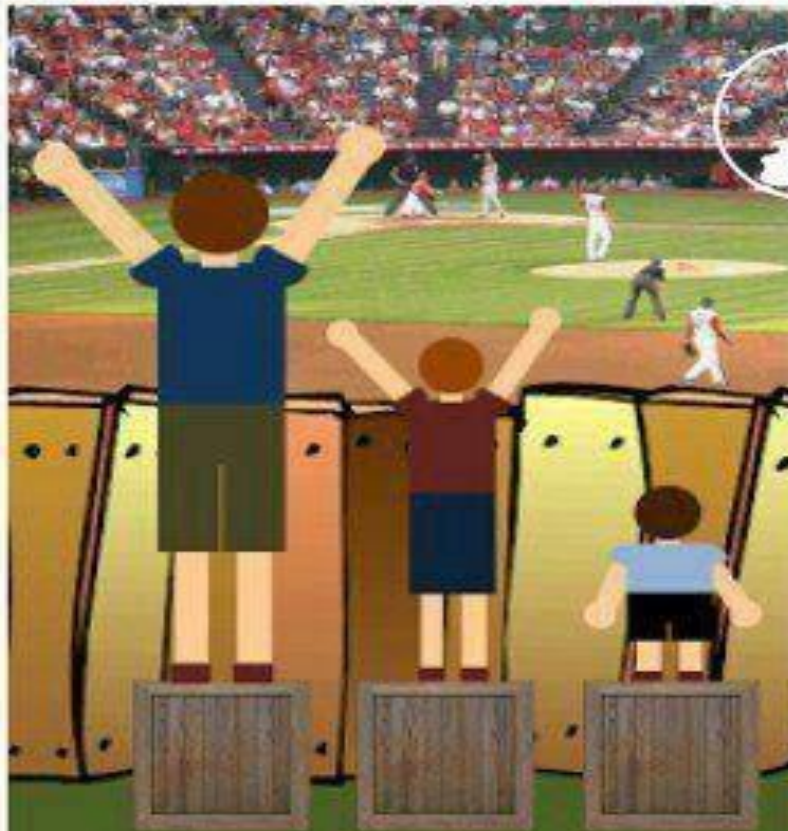
Gender Equality and better development outcomes

* Norms encompass attitudes and practices

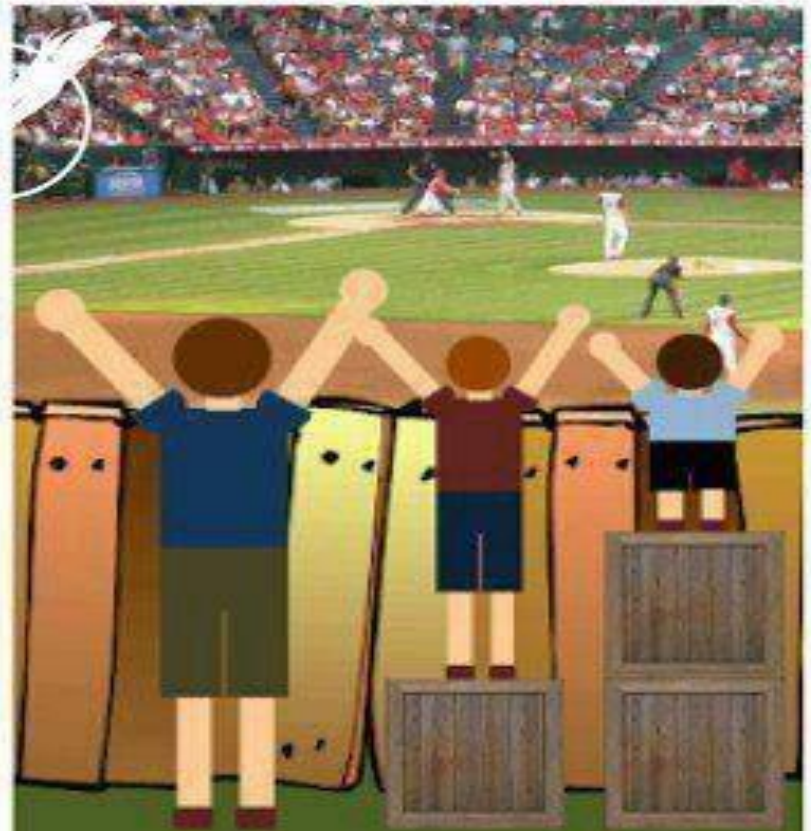
* A system consists of a set of interacting structures, practices, and relations

Gender accommodating and transformative approaches

Accommodating



Transformative



Exercises

- Which type of approach is your organization applying at the moment?
 - Write the name of your organization on a post-it and locate it on a flip chart

Examples of gender integration strategies

- Discuss case studies on gender integration strategies
(best practices)



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Generalization of concepts and methodologies

What is gender mainstreaming

- Strategy for making women's as well as men's concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs.
- Is the process of assessing the implications for women and men of any planned action, including legislation, policies or programs, in all areas and at all levels.
- can include gender accommodating or transformative approaches or a combination of those.
- GM strategies are specific with objectives, activities, budgets
- Ultimate goal is to achieve gender equality

History of gender mainstreaming

- The concept of gender mainstreaming was first mentioned at the Third World Conference on Women in Nairobi, Kenya in 1985.
- The concept was formally used in 1995 at the Fourth World Conference on Women in Beijing, China when it was integrated into the Beijing Platform for Action.
- Dual approach of achieving gender equality and empowerment of women proposed
 - Gender strategic (empowerment focus)
 - Integrated (gender equality as a cross cutting issue)

Women's Empowerment

- The ability of women to take control over their lives:
 - setting their own agendas, gaining skills, building self-confidence, solving problems and developing self-reliance.
- Ability to make choices and have a voice
- Institutions and organizations can support processes that can nurture self-empowerment of individuals or groups

Affirmative action

- Aims to establish policies or practices that give a certain social group (women in this case) preferential treatment in the access to and control of resources or services in order to improve the quality of life
- Empowerment requires a series of affirmative actions that enable women to carry out their activities with greater autonomy and self-esteem.
- Examples are policies that promote property of land for women or scholarships targeted specifically at women

Women in Development (WID)

- Aims to integrate women into the existing development process by targeting them, often in women-specific activities.
- Women are usually passive recipients in WID projects
- Emphasis is on making women more efficient producers and increasing their income
- Many WID projects are not sustainable because they did not transform unequal relationships, which are necessary to maintain changes on the long run.
- Such projects tend to be blind to men's roles and responsibilities in women's (dis)empowerment

Gender and Development (GAD)

- The approach focuses on addressing unequal gender relations which prevent equitable development and which often lock women out of full participation.
- GAD seeks to have both women and men participate, make decisions and share benefits.
- GAD is informed by gender analysis unlike WID

Gender budgeting

- The process of conceiving, planning, approving, executing, monitoring, analyzing and auditing budgets in a gender-sensitive way
- Involves analysis of actual expenditure and revenue (of your organization) on women and girls as compared to expenditures on men and boys
- Helps to decide how policies need to be made, adjusted and reprioritized
- Is a tool for effective policy/program implementation where one can check if the allocations are in line with policy/program commitments and are having the desired impact.

3. Assessing gender mainstreaming in practice: Analyze a case study using tool 2.6.1

- Form mixed groups
- fill out the gender issues encountered at each level of the program cycle

Gender issues	Gender Roles	Access to resources by men and women	Control over benefits by men and women	Integrating knowledge from men and women	Decision making power by men and women	Gendered participation in organizations (as a member or director) and programs	Gendered influence on/of enabling environment
Program Cycle							
Assessment / identification							
Formulation (is gender integrated in objectives, target groups, activities? Is female leadership promoted?)							
Implementation							
Follow-up / monitoring							
Evaluation							

4. Developing a gender equity vision

- Form groups by organization
- Follow steps written down in the gender equity tree (Tool 2.6.2)

5. Designing a gender mainstreaming (GM) strategy

- Aids institutionalization of shared gender equity perspective as an effective mechanism for promoting gender equity/equality at all levels of the organization (internally and externally).
- Includes production processes, marketing, organizational structure, decision making, access to and control of resources, capacity development etc.
- Assign a budget to the implementation of the strategy for its success

Designing a gender mainstreaming (GM) strategy...

- Everybody in the organization is responsible for the success implementation of the strategy
- Assign someone or team to monitor and evaluate its implementation
- The strategy affects everybody in the organization

Exercise

- Recall the gender issues developed so far
- Each participate:
 - write down two gender equity objectives you want the organization to achieve internally (e.g. internal policies, structure, staff, mission etc)
 - write down two gender equity objectives you want the organization to achieve externally (e.g. target groups, collaborations, interventions, research etc)
 - Share with team
 - As a team prioritize one internal and one external objectives

Exercise....

- Form groups and select 2 objectives from each category
- Populate the Tool 2.6.3 for each objective

QUESTION	ANSWER
Objective (what do you want to achieve?)	
Level (internal or external)	
Activities (How do you plan to achieve the objective?)	
Target group (who is supposed to benefit from this? Include age, sex, ethnicity, etc.)	
Period (By when and for how long do you plan to achieve the objective?)	
Place (where do you want this to happen? E.g. in the office, a specific community or municipality, etc.)	
Responsible (Who in the organization should have the responsibility to guide implementation, follow up and evaluation of the activities towards achieving the objective?)	
Sources of Verification (How can we check if we achieved our objective?)	
Opportunities and threats (What opportunities and threats are there in the surrounding of the organization?)	

I. At external level

Objective I.1: Offer training for women producers....				
Outcome Indicator I.1: Within one year 40 women producers will know how to...				
Activities	Output Indicators	Responsible	Budget (material and financial resources)	Verification Sources
<ul style="list-style-type: none"> • Training on... • 	<ul style="list-style-type: none"> • 40 women will have received 4 workshops on producing... 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Objective I.2:				
Outcome Indicator I.2: ...				
Activities	Output Indicators	Responsible	Budget (material and financial resources)	Verification Sources
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

II. At internal level (this will be dealt with in module 3)

	Objective II.1: Bring the participation of women in the organizations staff to 50%.			
	Outcome Indicator 1: Within four years 50% of the staff will be women.			
Activities	Output Indicators	Responsible	Budget (material and financial resources)	Verification Sources
<ul style="list-style-type: none"> • Include in the ToR of new job openings that women are specifically invited to apply • 	<ul style="list-style-type: none"> • In the coming four years, all ToR of new job openings will have included a line that said that women are specifically invited to apply. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
	Objective II.2:			
	Outcome Indicator II.2: ...			
Activities	Output Indicators	Responsible	Budget (material and financial resources)	Verification Sources
<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •

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The **CGIAR Research Program on Livestock** aims to increase the productivity and profitability of livestock agri-food systems in sustainable ways, making meat, milk and eggs more available and affordable across the developing world.