

# Gender strategy for African Chicken Genetic Gains program: Inception report



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# Gender strategy for African Chicken Genetic Gains program: Inception report

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# I. Introduction

The African Chicken Genetic Gains (ACGG) program and the International Livestock Research Institute (ILRI) have commissioned the Royal Tropical Institute (KIT) to develop a gender strategy to provide strategic and practical direction to ACGG's gender integration. The strategy will:

- Guide ACGG on how to integrate gender in a meaningful, effective and feasible manner. It will be based on careful priority-setting of activities and level of efforts, balancing ambition with realism and with a view to achieve a 'deeper' impact in priority areas as opposed to more 'shallow' results across the board;
- Provide the basis for a common understanding in ACGG in terms of what gender integration means in the context of the program and what is expected from the different team members;
- Clarify what change is expected to occur and the mechanisms through which this is expected to happen with a focus on links between activities; and
- Have a strong focus on learning/reflection and knowledge creation/documentation (see Annex I for the terms of reference).

The first month of the gender strategy development process involved an inception visit to the third ACGG program management meeting (27 November–2 December 2016) held in Abuja, Nigeria. The inception visit was carried out by Julie Newton on behalf of the KIT team to:

- Build rapport with ACGG management and country teams;
- Present the thinking behind developing the ACGG gender strategy—both in terms of content and process—and get feedback and advice;
- Gain a better understanding of the program, in view of key entry points to operationalize the gender strategy.
- Conduct informal interviews with key staff on their understandings of gender, and views on how gender can be addressed within the program; and
- Inform the work plan for the gender strategy development process.

This report provides a brief overview of key issues discussed and preliminary entry-points for the gender strategy development process emerging from the inception visit (Section 2). This includes conclusion and summary of next steps.

Furthermore, the inception visit informed: a conceptual framework for the gender strategy (Section 3), a detailed work plan for the gender strategy development process, including three country visits in 2017 (Section 4), and the formation of a gender strategy advisory team (GSAT) with members from management and country teams (Annex 2). The report offers the basis for planning and conceptualizing the KIT team's visits to the three program countries in 2017. The report has recently been updated to include additional comments made by GSAT members which will be taken into consideration in the roll-out of the GSAT (Annex 3).

## 2. Program management team meeting, Nigeria November 2016

This section provides a brief overview of key issues and observations emerging from the inception visit and preliminary ideas and opportunities for informing the gender strategy content and process. It also presents a summary of some existing gender initiatives in ACGG. It is based on Julie Newton's participation throughout all sessions of the program management team meeting, including bilateral country innovation platform (IP) discussions and the field visit, during which she conducted informal interviews with key country team members and facilitated a session on gender strategy content and process to get feedback from the country teams (See Table I for a summary of main feedback and advice from this session).

### Observations

#### Understandings of gender and women's empowerment

To date the ACGG program has focused primarily on bird productivity and engaging private sector to address existing national challenges and scale out most productive strains. There has been less program engagement with understanding the existing social dynamics within household and community which may affect preferences and uses of birds and eggs and gendered differences in opportunities to engage with private sector engagement at community and sub-regional level. There was strong consensus that the social dynamics vary across different contexts.

So far, there has been limited discussion of the different pathways in which the poultry sector can move vulnerable households out of poverty. Similarly, the issue of how poultry can empower women is still to be unpacked, as is the question about how women can upgrade their position within the poultry value chain. During the program management team meeting, participants more often referred to how the program can support more 'cooperative households' with women and men making joint decisions on poultry-related issues and sharing the benefits from poultry equitably within the family. Other emerging themes in relation to women's roles in poultry sector included: How to ensure women are not harmed once the productivity is increased; and how to ensure sufficient space for women to voice their concerns.

Efforts to integrate gender were interpreted in different ways. Since the program deals with poultry which is traditionally a woman-dominated resource, the program is considered to be women-centred by default and, therefore, addressing gender. Recruitment of women staff as enumerators, field officers, sub-national coordinators (SNCs) and national project coordinators (NPCs), and co-principle investigators (co-PIs), as well as the inclusion of gender specialists within the national IP discussions, was seen as an example of gendered programming.

Program management team meeting participants recognized a number of 'critical moments' in the poultry farming cycle to track social dynamics:

- When poultry at household becomes more productive and profitable, desire to understand the changes in decision making at household level as to how birds are used, and proceeds of birds invested back in the household.

- Once the roosters reach 20 weeks, and decisions are made about use for profit or own consumption.
- Community IPs and follow-up actions emerging from each meeting (e.g. aggregation to buy feed, vaccines, and microfinance) and the implications of this for women in the poultry value chain.

Table 1: Feedback on gender strategy process and content

Advice to KIT team	Opportunities to integrate gender
<p><b>Advance preparation:</b></p> <ul style="list-style-type: none"> <li>• Ensure thoroughly reviewed all ACGG documents and activities up to date (including IP reports) for gender components.</li> <li>• Look at previous attempts and projects to build upon lessons learned (learn from both successes and failures from the past).</li> <li>• Building from existing gender work.</li> <li>• Review baseline data from a gender lens + liaise with existing data and country teams on analysis already done (Agriculture to nutrition: Improving nutrition outcomes through optimized agriculture investments project (ATONU) and Transition International (Ti)).</li> </ul> <p><b>Practical/logistics:</b></p> <ul style="list-style-type: none"> <li>• Manage time e.g. be on time for appointments with farmers.</li> <li>• Mind the context and consider important differences in communities (e.g. what dress-code to use in which region, how you should behave and how you should expect people to behave with you).</li> <li>• Involve (traditional, political, religious) officials to create their ownership.</li> <li>• Aim at local ownership (women, men, officials).</li> </ul> <p><b>Linkage to ongoing activities:</b></p> <ul style="list-style-type: none"> <li>• Align with planned program activities.</li> <li>• Consider possibility for including capacity development (align with transitional international)</li> <li>• Look at linkages with ATONU.</li> <li>• <b>Tanzania:</b> it is well recognized that women and young people are engaged in poultry production, but they often lack appropriate knowledge or resources to increase productivity. It would be good to explore opportunities to link women and young people to microfinance and banks to invest in increasing production.</li> </ul>	<p><b>Look at existing data from a gender lens</b></p> <ul style="list-style-type: none"> <li>• Use data from baseline and propose changes to best support most 'vulnerable' farmers/ households.</li> <li>• Explore how to improve on farm data analysis of: preference (appearance, productivity, temperament of bird, cocking), and management systems (amongst women and between men and women).</li> </ul> <p><b>Take advantage of existing program vision and design:</b></p> <ul style="list-style-type: none"> <li>• ACGG's vision to improve productivity/ livelihoods in poultry value chain is directly correlated with improving women's empowerment. Explore how this can drive ACGG's gender work.</li> <li>• Gender has already been considered in the design of ACGG so there are already tools to that consider women's preferences around strains.</li> </ul> <p><b>Target group:</b></p> <ul style="list-style-type: none"> <li>• Focus on gender and young people, not just women—women and young people are often early adopters.</li> </ul> <p><b>Measurement and tracking:</b></p> <ul style="list-style-type: none"> <li>• How can ACGG measure empowerment? Consider how to design social economic chart to track progress on changes in household dynamics (how, when, who, what).</li> </ul> <p><b>Methodologies:</b></p> <ul style="list-style-type: none"> <li>• Look into best mechanisms/methodologies to facilitate women's voices (speak up) on strains (e.g. in who visits households and conducts the interviews on sensitive issues).</li> </ul>



Advice to KIT team	Opportunities to integrate gender
<p><b>Unpack understandings:</b> Unpack how gender and women's empowerment is understood in ACGG.</p> <p><b>Test assumptions:</b> Unpack risks/assumptions, improving productivity. Will men take over? How many involved in progress/how many control income from sale? Anticipate the impact of the program success e.g. conflict from wealth creation.</p> <p><b>Ethiopia:</b> Start from existing structures and systems (consult Ethiopian Institute of Agricultural Research (EIAR) gender experts etc.). Do something practical and beneficial for women, not just training (collective organization and how to reduce their burden). Find ways to engage men to support women and the program and convince them of the value of this work.</p> <p><b>Nigeria:</b> Identify women leaders in communities with the help from SNCs. Have a stimulating message for women to be engaged in the program. Get consent from village head and husband.</p>	<p><b>Intervention entry points:</b> When income from poultry increases, decision-making seems to shift to men and there is a need to find ways to anticipate and prevent this from happening.</p> <p>IPs: Need gender focus at all levels. A good starting point is community IPs (where there is relationship with who makes decisions, input suppliers, market access etc.).</p> <p>ACGG wants to catalyse gender-balanced transformations towards higher levels e.g. seeing more women in brooding, marketing, processing, input supply—explore how.</p> <p>Consider gender coaching/training (especially extension system), but ensure translated in local language.</p>

## Baseline analysis

Currently the baseline has not been fully analysed. ILRI has produced initial reports and livelihood section will be completed by the end of December. The three country teams are also planning their own parallel analysis. The analysis of the baseline provides a key entry point for discussions during country visits of how to focus/strengthen gender integration in remaining program activities. Particular sections of relevance include sections on chicken entries and exits; labour allocation, access to training extension, assets, housing and food security and consumption. This can also be used to inform key gender-related issues used during the on-farm testing phase.

## On-farm testing and analysis

Currently, country teams do not have immediate access to on-farm data for analysis and regular monitoring once uploaded to central server<sup>1</sup>. Country teams have started using Metabase (an open source analytics tool) to support routine monitoring and follow up data irregularities. There was a request from country teams for Metabase to be adapted to support quick analysis. This could also be used as an opportunity to integrate gender into Metabase country team dashboards to support gender analysis. There was also a request for the designation of a country data analysis focal points and plans are currently underway to support this through training on research analysis. Similarly to the baseline, there is scope to use gender analysis of on-farm testing data using existing questions to unpack different impact pathways in the program. This can be used to track changing gender relations in household which may manifest as changes in labour allocation and use of poultry, and how these benefits are shared within the household (See Box 1 for some preliminary ideas). It may also stimulate discussion about data needs not addressed in existing tools. For example, after the transfer of chickens, who is able to access and control the benefits (in terms of income, food consumption etc.)?

Some of this data (consumption and decision making) is currently included in the ATONU evaluation and could be integrated into the Metabase tool and dashboard. It is also worth exploring whether the current data collection tools capture changes in intra-household dynamics following the 'testing' phase (technology transfer), which may highlight new opportunities and challenges in the value chain (i.e. access to feed, vaccines, marketing opportunities etc.).

<sup>1</sup> Target date for access 21 January 2017.

Currently, some of these might be included within the end-line but they are not in the regular routine monitoring or learning components of the monitoring and evaluation (M&E) system. Therefore, extra gender expertise may be required to support design of further follow up questions on post technology transfer.

Furthermore, as ACGG progresses, it will be important to track instances of backlash against women (understood as resistance and opposition to change in women's position) particularly as poultry becomes more profitable and women upgrade their positions in the value chain. This would need to be matched by adequate accountability mechanisms in place to deal backlash if warning signals emerge. This could be one of the priority areas to focus on for the gender strategy.

## Innovation platforms

Up until now, IPs have primarily focused on the national level with some activities at zonal level. Nigeria and Tanzania have attempted community-level IPs. All country teams have expressed the need for more support in organizing community-level IPs. As a result, PICO has proposed to arrange a trainer of trainers for SNCs, who will then cascade training to 'field officers' to organize community-level IPs.

The community IPs present a number of entry points for integrating gender which may vary across different zones and countries. Some preliminary ideas:

- *Advance preparation:* A mapping of the different community groups/associations at village level (including women's groups, village saving associations, cooperatives etc.) in consultation with government community development officer, local non-governmental organizations working in area, local leaders etc. could reveal which groups are already working on different elements of the poultry value chain and could be leveraged to address the constraints and opportunities of women and men involved in the sector.
- *Content of IP discussions:* If community-level IPs follow same process as the national IP, the value chain analysis discussion could integrate a gender lens to provide a basis for discussion on how the different stakeholders could address the constraints and opportunities of women and men farmers engaged in poultry. This is an opportunity to explore the strengthening the feedback loops from national to community IPs.
- *Facilitation approach at community level:* To ensure that women and men are able to voice their different constraints and opportunities, various facilitation techniques may be required (e.g. separate group discussions for men and women to allow more sensitive issues to emerge on decision making and control over resources). The enumerators/field officers will need to be equipped with skills to facilitate the discussion, particularly to ensure that women speak up about their needs. The People Innovation and Change in Organizations—Eastern Africa (PICO-EA) training-of-trainers workshops could be an ideal platform to introduce new methodologies on working with community facilitators to integrate these approaches to support gender integration into the IP process and methods that facilitate more active involvement of women.
- *Documentation of community IP to feed into the national IP:* To ensure that community-level challenges and opportunities and constraints feed upwards to national level to inform the 'priority setting' of issues, selection of appropriate members of taskforces, and taskforce strategies: It will be critical to capture:
  - The different opportunities and constraints of women and men in the poultry value chain, and how do they vary across different ages and social groups.
  - The different strategies used to address different needs in the value chain.
  - How all of the above vary across different contexts (i.e. different zones).

## PhDs attached to program

Fifteen PhD students will be attached to ACGG. This is an opportunity for some of these PhDs and master students to address gender as part of their research.

## Existing gender interventions

There are a number of existing interventions and parallel projects across ACGG which present opportunities for the gender strategy to leverage and build upon. These include:

- A gender capacity assessment carried out by Ti.
- The Agriculture to nutrition: Improving nutrition outcomes through optimized agriculture investments project (ATONU) implemented by ILRI, the Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN), EIAR, the Tanzania Livestock Research Institute (TALIRI) and other partners.
- The anthropological gender study 'Going Places' led by ILRI as part of a larger inter-disciplinary project funded by UK Arts and Humanities Research council in partnership with a UK counterpart university and EIAR.

See Table 2 for more details.

Table 2: Gender initiatives

	Description	Relevance to gender strategy development
Gender capacity assessment in Ethiopia, Nigeria and Tanzania	Consultants from Ti are currently undertaking gender capacity assessments in all program countries. The final report will be available by the end of January 2017	The gender capacity assessment report can be discussed with country teams and inform the gender strategy
ATONU in Ethiopia and Tanzania	<p>ATONU focuses on integrating nutrition-sensitive interventions into ACGG. Some key features of potential relevance to the strategy:</p> <p>a) Separate ATONU baseline data (scheduled for January 2017) will include more details on intra-household dynamics and nutrition behaviour to unpack impact pathways of interest to the country teams</p> <p>b) Learning and data collection: The learning generated from the ATONU component may stimulate awareness amongst staff of how gender can impact upon the different elements of poultry decision making which will have different implications for wealth creation, consumption behaviour and distribution of benefits in the household</p> <p>c) Gender capacity training for key staff and enumerators/field officers</p>	<p>a) If ATONU baseline analysis is available, KIT could use this to inform the gender strategy process</p> <p>b) There may be additional data collection tools used under ATONU (in addition to final evaluation) which could be introduced across ACGG to capture gender related processes of change (e.g. focus group discussion guidelines)</p> <p>c) Training material to build on common language and concepts. Trained staff and field officers/enumerators will be better equipped to understand changes in intra-household dynamics. This is an opportunity to leverage as part of gender strategy process to be discussed with country teams</p>
'Going Places' Ethiopia	<p>The anthropological gender study 'Going Places' focuses on capturing the live experiences of chicken husbandry in target regions in Ethiopia and aims to contribute to the empowerment of women and ensure their centrality in the development of Ethiopia's poultry industry. The work is planned for January–June 2017.</p> <p>The overall research question has not been defined yet, but could explore whether increased chicken production does really result in women's empowerment.</p>	KIT to explore potential linkages between Going Places and gender strategy process.

## Conclusion

Participation in the program management team meeting has given the KIT team a strong foundation to develop a tailored approach to the ACGG gender strategy. It has, furthermore, provided direction for selecting key building blocks for the conceptual framework for the gender strategy process (See Section 3). This will be further refined and developed into an explanatory model regarding gender dynamics in women's adoption of new technologies in the poultry sector. It will be revised on an ongoing basis after each country visit to feed into the final gender strategy.

### Next steps:

- 1• Agree on the members of GSAT
- 2• Fix the dates for the country visits
- 3• On a continuous basis update the conceptual framework and work plan ('living' documents).

## 3. Conceptual framework

### Introduction

In this section, we present the key conceptual building blocks that have been developed to provide the conceptual red-thread for the ACGG gender strategy process and content. The building blocks include:

- Social relations of gender
- Gender relations and development
- Four dimensions of gender relations adapted to poultry sector
- Facilitating conceptual clarity
- Women's empowerment
- Gender and agriculture innovation system thinking.

### Elements of framework

#### Understanding of gender as relational

A primary element of the conceptual framework is the understanding of gender as referring to the rules, norms and practices through which the biological differences between males and females are transformed into social differences between men and women, boys and girls.

Our understanding of gender is rooted in how the social position of people is shaped through **social relations of gender**, class, age, ethnicity, location (rural/urban), etc. Social relations are relations of power that are created by people; groups of people—or social categories—are defined and valued in relation to each other based on social categories, such as gender (women in relation to men). These categories are not neutral. Some categories are valued more than others. Social categories are thus hierarchies. The social value of a group affects how individuals belonging to that group are perceived and their access to and control over resources and benefits, as well as their social position.

Social relations of gender explain why women and men are valued differently and affect their relative opportunities and life chances. Unequal gender relations create and reproduce systemic differences in women's and men's position in society.

Without an understanding of how social positions are embedded in and informed by social relations, it is difficult to achieve any understanding of the relative social value of different groups of people. With the result that groups (such as women and men) tend to be viewed as unrelated autonomous units of analysis.

Other important concepts related to the idea of gender as relational are the concepts of: **intersectionality** and **life cycle**. These issues are particularly relevant in the context of ACGG given the emphasis on and desire to

address differences within each country and across different zones, as well as ‘young people’. For the gender strategy development process, it is also important to give direction to how different sets of identities impact on access to and adoption of technologies in the poultry sectors.

**Intersectionality:** This refers to the idea that women and girls (as well as men and boys) are not a homogeneous group, and gender is not the only basis on which their disempowerment occurs and is experienced. Other critical social markers (ethnicity, class religion, race, disability, location) intersect with gender and affect the choice and voice of women and girls, as well as men and boys. Inequalities and marginalization are mostly not experienced in isolation. Many women and girls are exposed to multiple and overlapping advantages and disadvantages which may enhance or constrain their ability to engage in poultry sector. In the case of ACGG, this would help to distinguish how the different cultural contexts across the regions affect woman’s ability to engage with the market, access veterinary services etc.).

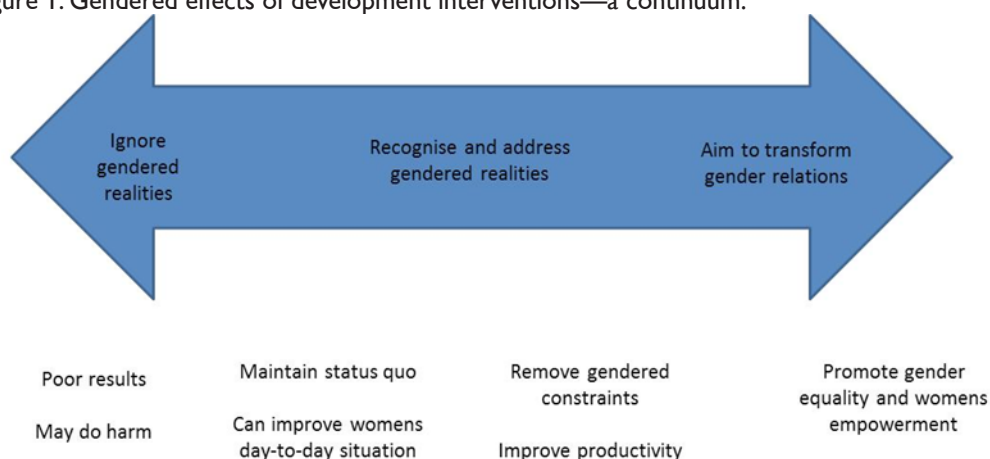
**Life cycle:** Age is a key social marker that shapes how the causes and effects of gender inequality differ along the stages of women and men’s lives. A life cycle perspective takes into account the life of a person as a whole, instead of focusing on specific stages or experiences on their own. This helps in considering how the nature of constraints and opportunities to engage in poultry sector may vary over time according to age. For example, older women may hold more power/authority in household compared to when they were younger. From a nutrition perspective, the concept of life cycle is also important. With the focus on the first 1,000 days of life being a critical moment in the development of a child, the implications of how poultry can add/detract from the workload and care practices of pregnant mothers and women of child bearing age are important.

## Gender relations and development

All development interventions interact with social relations of gender. Gender relations are a key aspect of reality both in the context of the communities and in the institutional session of development work. Gender relations, therefore, affect what results are achieved, how and for whom. The conceptual lens underlying the development of the ACGG gender strategy is not to add gender to the current work and institutions, but that gender relations already exist, and that the functioning of the ACGG interventions and involved institutions are affected by gender in multiple ways. The point is to examine those gender relations to highlight their desired and undesired effects—and to identify opportunities for change in the ways in which the program operates.

The different gendered effects of development interventions can be placed on a continuum that assists in identifying how they reinforce or alter gender relations (see Figure 1).

Figure 1: Gendered effects of development interventions—a continuum.



As a minimum, interventions should ‘do no harm’. They should be gender responsive or aware that they meet either the practical gender needs and/or strategic gender interests of women and men. The rationale behind developing a

ACGG gender strategy is that ignoring gender realities, or being gender neutral or unaware, is likely to lead to poor results and may make already disadvantaged groups, e.g. women and girls, worse off. The gender strategy can in the short-term support ACGG in progressing towards removing gender constraints in chicken husbandry/the poultry industry; and in the longer-term it can help ensure that the organizations and institutions involved in the program contribute towards the transformation of gender relations and women's empowerment.

## Four dimensions of gender relations

We consider four dimensions of gender relations in the ACGG strategy work: (1) gender division of labour, (2) norms and values, (3) access to and control over resources, and (4) intra-household decision-making.

The first dimension is the **gender division of labour** and it calls for an analysis of productive tasks (related to all livestock, poultry, crops, vegetable garden and income generating activities), reproductive tasks and community-related roles. A gender analysis calls for unpacking what labour is provided by different members, male and female in the household and the implications this may have to tasks related to poultry. For the gender strategy, a specific interest is to identify where different household members experience labour intensity vis-à-vis poultry farming. For example, tasks related to purchasing inputs, feeding (collecting and preparing), watering, cleaning bird shelter, collection of farm yard manure, egg collection, selling of birds/bird products, disease control, and the caring for sick birds.

The second dimension is the one of values and assumptions. **Gender norms and values** are a set of social rules and assumptions about what men and women should do, how and with what resources, and the status of individuals and their relative value in society. Gender norms draw upon and reinforce gender stereotypes, which are widely held, idealized beliefs about women and men, and are constantly changing. The first concern here is to look at the value that is given to the labour of different household members. With respect to women, this requires insight into the extent to which their labour is recognized, as well as insight into the value that is attached to it. This dimension reveals some major assumptions behind the gender division of labour. In addition, other strong values affecting women's roles, constraints and opportunities can come to the fore. These can include norms related to women's involvement in financial transactions, but also to, for instance, women's mobility. In the context of poultry this includes the ability of women to go to the market to purchase inputs (e.g. feed, access vaccinations, and sell poultry products). This may vary across different zones within a country. Different women may also have different preferences as to how they spend their time (e.g. maintaining or increasing poultry flock) or decisions about owning other livestock (goats) or a home garden.

The third dimension in the analytical model captures **access to and control over resources**. The set of resources to be considered here is potentially broad. Inputs for poultry farming are also important resources, and can include feeds, water, medicine, veterinary services and medicines, fuel and credit, but also knowledge, information and extensions. A key resource in terms of control is labour, both one's own and the labour of others in or outside the household. For gender analysis, control over benefits and income from poultry is also of critical relevance. Other potentially relevant resources includes access to groups and organizations, as well as access to and control over media such as radios or mobile phone technology.

A fourth and strongly related dimension is **intra-household decision-making**. It is strongly related to control over resources, but merits separate consideration in order to be able to see how control over resources affects actual decision-making process and power. For the gender strategy of specific interest is decision-making around engaging in poultry, decision-making over labour allocations, and decision-making around income and benefits from poultry farming (including consumption of eggs and chicken). This may become critically important once the smallholder poultry farming becomes more profitable. Analysis of decision-making seeks to shed light on who is involved in which decisions, and also seeks to unpack the nature of that involvement. It will be important to not only look at dominant norms, but also at how people deviate from and renegotiate those. Key decisions may include tradeoffs between providing supplementary feed or reducing the flock size.



It is important to unpack what is going on in the different dimensions of gender relations, and the ways in which these dimensions and their sub-factors are interrelated and interlocked. The different factors reinforce each other and in many cases these interconnections further undermine the adoption of new technology by women. It is the interrelations and interlocking of dimensions and sub-factors that can explain the strengths of gender dynamics at play in poultry farming.

## Facilitating conceptual clarity

In the gender strategy work, we will identify the understandings of gender and women's empowerment in ACGG as a basis for facilitating conceptual clarity.

### *Understanding gender*

- In the gender audits on two agricultural research programs in the CGIAR system, five different perceptions of gender were found (Danielsen and Wong 2014):
- Gender as a given that cannot be changed
- Gender as counting women and men
- Gender as gender roles and subsequent gender needs
- Gender as constraints that undermine project aims
- Gender as women's empowerment as a aim in itself.

Similar multiplicity and ranges of the meanings of gender have also been observed in other agricultural research programs (e.g. KIT 2016; Mukhopadhyay 2016). These meanings reveal variations in terms of both the extent to which gender is recognized as a social relation, and the extent to which it is recognized as a means to an end or an end in itself. Capturing existing gender knowledge in ACGG can provide the basis for a common understanding of what gender integration means in the context of the program and what is expected from the different team members and what ACCG can do to address these.

### *Understanding women's empowerment*

ACCG includes specific components aimed at women's empowerment. Currently, there is growing interest in women's empowerment, but a lack of clarity in what it is and how it can be measured. Within the literature, there is consensus that the empowerment of women and girls captures a number of key concepts such as choice and voice. Here we define the empowerment of women and girls as<sup>2</sup>:

'the expansion of choice and strengthening of voice through the transformation of power relations, so women and girls have more control over their lives and futures. It is both a process and an outcome'.

The **expansion of choice** concerns the ability of women and girls to make and influence choices that affect their lives and futures. This entails an: expanding repertoire of options and opportunities to choose from; imagining possible choices that were previously unimaginable; and transforming choices into actions and outcomes.

The **strengthening of women and girls' voice** concerns the capacity of women and girls to speak up and be heard, and to shape and share in discussions and decisions—in public and private domains—that affect their lives and futures. This entails: establishing a presence and participating in, negotiating with and influencing decision-making processes in household, community, market and state arenas; and enabling women and girls to voice their demand for change, through leadership and collective organizing, to pursue the interests and needs of women and girls.

<sup>2</sup> Van Eerdewijk, A., Wong, F., Vaast, C., Newton, J. and Tyszler, M. 2016. *White Paper: a Conceptual Model on Empowerment of Women and Girls*. Amsterdam: Royal Tropical Institute (KIT).



Empowerment is contingent on the interaction between three key elements: agency, resources and institutional structures:

**Agency** is the capacity for purposive action, the ability to pursue goals, express voice and influence and make decisions free from violence and retribution. It is at the heart of empowerment. Three expressions of agency are often highlighted: decision-making, leadership and collective action.

**Institutional structures** are the social arrangements of formal and informal rules and practices. They shape and influence the expressions of agency, as well as women and girls' control over resources. Institutional structures can be found in the arenas of the family, community, market and state. They comprise formal laws and policies and norms and are practiced in relations.

**Resources** are tangible and intangible capital and sources of power that women and girls have, own or use individually or collectively in the exercise of agency. Resources include women and girls' critical consciousness, body (health; safety and security) and assets (financial and productive assets; knowledge and skills; time; and social capital).

## Gender and agriculture innovations systems

There is exciting conceptual common ground between a gender relations perspective and an innovation systems perspective, which can be used to inform the ACGG gender strategy process and content (Kingigi 2010 and 2013; Ragasa 2012; Pyburn 2014). A shortcoming of agricultural research, development and extension has been linear (or 'pipeline') thinking. Approaches to rural innovation have developed over time from a 'transfer of technology' or technology adoption/dissemination mindset to a more systemic multi-stakeholder approach. Innovation systems discourse and practice is increasingly about valuing knowledge of different actors and involving a diverse set of stakeholders in learning together in multi-stakeholder processes. ACGG's support to IPs is an example of this. It is the interaction between holders of different kinds of knowledge that is key to innovation—also in the poultry sector. From a gender perspective, inclusion and the power dynamics between different actors is central, including between male and female actors. From a gender perspective, more focus is necessary on the more **marginalized actors in multi-stakeholder processes to ensure that they have access to these spaces, can voice their concerns and that their voice is heard**. Gender responsive agriculture research for development involves a focus on the system as a whole and ensuring feedback loops are in place, as a gender responsive approach is about more than empowering individual women, but also about engendering the system itself.

## 4. Work plan gender strategy development

Work plan for ACGG gender strategy development, November 2016–June 2017

### Activity 1: Initial document review and preparation of framework for gender strategy process

Sub-activities	Location	ACGG/ILRI	Timeline
Initial review of program documents to inform contract and prepare terms of reference	NL	Jasmine Bruno and other relevant staff	Oct–Nov 2016

### Activity 2: Desk review (program documents, base-line reports, M&E plans and reports, minutes of IP meetings, terms of references of core staff groups etc.)

Sub-activities	Location	ACGG/ILRI	Timeline
Develop approach and template for document review and framework for gender strategy process	NL		Nov–Dec 2016
Review ACGG program documents (including ILRI and/or CGIAR Research program on Livestock and Fish documents of relevance)	NL	Jasmine Bruno to provide documentation	From Nov. 2016 and ongoing

### Activity 3. Key informant interviews (Skype)

Sub-activities	Location	ILRI	Timeline
Prepare semi-structured interviews guidelines	NL	Jasmine Bruno to support in identification of key informants	Ongoing
Conduct key informant interviews (KIs)			

## Activity 4. ACGG program management meeting, Nigeria

Sub-activities	Location	ACGG/ILRI	Timeline
Prepare semi-structured interview guidelines for KIs with staff and partners; Prepare session for management meeting get feedback on gender strategy development process (Presentation and group activity); Prepare draft terms of reference for the GSAT; Prepare draft work plan (to be discussed)	NL		Nov 2016
Participate in/observe program management team meeting and parallel meetings. Present and get feedback on gender strategy process. Interview selected participants. Participate in scientific field trip. Debrief with Jasmine Bruno	Nigeria	Facilitate KIT's participation	27 Nov 27–1 Dec. 2016
Discuss composition of GSAT and finalize TOR	Virtually	Jasmine Bruno to identify GSAT members and give feedback to terms of reference	January 2017
Prepare inception report	NL	Feedback from Jasmine Bruno and GSAT members	19 Jan 2017

## Activity 5. Country visit: Tanzania

Sub-activities		ACGG/ILRI	Timeline
Collect, review and analyse comprehensive ACGG Tanzania-specific documentation in preparation for visit	NL	Jasmine Bruno and ACGG Tanzania staff to provide documentation for review	Jan 2017
As needed, key informant interviews with selected ACGG staff and partner representatives in Tanzania in preparation for the country visit (by phone or Skype)	NL	Jasmine Bruno and ACGG Tanzania staff recommend informants	Jan 2017
Design sampling strategy to ensure input from a representation of different roles and levels of program staff, partners and participants in Tanzania	NL	Jasmine Bruno and ACGG Tanzania staff input into sampling strategy	Jan 2017
Develop tools for data collection including guides for interviews and participatory data collection (for ACGG staff, partners, participants) as well as instructions for facilitating country-level consultation workshop (including theories of change analysis session)	NL		Jan 2017
Carry out visit to ACGG Tanzania	Tanzania	Country and field staff and partners participate in activities; some logistical support	Feb 2017 13–18 Feb
		Jasmine Bruno and ACGG Tanzania staff to recommend partners and participants.	(confirmed)
Debrief with key staff (and partners) in Tanzania	Tanzania		Feb 2017
ACGG Tanzania mission report	NL	Jasmine Bruno and key ACGG Tanzania staff to review report.	Feb 2017

## Activity 6. Country visit: Ethiopia

Sub-activities	Location	ACGG/ILRI	Timeline
Collect, review and analyse comprehensive ACGG Ethiopia specific documentation in preparation for visit	NL	Jasmine Bruno and/or ACGG Ethiopia staff to provide documentation for review	Feb–March 2017
As needed, key informant interviews with selected ACGG staff and partner representatives in Ethiopia in preparation for the country visit (by phone or Skype)	NL	Jasmine Bruno and ACGG Ethiopia staff to recommend informants	Feb–March 2017
Design sampling strategy to ensure input from a representation of different roles and levels of ACGG staff, partners and participants in Ethiopia	NL	Jasmine Bruno and ACGG Ethiopia input into sampling strategy	Feb–March 2017
Tailor tools for data collection including guides for interviews and participatory data collection (for ACGG Ethiopia staff, partners, participants) as well as instructions for facilitating country-level consultation workshop (including theories of change analysis session)	NL		Feb–March 2017
Carry out visit to ACGG Ethiopia	Ethiopia	Country and field staff and partners participate in activities; Some logistical support	March 2017 6–12 March (for discussion)
Debrief with key staff (and partners) in Ethiopia	Ethiopia	Jasmine Bruno and ACGG Ethiopia to recommend partners to be included.	March 2017
ACGG Ethiopia mission report	NL	Jasmine Bruno and ACGG Ethiopia staff to review report.	March 2017

## Activity 7. Country visit: Nigeria

Sub-activities		ACGG /ILRI	Timeline
Collect, review and analyse comprehensive ACGG Nigeria specific documentation in preparation for visit	NL	Jasmine Bruno and ACGG Nigeria staff to provide documentation for review	March 2017
As needed, key informant interviews with selected ACGG staff and partner representatives in Nigeria in preparation for the country visit (by phone or Skype)	NL	Jasmine Bruno and ACGG Nigeria staff to recommend informants	March 2017
Design sampling strategy to ensure input from a representation of different roles and levels of ACGG staff, partners and participants in Nigeria	NL	Jasmine Bruno and ACGG Nigeria to give input into sampling strategy	March 2017
Tailor tools for data collection including guides for interviews and participatory data collection (for ACGG Nigeria staff, partners, participants) as well as instructions for facilitating country-level consultation workshop (including theories of change analysis session)	NL		March 2017
Carry out visit to ACGG Nigeria	Nigeria	Country and field staff and partners participate in activities; Some logistical support	April 2017 3–10 April 2017  (for discussion)
		Jasmine Bruno and ACGG Nigeria to recommend partners to be included.	
Debrief with key staff (and partners) in Nigeria	Nigeria		
ACGG Nigeria mission report	NL	Jasmine Bruno and ACGG Nigeria staff to review report.	

## Activity 8. Preparing gender strategy

Sub-activities	Location	ACGG/ILRI	Timeline
Develop draft gender strategy document	NL	Feedback from Jasmine Bruno	April-May 2017

## Activity 9. Gender strategy validation workshop, Ethiopia

Sub-activities	Location	ACGG/ILRI	Timeline
Prepare workshop agenda	NL	Feedback from Jasmine Bruno	May 2017
Prepare for workshop sessions (presentations and materials) in order to: i) validate proposed gender strategy, and ii) facilitate the preparation of program-level and three country level implementation plans	NL		May 2017
Facilitate workshop (3 days)	Ethiopia	Jasmine Bruno to decide on venue and manage logistics; GSAT members to participate	Week of May 29 2017 Proposed 30th May

## Activity 10. Gender strategy finalization

Sub-activities	Location	ACGG/ILRI	Timeline
Finalization of draft gender strategy and implementation plans	NL	Consolidated feedback from Jasmine Bruno and GSAT members	June 2017
Final gender strategy	NL		June 2017

## Activity 11. Coaching

Sub-activities	Location	ACGG/ILRI	Timeline
Develop coaching plan	NL	Feedback from Jasmine Bruno and other key staff	
Coaching on needs basis (remote)	NL	Coordinated by Jasmine Bruno	

## Activity 12: Overall Coordination

Sub-activities	Location	ACGG/ILRI	Timeline
Overall coordination and planning at KIT	NL		Ongoing

**Activity 11. Coaching**

<b>Sub-activities</b>	<b>Location</b>	<b>ACGG/ILRI</b>	<b>Timeline</b>
Develop coaching plan	NL	Feedback from Jasmine Bruno and other key staff	
Coaching on needs basis (remote)	NL	Coordinated by Jasmine Bruno	

**Activity 12: Overall Coordination**

<b>Sub-activities</b>	<b>Location</b>	<b>ACGG/ILRI</b>	<b>Timeline</b>
Overall coordination and planning at KIT	NL		Ongoing

# Annex I: Terms of reference—gender strategy for ACGG

## Gender strategy ACGG

What is it?

The ACGG gender strategy will provide strategic and practical direction to ACGG's gender integration for the remainder of the program. It will:

- Guide ACGG on how to integrate gender in a meaningful, effective and feasible manner. It will be based on careful priority-setting of activities and level of efforts, balancing ambition with realism and with a view to achieve 'deeper' impact in priority areas as opposed to more 'shallow' results across the board.
- Provide the basis for a common understanding in ACGG of what gender integration means in the context of the program and what is expected from the different team members.
- Clarify what change is expected to occur and the mechanisms through which this is expected to happen with a focus on links between activities
- and (preferably) have a strong focus on learning/reflection and knowledge creation/documentation.

What it is not?

It is not a comprehensive assessment of what ACGG has accomplished with respect to gender and it will not be designed to provide a comprehensive overview of all gender issues in poultry in Africa and/or the chicken value chains in the three program countries.

How will it look like?

- Definitions and framework
- Principles for gender integration in ACGG
- Goal and objectives
- ToCs for overall goal and for the two main intervention areas (i.e. testing and IPs):
  - How do chicken empower women and move them out of poverty;
  - Testing=>gendered preferences=>decision-making processes about adaptation and breeding=>multiplication=>distribution=>intra-household decision-making about adoption and benefit;
  - Women-specific concerns =>women voice concerns at community level IPs=>women's concerns are brought to national level IPs=>women's concerns influence private sector multiplication/distribution system).



- Key entry-points
- Gender sensitive M&E (including learning goals)

Furthermore, an overall implementation plan as well as country-specific implementation plans could be developed (including prioritized entry-points, time-lines, responsible staff, resources, milestones, M&E).

*How KIT's proposes to develop the strategy with ACGG:*

As much as possible participatory to increase a) commitment, b) ownership and c) capacity. The gender strategy process is most likely to be effective if it is guided and owned by the program. That means from the outset to build in opportunities that encourage staff and work teams to give input into the design of the strategy, to give feedback to findings and to participate in setting priorities. The establishment of a GSAT is a good step in that direction. Besides from Jasmine Bruno and the gender focal points the team could include a few other staff who have the interest and opportunity to play a positive role in the implementation of the strategy.

Steps:

- 1• Initial document review and preparation of framework for gender strategy process
- 2• Desk-review (program documents, base-line reports, M&E plans and reports, minutes of IP meetings, TORs of core staff groups etc.)
- 3• Key informant interviews (skype) with key ACGG staff and partners
- 4• Participation in ACGG Program Management Meeting to interview staff and get to know the program, if possible combined with some observation of field activities/community level IP (November 2016)
- 5• Three country visits 2017 (Ethiopia, Nigeria, Tanzania) with consultative meetings/workshops with staff groups and field visits to observe program activities (IPs, testing etc.) and interact with program staff and participants
- 6• Prepare draft gender strategy and facilitate workshop with key ACGG staff to validate draft strategy and prepare implementation plans (one program -level plan and three country plans)
- 7• Finalize gender strategy document
- 8• Support ILRI staff in facilitating reflection and learning on the progress of implementing the gender strategy (coaching of ILRI staff from a distance)

How KIT proposes that ACGG implements the gender strategy:

- Put in place strong learning/reflection mechanisms to support gender integration in practice
- Coaching
- Documenting learning and results.

## Annex 2: Terms of reference—Gender strategy advisory team

From the outset of the gender strategy development process, it is important to engage key ACGG managers and staff who are interested in becoming advocates and leaders in the change processes required to make the program more gender responsive. Tapping into their extensive knowledge, experience and organizational clout is essential for the realization of the outcomes of the ACGG gender strategy.

Establishing an ACGG GSAT serves this purpose. The overall role of this Advisory Team is to provide advice on the gender strategy process and ideally become co-creators of the strategy. This involves acting as a ‘sparring-partner’ to KIT, contributing material and country specific knowledge, validating the draft gender strategy and co-creating the country level implementation plans.

Team members should ideally represent all three country programs and be a mix of managers/senior scientists (with program management, systems and structures and content knowledge) and gender champions (preferably with some background on gender knowledge). The ACGG staff coordinating/leading the gender strategy process will manage the establishment of the advisory team and liaise between team members and KIT (Jasmine Bruno). Jasmine will also consolidate feedback from the country teams.

Specific tasks of Advisory Team:

- Input on inception report (January 2016)
- Support the preparation of country and field visits, (this could also be carried out by NPCs)
- Participate in country level workshop to analyse ACGG theory of change (theory of change/impact pathways) from a gender responsive research perspective (February–April 2017)
- Participate in gender strategy workshop to validate draft and develop country level implementation plans (May 2017) and
- Review final drafts of gender strategy and country level implementation plans (June 2017).

## Gender strategy advisory team members

Member	Position and role	E-mail
<b>ILRI</b>		
Jasmine Bruno	ACGG program management officer	<a href="mailto:J.Bruno@cgiar.org">J.Bruno@cgiar.org</a>
Tesfahun Alemayehu	ILRI pesearch officer	<a href="mailto:T.Alemayehu@cgiar.org">T.Alemayehu@cgiar.org</a>
Allesandra Galie	ILRI gender advisor	<a href="mailto:A.Galie@cgiar.org">A.Galie@cgiar.org</a>
<b>PiCO EA</b>		
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<b>Tanzania</b>		
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Rehema Mwateba	Gender champion	<a href="mailto:mbagash@yahoo.com">mbagash@yahoo.com</a>
<b>Ethiopia</b>		
Solomon Abegaz	Co-PI ACGG Ethiopia	<a href="mailto:rehema.mwateba@gmail.com">rehema.mwateba@gmail.com</a>
Rehima Mussema	Gender champion	<a href="mailto:Solo.abegaz@gmail.com">Solo.abegaz@gmail.com</a>
<b>Nigeria</b>		
Professor Adebambo	Co-PI Nigeria	<a href="mailto:rehimamussema@gmail.com">rehimamussema@gmail.com</a>
Prof Olanike Deji	Gender champion	<a href="mailto:oluwafunmiadebambo1@rocketmail.com">oluwafunmiadebambo1@rocketmail.com</a>
		<a href="mailto:dejiolanike@gmail.com">dejiolanike@gmail.com</a>

## Annex 3: Comments from the gender strategy team members

### Tanzania

- 1• Gender strategy process should provide guidance on how to engage men and boys.
- 2• To integrate gender into the innovation systems, guidance could be sought from the Tanzania National Strategy for Youth led by the Ministry of Agriculture. This may provide guidance on how to engage men and young people in poultry value chain.
- 3• Gender coaching documents should be translated into the local language.
- 4• Comments on Table 1: It is well acknowledged that women and young people engage in poultry value chain, but lack the knowledge and resources to increase productivity. It would be good to explore opportunities to link up to microfinances and banks to invest in increasing productivity.
- 5• Need more tools for supporting gender analysis of on-farm testing results. In particular, need tools that help to probe on 'joint decision making' answers. Also need support on how to facilitate such discussions with women and men about join-decision making in ways that does not cause fatigue and bias in responses.

### Nigeria

- 6• Observation that Nigerian team is not currently integrating gender analysis into current ongoing data analysis.
- 7• Request from Nigerian team that Nigeria can also leverage on learning from gender initiatives from other countries: ATONU projects (Ethiopia and Tanzania) and Going Places (Ethiopia).

### Ethiopia

- 4• Need attention to increasing women's participation in the IPs: During the past three national IPs we have tried to increase the representation of women and institution representing gender. The turnout was low and I think that is an area to be addressed.

### PICO

- 1. It is important that ACGG is intentional in how community members are mobilized to engage in the chicken value chain – mobilization approach needs to be intentional in the way it sets out to get women involved in the value chain. The approach to mobilization is important.
- 2. It is equally important that participation is given attention. This will include the conduct of the convening and other processes – the timing, the venue, and the process design (e.g. separating women from men for specific sessions to ensure that the voice of women and men are heard and that these voices inform decisions).

- I. Issues to be considered as part of Table I, as issues to consider:
  - Open exploration of what traits matter by gender
  - Open exploration of uses of chicken
  - Gendered access to genetic material
  - Women's control over chickens and revenues
  - Empowerment: What it means locally, what pathways are meaningful and what indicators can be selected (as a basis to explore empowerment strategies for the gender strategy)
  - Gendered access to markets
2. Consider building on the CGIAR Research Program on Livestock and Fish work on gender integration and how it contributes to our research on empowerment.

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