

# Gender capacity assessment of research and development partners at Bonga, Menz and Abergele in Ethiopia



**RESEARCH  
PROGRAM ON  
Livestock**

ICARDA and ILRI PROJECT REPORT



# Gender capacity assessment of research and development partners at Bonga, Menz and Abergele in Ethiopia

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## Abbreviations and acronyms

AARC	Abergele Agricultural Research Centre
AARI	Amhara Agricultural Research Institute
AGP II	Agricultural Growth Project II
BARC	Bonga Agricultural Research Centre
CBBP	Community-based breeding program
DBARC	Debre Berhan Agricultural Research Centre
DPs	Development partners
ELMP	Ethiopian livestock master plan
FGDs	Focus group discussions
FRGs	Farmer research groups
GCA	Gender capacity assessment
HR	Human resources
ICARDA	International Center for Agricultural Research in the Dry Areas
ILRI	International Livestock Research Institute
KIIs	Key informant interviews
LAF	Livestock and Fish (CGIAR Research Program)
NGOs	Nongovernmental organizations
ODK	Open Data Kit
RARI	Regional agricultural research institutes
RP	Research partners
SARI	Southern Agricultural Research Institute
SDARC	Sekota Dryland Agricultural Research Centre
SRVC	Small ruminant value chain
TARI	Tigray Agricultural Research Institute
ToT	Training of Trainers (training)
GTP II	Growth and Transformation Plan II
VC	Value chain
WYCA	Women, Youth, and Children Affairs (Office)



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# Executive summary

The Government of Ethiopia has taken positive steps towards encouraging gender equality. Yet, the level of gender responsive implementation by development and research partners is not fully explored. This rapid gender capacity assessment aims to assess the current gender capacity of research and development partners in the small ruminants value chain at Bonga, Menz and Abergele (Tigray and Amhara) in Ethiopia. Qualitative and quantitative data was gendered and analysed at organizational, individual and environmental levels. The quantification of the core gender capacities involved scoring perceptions of partners from 1–5 (from very low to very high capacity) for each parameter. Each core capacity was first explained, discussed in detail and then participants agreed on each score. The tools, guidelines and methodologies are adopted from Transition International and the International Livestock Research Institute (ILRI). Based on the results of the analysis, conclusions and potential gender capacity areas are indicated.

The findings showed that, at organizational and individual levels, the capacity of development and research partners on gender is generally weak. The average score for all core gender capacities of research partners (RPs) is 2.0 while that of development partners (DPs) is 2.3. This indicates that the capacities exist but they are either undeveloped or partially developed. DPs excel on most core capacities or scored almost the same result with RPs. However, RPs are better positioned in terms of trained manpower and incentives (salaries and benefits) compared to DPs. The average score of core gender capacities for DPs range from 1.8–2.8 and for RPs from 1.8–2.4.

In terms of specific core gender capacities, organizational and individual capacity to conduct ‘gender analysis and strategic planning’ are low at 2.3 for DPs and 1.8 for RPs. Likewise, the capacity of the DPs and RPs to work on ‘gender responsive programming, budgeting and implementation’ is also weak with an average score of 2.1 for DPs and 1.8 for RPs. The capacity of both DPs and RPs in ‘knowledge management and gender responsive M&E’ is 2.3 for both, indicating the existence of some capacity that needs to be developed more. Similarly, the capacity to create and maintain ‘partnership and advocacy’ is low with a score of 1.8 for both DPs and RPs. Advocacy is generally lacking or unorganized in both.

The ‘leadership and transformation’ capacity of DPs and RPs are comparably the same with a score of 2.2 for DPs and 2.1 for RPs. It was also observed that the concept of gender transformative approach was not understood among partners. Of all core gender capacities, ‘gender at workplace’ scored the highest average value. While DPs scored 2.8 out of 5.0, RPs recorded lower with an average score of 2.4. Both DPs and RPs showed limited flexibility in their internal policies to make workplace more gender responsive.

At the environmental level, there are enabling policies and strategies to undertake gender analysing, planning and implementing at the research centres and offices but these policies and strategies are not accessible to the researchers and experts. The problem is related to the capacity of the organizations and individual staff. At the organizational level, there is a lack of communication of policies and strategies in the organizations and the partners have limited experience and skills of employing gender analytical tools and frameworks. At the individual level, the challenge of undertaking gender analyses and implementation may be attributed to technical capacity limitations and the lack of, or inadequate, training on gender analysis for staff.

The study found out that despite women playing vital roles in small ruminant (goat and sheep) production, the research partners are not taking seriously the contribution of women to ensure they benefit from the sector. There are several

organizations, such as ICARDA, and programs such as the Agricultural Growth Project II (AGP-II) that are promoting gender-sensitive research programs in the research centres while several non-governmental organizations (NGOs) are working with woreda level government offices. Hitherto, the research partners have merely considered gender as a subject of socio-economic variables not as a key ingredient of social inequality.

Among the research partners, there is no gender focal person allocated or committed gender researcher to conduct gender analyses compared to some attempts made by development partners. The researchers have neither the experience nor the skills and knowledge to conduct gender programming. The DPs, in contrast, set action plans from gender lens but lack financial resources and implementation capacity. Both development and research partners have no separate budget allocated to gender mainstreaming. Though there is commitment by the partners to promote gender equality it is not proven and is largely superficial. Many have not even envisioned implementing gender equality in their organizations. As an individual endeavour, researchers and livestock experts are playing a minor role in informal sensitization on gender equality in various community meetings and conversations, but this work needs formalizing and strengthening.

The capacity of the research and development partners to create partnerships and maintain or continue with acquired capacities (e.g. skill, knowledge and material support) is often fragile, conditional upon external support and is ineffective. Thus, developing and enhancing capacities of partners is needed.

In all the development and research partners, affirmative actions are being implemented, but it is difficult or ineffective to address the enormous gender inequality in the assessed organizations because qualified women are not applying for positions in these organizations. In addition, in the workplace, there are several discouraging circumstances such as rigidity of internal policies that limit benefits to women, challenges of retaining female researchers and limited office facilities. As a result, there are very few female researchers in the research partners and gender experts in the development partners. Gender aware training and sensitization is needed to address this gap.

Based on the average scores and environmental analysis, the priority areas for capacity development of research partners to address gender gaps include:

- analysis of gender dynamics in the organization;
- development of strategies to address gender dynamics in the value chain;
- gender-responsive research employing gender analytical tools and frameworks;
- linking research to development;
- gender mainstreaming;
- gender analysis for researchers and livestock experts;
- production and dissemination of gender-related knowledge documents;
- sensitizing on gender issues in the community;
- effective partnership and advocacy; and
- development of capacity to experiment with gender transformative approaches.

By the same token, the development partners need capacity development in the following priority areas:

- the capacity to provide access to gender (analysis) training for staff;
- capacity to advocate for gender equality;
- capacity to develop and maintain effective partnerships with different actors for promoting gender equality;
- capacity to apply gender analysis tools and frameworks along the value chain; and
- the capacity to analyse gender dynamics in the organization and to develop strategies;

- 
- the capacity to implement gender-responsive (research) programs and to ensure that interventions benefit women and men equally;
  - access to, and production of, knowledge documents and publications on gender;
  - the capacity to develop strategies that strengthen women's decision-making power;
  - organizations' vision towards gender equality and transforming gender power relations;
  - addressing the capacity to sensitize communities on gender issues;
  - the capacity to develop and experiment with gender transformative approaches; and
  - the capacity to collect, interpret and report on sex-disaggregated data.

In order to address the core gender capacity gaps and influence gender-responsive research and development, the following strategies are suggested in the short-, medium- and long-term.

In the short-term

- Designing interactive training of trainers (ToTs) programs on the gender analysis that combine coaching, mentoring, facilitation and skills delivery for research and development partners.
- Community sensitization or promoting community conversation to challenge the prevailing norms and values.

In the medium-term

- Establishing a gender multi-stakeholder platform or gender innovative platform or gender innovation forum to discuss gender issues and to instigate policy dialogue on gender-related policies and strategies, as well as reflect on innovations to influence pertinent stakeholders at micro or grass roots, meso and at macro levels.
- Facilitating knowledge product dissemination on gender analysis and mainstreaming in the research and development practices. To this end, organizing experience sharing from gender responsive organizations, introducing incentive mechanisms for gender-sensitive technology generation, transfer and provision of inputs and marketing among other incentives.
- Establishing gender resource centres at the woreda level to strengthen gender learning and extension capacity of the partners.
- Recruiting and training women researchers, creating an ear-tagged research award for women, and incentivizing female researchers to increase the number of women researchers.

In the long-term

- Initiating the inclusion of a gender analysis module in the curriculums of agricultural universities and working jointly with universities, research and development actors to advance gender mainstreaming.

# Introduction

The Government of Ethiopia has taken positive steps towards encouraging gender equality. More than half of Ethiopia's ministerial positions are occupied by women to promote gender balance in top government posts. The president of the country and the chief justice are both women. Similarly, at the regional and lower government echelons, women have secured substantial leadership positions. However, the level of gender responsive planning, analysis and implementation capacities among development and research partners, where real human capacity skills, knowledge, experiences, and enabling environments are demanded, have not been well explored.

This study was commissioned by ICARDA to identify the current gender capacity of research partners (RPs) and development partners (DPs) to implement gender responsive research and development activities in the livestock value chain in Ethiopia as a part of CGIAR commitments to gender responsive research and development. The study was conducted at three levels: the institutional level or environmental aspects using key informant interviews (KIIs); organizational level using focus group discussions (FGDs) and individual level using survey questionnaires. This report shares study the gender capacity gaps that were found among development and research partners for further capacity development.

## Objectives of the gender capacity assessment

The general objective of gender capacity assessment was to assess the current gender capacities of small ruminants value chain research and development partners at Bonga, Menz and Abergele (Amhara and Tigray). Specifically, the objectives of gender capacity assessment were:

- to assess the current gender capacity of the partners in research and development against desired capacity at the Bonga, Menz and Abergele sites; and
- to identify capacity gaps and recommend response strategies for further capacity development.

# Methodology

The study adopted a tool developed by Transition International (TI) and ILRI for gender capacity assessment (TI/ILRI 2014; 2016). The study was conducted in three ICARDA project sites: Menz, Bonga and Abergele (Amhara and Tigray), where community-based breeding programs (CBBPs) are being implemented. The gender capacity assessment fieldwork was carried out between December 2019 and January 2020 led by a consultant (Reta Hailu) and two project staff (Abiro Tigabe and Abdi Etafa). The gender capacity assessment and development process followed these steps

- Step 1 Alignment of the assessment team with the gender capacity assessment (GCA) concepts and tools
- Step 2 Identification of individuals and organizations to be involved in the assessment process
- Step 3 Conducting GCA in the research and development partners
- Step 4 Entering, analysing and interpreting capacity assessment data for each organization

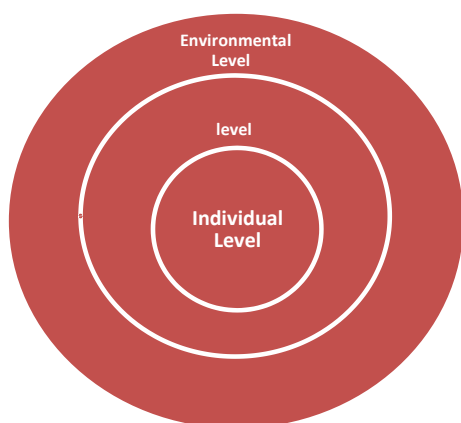
Moreover, the consultant carried out a desk review of previous assessment reports and documents to understand the CGIAR Research Program on Livestock gender strategy and gender aspects in the small ruminant value chain. They also refined the scope of the gender capacity assessment together with the ICARDA-Ethiopia team. The assessment adopted three layers of gender analyses employing the six core capacities developed by TI and ILRI (2016). The three layers of GCA are defined as follows:

1. **Environment level:** at this level data was collected from two to three staff members in research and development partners through KIs addressing key enabling and disabling policy environments of the core gender capacities. The selection of the key informant interviews was based on the knowledge and understanding of the person during the focus group discussion (FGD). In order to collect data from KIs, a semi structured questionnaire that included the six core gender capacities was used. The data was collected in face to face interviews with staff of development and research partners who were knowledgeable about gender issues in livestock, partnership, enabling/disabling policies, regulations and strategies. A key informant interview usually took 45 minutes to an hour.
2. **Organizational level:** at this level, the purpose was to assess the organizational capacity of development and research partners through FGDs, which constituted research divisions (including human resources experts in the research centres) and sector office experts/gender focal persons. At each development or research partner, six to eight participants were engaged in the organizational assessment (annex C). The discussions often took three to four hours, which was more than expected, as each of the concepts needed to be explained, discussed and scored carefully. Four research partners and six development partners were assessed in small ruminants value chain.
3. **Individual level:** at the individual level, among the participants of FGDs for the organizational assessment, three to four staff were interviewed face to face using structured questions using a tablet with the Open Data Kit (ODK) tool. The purpose was to obtain in-depth information about individual capacities on the core gender capacities. Accordingly, 40 individuals were interviewed in this assessment. The data was sent to the database and copied to Excel sheet for analysis. The assessment explored current and expected skills, experience, knowledge, leadership and motivations of the participants.

The three level of analysis are interdependent (Figure 1). This means that good capacity at one level has a positive effect on other levels (Mulema et al. 2015). In all three levels, six core gender capacities are assessed. The six core capacities defined in the CGIAR Livestock and Fish tool (TI/ILRI 2015:12–13) are:

1. Gender analysis and strategic planning
2. Gender responsive programming, budgeting and implementing
3. Knowledge management and gender responsive monitoring and evaluation (M&E)
4. Effective partnerships and advocacy on promoting gender equality
5. Gender and leadership
6. Innovation in gender responsive approaches

Figure 1: The three levels of interrelated gender capacity assessment



Subsequently, qualitative and quantitative data was gendered and analysed around the interrelated organizational, individual and environmental levels comparing the development and research partners at each site. The analyses are presented using spider diagrams, tables and charts.

At the organizational and individual levels, each parameter was assessed using gender capacity scores. Each core capacity was first explained, discussed in detail, and then the participants agreed on each score. The 1–5 score is as follow:

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

Table 1: Study sites, types of partners and number of participating staff in each organization

Site	Type of partner	Name	Number of staff involved
Menz	Research	Debre Berhan Agricultural Research Centre	8 (1 female)
	Development	Menz Mama Woreda	6 (1 female)
	Development	Menz Gera Woreda	7 (2 females)
Bonga	Research	Bonga Agricultural Research Centre	7 (all male)
	Development	Adiyo Woreda/District	7 (1 female)
Abergele	Research	Sekota Dryland Agricultural Research Centre	7 (all male)
	Development	Ziquala Woreda	6 (all male)
	Development	Abergele Woreda (Amhara)	6 (all male)
	Research	Abergele Agricultural Research Centre	8 (all male)
	Development	Tanquo Abergele Woreda (Tigray)	6 (2 females)



# Results

## Contexts and environment

The findings are reported on the core gender capacities by types of partners – the research and development partners – to explore if there were differences and similarities in the core gender capacities for further capacity development. The research centres are under the regional agricultural research institutes (RARI) and the development partners are woreda sector offices.

The report first discusses the research partners and action areas according to the core gender capacities before presenting the findings on the development partners. Then, the findings from RPs and DPs are compared and common action areas and strategies are identified.

## Environmental factors

The national policies, strategies and regulations to promote gender equality are, generally, enabling. The legal policies or regulations promote equal access to resources including research outputs – technologies and innovations. The policy environment is conducive but the government's commitment at the woreda level and the capacity to cascade the policy and strategies to address gender inequality is lacking. Sometimes, the policy documents are not at the disposal of the experts.

At national level, the livestock and fishery value chain, including the livestock master plan is not gender aware. The discussants and key informants believe that the Ethiopian livestock master plan (ELMP) focuses on animal and animal production in the value chain. They said the livestock research strategy is also not gender responsive. Some informants felt that there is no separate livestock policy at their disposal but an assortment of policies because livestock is often considered a secondary agricultural activity and is not emphasized. The ELMP for 2015–2020 was designed to align to the Ethiopian Growth and Transformation Plan II (GTP II) through a series of 'roadmaps'. The ELMP is not a policy document but is set out as a series of investment interventions for livestock sector, which could help meet the GTP II targets by improving productivity and total production in the key livestock value chains for poultry, red meat-milk and crossbred dairy cows (Shapiro et al. 2015). In line with the evidence from the discussants and key informants, although the livestock master plan has identified the complementary policy<sup>1</sup> support required to achieve the goals of the GTP II in the livestock sector, it is viewed as gender blind. The participants said the ELMP merely assumes and limits the engagement of women groups and cooperatives in the poultry subsector. It does not account for any gender responsive interventions in the livestock sector in general and small ruminant value chain in particular.

The RARIs include/allow gender responsive research as part of their socio-economic research directorates. Gender-oriented research as a cross-cutting issue is also a part of their regional research strategy. For example, the research partners have plans to reach and benefit at least 30% women in the research process. In other words, there is space for research partners to ensure gender balance in the small ruminant value chain but given their current capacity, they are far

1. The complementary policy supports include resolving the livestock feed problem; putting in place an effective extension services system; engaging private investors in the sector (specialized poultry, processing plants and feed producers); providing adequate incentives in terms of tax holidays, subsidized land-leasing rates and priority access to acquire land; and protective trade policies to encourage domestic private investors in the poultry business.

from realizing this goal. The research partners claim that the process of livestock technology development is participatory and they are engaging men and women. But in practice, there have no capacity to conduct gender-sensitive research. They are not mainstreaming gender issues in their research.

The key informants and FGDs discussants believe that there is no workplace gender discrimination<sup>2</sup> in the organizations though most interventions including technology development processes are not gender-sensitive. They rarely consider gender issues in the research processes. A key informant (male) said that 'gender mainstreaming is a very daunting task for research partners due to budget and capacity limitation.' The gender transformative approach seems a new concept in the research system and among development partners. Consequently, both the research and development partners are playing their traditional roles and are not in position to promote gender equality.

In terms of influencing government policies and regulations, government is the primary actor followed by civil society (women associations, forums, leagues and NGOs), which influence gender equality through training and capacity development. Research institutions are in the third slot as they generate facts and evidence to be used by other stakeholders to influence policies and strategies.

## Gender, access and control of resources

Small ruminants are often owned by male members of households but women manage the animals. Small ruminants (sheep and goats) are key sources of income, food and asset accumulation. In some Ethiopian communities, sheep (highlands) and goats (lowlands) production is a traditional women's role (Mulema et al., 2015a). However, with the start of community-based breeding program to provide quality breeds to communities, which was undertaken by ICARDA in partnership with the research centres, women participated in selection of rams, breeding process, marketing and health aspects. Like men, women are also making decisions to sell their animals. They consult their spouses before taking livestock to the market though there are still gaps such as in deciding on resources and use of technologies in small ruminant production. But some decisions such as allocation of cash for particular purposes are often made by men, they only consult women. A male key informant noted that 'decision-making power is generally accepted as men's task in the society though joint decision-making is gradually emerging.' In a nutshell, both men and women share benefits accrued from small ruminants but disproportionately because men control strategic activities such as income use and decision-making over key resources.

## Norms, values and power relationships

The culture of the research partner organizations is still not gender responsive. The research partners rarely consider women when planning research activities unlike the development partners. The research partners also seldom recognize gender division of labour and gender inequality in the organization and in the community. Though it is inadequate, the research centres are attempting to increase women participants in the research process. For example, in Debre Berhan Research Centre, women participation in technology evaluation and research increased by 20% in 2018 but the level of adoption was not documented, which indicates that the focus might be on numbers rather than actual gender transformation at the household level. Similarly, the development partners target women in various interventions. There is equal pay between men and women for equivalent jobs. In all assessed organizations, there were no childcare services or gender-sensitive toilet and sanitation facilities (separate toilet for males and females).

At the community level, the norms and values are not adequately challenged. As a result, the power relations are still men dominated in line with cultural norms. Men control productive resources (including livestock) and make most decisions. Sometimes, women attending community meetings but do not participate or contribute because men dominated or the women feel less empowered in mixed groups, because they socially compare themselves with men.

2. Gender discrimination in the workplace is to mean the purposeful treatment of men and women differently. For example, assigning men in some work and denying women even if they have equal qualification.

## Gender and affirmative actions

The policies and strategies as well as the affirmative action available to partners and researchers so far are not able to transform gender issues or move them forward. The affirmative actions are based on the Ethiopian Civil Service directives during recruitment, competition, education and training. There is no special quota mechanism or any other means to ensure gender equality and there is no differential treatment for women in the workplace.<sup>3</sup> The civil service directive provides 3-5 considerations for women during recruitment but qualified female candidates are too few to address gender imbalance as the action does not attract competent women researchers or experts. Moreover, achieving leadership positions in these organizations not only requires an individual to be qualification but also often requires a favourable political decision by the woreda council.

## Access to market and technologies

Both the development and research partners said that women have access to inputs, information, animal health services, feed resources, and innovation and technologies related to small ruminants in the value chain. However, there are limited or no women-friendly designed interventions. The major reason frequently cited was that most women engage in routine and labourious activities of small ruminant production and management and have no spare time. As such they are not active in agricultural technology generation, which seems to be naïve reasoning. The other plausible reason is that, so far, research and development partners seldom consider the gender dynamics in their work.

Marketing of livestock and control of income generated are often dominated by men. Men usually control livestock businesses at least for two reasons. First, the market infrastructure is underdeveloped or too far from homes that it is not convenient for women to travel as it creates an extra burden for women. Second, the social norm established gender roles that marketing livestock is 'men's job'. In some households, women usually sell animals and animal products (e.g. chicken, eggs, milk and butter) to the market and are responsible to use the income generated.

However, in recent years, gender roles are changing in the small ruminant value chain as awareness of men and women is increasing even though slowly. For example, there are cases where wives represent the husbands in community meetings as a result of different gender sensitization activities, as well as training conducted for men and women by various actors including government, NGOs, civil society (cooperatives, women saving and credit associations, women forums, women league, etc.). Moreover, the schoolgoing children in the households are playing a key role in changing some norms in the households. Although these efforts are not transformative at community level, they are challenging power relationships within households.

## Findings per core gender capacity for research partners

The organizational core gender capacities of the research centres are presented using a radar diagram and the comparison of individual and organizational core gender capacities are presented in Tables 2 – 4.

At the organizational level, the average scores of each core gender capacity for research partners are low with an average score of 2.0. This finding suggests that the aggregate core capacities of the research partners have not been developed even though some capacities exist. The score ranges from 1.8 in gender responsive programming, budgeting and implementation and effective partnerships and advocacy to 2.4 for gender at the workplace, which means there are capacities, but these capacities are underdeveloped. In all core gender capacities, the Sekota Research Centre has the least average score (1.4). The Abergele research centre has, relatively, the highest average score with 2.6, which is still weak capacity to ensure gender responsive interventions by organizations. Debre Berhan and Bonga research centres have some underdeveloped gender capacities (Table 2 and Figure 2).

3. There are arguments about differential (preferential) treatment for women. Some say what is needed is equal opportunity and to avoid male bias. They say differential treatment could make women feel less and lack self-confidence.

Figure 2: Organizational core capacities of research partners

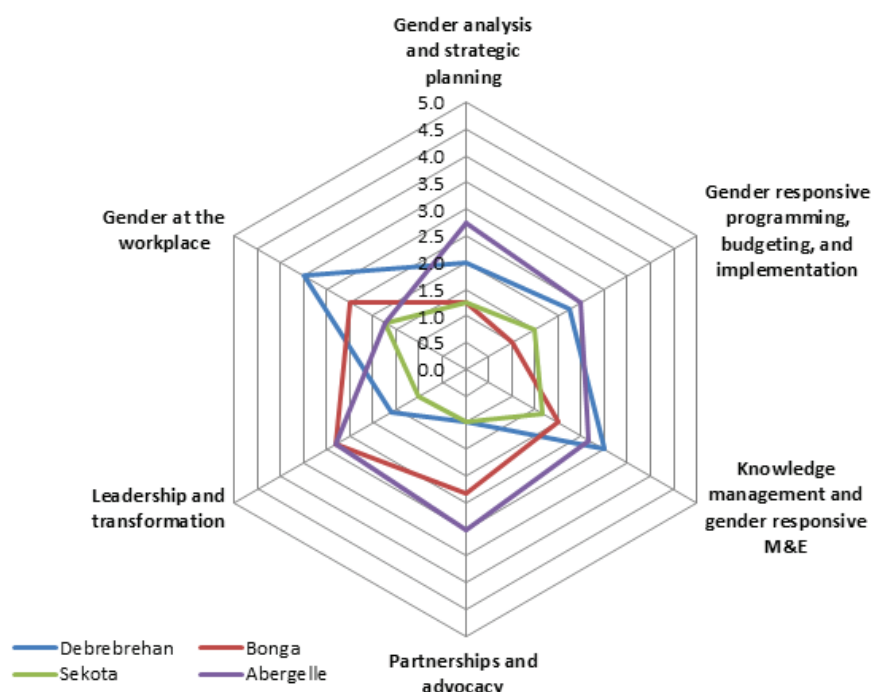


Table 2: Core gender capacities of research partners – organizational

Scoring gender capacities (organizational)	Av.	Debre Berhan	Bonga	Sekota	Abergele
Gender analysis and strategic planning	1.9	2.0	1.3	1.3	2.8
Gender responsive programming, budgeting and implementation	1.8	2.3	1.0	1.5	2.5
Knowledge management and gender responsive M&E	2.3	3.0	2.0	1.7	2.7
Partnerships and advocacy	1.8	1.0	2.3	1.0	3.0
Leadership and transformation	2.2	1.6	2.8	1.0	2.8
Gender at the workplace	2.4	3.5	2.5	1.8	1.8
Average score	2.0	2.2	2.0	1.4	2.6

It was observed that the capacities of individual staff in all research partners are higher than the organizational gender capacities. This means that there are some gender-related capacities that are not known by these organizations. The individual scores of research partners range from 1.8 to 2.7. While individual staff in Sekota have a low average score (1.8), in Bonga the individual capacity is the highest with a score of 3.2, which shows that some capacity exists but is only partly developed. Debre Berhan and Abergele scored nearly the same result. Overall, the individual staff capacity to ensure gender responsive activities in their organization is low with an aggregate score of 2.5 (Table 3).

Table 3: Core gender capacities of research partners – individual

Scoring gender capacities (individual)	Av.	Debre Berhan	Bonga	Sekota	Abergele
Gender analysis and strategic planning	2.2	2.5	3.7	1.4	2.1
Gender responsive programming, budgeting and implementation	2.1	1.7	2.0	1.0	2.3
Knowledge management and gender responsive M&E	2.2	3.2	3.1	1.3	2.8
Partnerships and advocacy	2.6	1.7	3.7	1.8	2.9
Leadership and transformation	3.0	2.0	3.5	1.6	2.6
Gender at the workplace	2.7	4.2	3.3	3.8	3.6
Average score	2.5	2.6	3.2	1.8	2.7

Comparing the core gender capacities of organization and individual capacities, both scores are almost the same. However, individual average scores are higher than the average score of organizations. The cumulative score (2.1) of the core gender capacities for organization and individual is weak (Table 4).

Table 4: Core gender capacities of research partners – organizational and individual

Scoring gender capacities (organizational and individual)	Average		Debre Berhan		Bonga		Sekota		Abergele	
	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind
Gender analysis and strategic planning	1.9	2.2	2.0	2.5	1.3	3.7	1.3	1.4	2.8	2.1
Gender responsive programming, budgeting and implementation	1.8	2.1	2.3	1.7	1.0	2.0	1.5	1.0	2.5	2.3
Knowledge management and gender responsive M&E	2.3	2.2	3.0	3.2	2.0	3.1	1.7	1.3	2.7	2.8
Partnerships and advocacy	1.8	2.6	1.0	1.7	2.3	3.7	1.0	1.8	3.0	2.9
Leadership and transformation	2.2	3.0	1.6	2.0	2.8	3.5	1.0	1.6	2.8	2.6
Gender at the workplace	2.4	2.7	3.5	4.2	2.5	3.3	1.8	3.8	1.8	3.6
Average score	2.0	2.5	2.2	2.6	2.0	3.2	1.4	1.8	2.6	2.7

## Findings per core gender capacity and interrelated levels for research partners

### Gender analysis and strategic planning

Gender analysis and strategic planning is the capacity to apply gender analytical tools and frameworks, and to conduct gender analysis that is relevant for the value chain context and to use gender analytical data to formulate new research and program activities. At the organizational level, four parameters are considered – the capacity to analyse gender dynamics within the value chain, the capacity to develop strategies to address gender dynamics in the value chain, the capacity to apply gender analysis tools and frameworks, and providing access to gender (analysis) training for staff. At the individual level, staff's knowledge and use of gender analytical frameworks and tools, and staff's access to gender (analysis) training and their ability to apply learning in their work are considered.

The results showed that the capacity of the research partners to conduct gender analysis in the small ruminant value chain is less than the average score (3.0). In all research partners, the capacity of the organization is less than the capacity of individuals (See Table 5). The average score of Abergele is the highest with score of 2.8 followed by Debre Berhan (score of 2.0), Sekota and Bonga scored the lowest (1.3). In other words, Debre Berhan and Abergele research centres perceive that they had some capacity that was not developed whereas 'the capacity of gender analysis and strategic planning' does not exist or no evidence at all (Table 5). Among the RPs, gender analysis is considered a socio-economic variable. There is no gender analytical tool and/or framework applied in the research proposal development process used for gender analysis. The issue of gender is arbitrarily considered a cross-cutting issue. Gender is neither planned nor taken as a means to address social inequality in the research process.

The research partners depend on the RARIs, the national research system and other partners for strategies to address gender dynamics. The representative of the RPs underlined that they did not use any gender analysis in the small ruminant value chain. The strategies developed at regional level are rarely implemented by the research centres due to lack of gender experts and financial resources. However, the research system generally encourages gender-oriented research with no clear procedures to incentivize gender responsive proposals or plans. Likewise, the information from any gender analysis is seldom used to guide strategic program development. Similar to research organizations, none of the partner organizations have a toolkit or manual to carry out gender mainstreaming inventory although some reports may document sex-disaggregated data.

At the individual level, the score is above average for Bonga (3.7) and the lowest (1.4) for Sekota (Table 5). Except Abergele, where the organizational score is higher than the individual average score, the gender capacity of individuals is

higher than the organizational capacity in all research partners. This means that there are better capacities of individuals that have not been realized by the organizations. The difference in score can be attributed to the researchers' effort to take into account the roles and responsibilities of men and women, resources access and control in the questionnaire.

Sometimes, the researchers developed proposals to conduct gender analysis in the region. During data collection women provided information because they were engaged in surveys and FGDs. However, in all research partners, there are no standardized tools/ frameworks for gender analysis. Besides, interviewing women without the consent or presence of the husband is often difficult.

Table 5: Gender analysis and strategic planning capacity of research partners

Gender analysis and strategic planning	Average		Debre Berhan		Bonga		Sekota		Abergele	
	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.
The capacity to analyse gender dynamics within the value chain	2.0		2.0		2.0		1.0		3.0	
The capacity to develop strategies to address gender dynamics in the value chain	2.0		2.0		1.0		2		3.0	
The capacity to apply gender analysis tools and frameworks	1.8		3.0		1.0		1.0		2.0	
Providing access to gender (analysis) training for staff	1.5		1.0		1.0		1.0		3.0	
Staff's knowledge and use of gender analytical frameworks and tools		2.3		3		3		1.3		2
Staff's access to gender (analysis) training and the ability to apply learning in their work		2.6		2		4.3		1.5		2.6
Average score	1.8	2.6	2.0	2.5	1.3	3.7	1.3	1.4	2.8	2.3

Some staff members had had training opportunities on gender mainstreaming for a few (2–3) days. Even though the training is relevant and creates awareness of the need for gender analysis in their work, it is not adequate for conducting gender responsive research. Moreover, not all staff have access to gender (analysis) training and thus they hardly applied it in their work. The trained staff have not trained the remaining staff members. The major reasons given for this were budget constraints and internal demotivation of the staff to be trained. At the same time, lack of skills of facilitation and delivering training was also underlined. Some research partners, for example in Abergele, have planned to train staff on gender-sensitive research but the staff have not been acquainted with any gender analytical tools. They believe that sex disaggregation in survey questionnaires and considering gender division of labour in the value chain may address gender gaps.

### Gender responsive programming, budgeting and implementation

Gender responsive programming, budgeting and implementation is the capacity and commitment to implement gender responsive programs, to mainstream gender throughout all operations and programs and allocate financial and human resources for it. The parameters considered are (i) capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally; (ii) the capacity to effectively link research and development, (iii) existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation; (iv) the presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming at the organizational level; and (iv) the staff's ability to implement gender responsive (research) programs at the individual level.

The results depicted that the capacity of gender responsive programming, budgeting and implementation is generally weak for organizations and their staff (ranging from a score of 1.0 to 2.5). Bonga has the lowest score while Abergele is relatively better off with an average score of 2.5. Similar to the organizational capacities of the research partners, the individual capacities also vary. Yet, in both cases, the existing capacities are neither adequate nor developed. For example, the individual capacity at Sekota is the lowest with average score of 1.0 and individuals in the Abergele Agricultural Research Centre perceived they have the capacity but little is developed with average score of 2.3 (Table 6).

Table 6: Gender responsive programming, budgeting and implementation of research partners

Gender responsive programming, budgeting and implementation	Average		Debre Berhan		Bonga		Sekota		Abergele	
	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.
The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	2.0		3.0		1.0		1.0		3.0	
The capacity to effectively link research and development	2.0		4.0		1.0		1.0		2.0	
Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	2.0		1.0		1.0		3.0		3.0	
Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	1.7		1.0		1.0		1.0		2.0	
Staff's ability to implement gender responsive (research) programs		1.8		1.7		2		1		2.3
Average score	1.9	1.8	2.3	1.7	1.0	2.0	1.5	1.0	2.5	2.3

Some parameters had good scores. For example, in Debre Berhan and Abergele, the average score for 'the capacity to implement gender responsive research and to ensure that interventions are gender responsive' is 3.0, which means the capacity is available but it is either partially developed or underdeveloped. Debre Berhan has a high average score (4.0) in terms of 'the capacity to effectively link research and development' (Table 6). During the implementation of community-based breeding programs (CBBP), the research partners considered the views of both men and women in breed selection, colour preference, animal health, marketing constraints and opportunities. Furthermore, the RPs release technologies and produces reports that can be used by development partners such as the Rural Development and Agriculture Office, the Livestock and Fishery Office, veterinary drug vendors and NGOs. Particularly, the model of CBBP has been taken by other development practitioners to organize farmers in groups for carrying out development interventions and/or providing services.

In Bonga and Abergele, the organizational capacity is very limited. The rate of adoption of the Livestock and Fish (LAF) program is low due to underdeveloped research infrastructure and high staff turnover. Furthermore, it was stated that a technology transfer guideline has not been developed. Some technologies, for example, the use of crossbred was preferred but not effectively used by the community. In all research partners, the Agricultural Growth Program (AGP)-II and ICARDA are promoting gender responsive programming and gender mainstreaming in the research process. Nevertheless, all the research partners have no mechanisms to check whether the results are used by other development actors and service providers in the value chain. In all research partners, there is no gender focal person responsible for gender mainstreaming. The number of women researchers is low or not present at all. In some research partners, there are 2–7 female researchers who are usually BSc degree holders.

The commitment of research partners in terms of finance is also gender neutral. Debre Berhan and Bonga agricultural research centres scored 1.0 for both financial and human resources committed to gender responsive activities as well as allocating a dedicated staff on gender mainstreaming. There are some activities in Sekota and Abergele but these are



underdeveloped. The research partners have no gender specialists. There is no programming of research activities using a gender responsive lens nor any budget allocated for the same. The staff lack the required skills and experiences to conduct gender responsive programming, budgeting and implementation. They are not acquainted with any gender strategies, policies, guidelines and manuals that could be used or referred to in designing gender responsive research. Generally, all research partners have inadequate knowledge, training, manpower and financial resources to ensure quality and effective gender programs.

### Knowledge management and gender responsive monitoring and evaluation

Knowledge management and gender responsive monitoring and evaluation (M&E) involves the capacity to collect and analyse sex-disaggregated data, to monitor, document and report on gender responsive programming, specific gender outputs and outcomes and ensuring wide outreach on gender responsive programming and its results. The parameters included at the organizational level are the capacity to collect, interpret and report on sex-disaggregated data; existence and quality of a gender responsive M&E system and ability to use it; and access to and production of knowledge documents and publications on gender. At the individual level, the staff's ability to collect, interpret and report on sex-disaggregated data; ability to develop/work with gender responsive M&E systems and tools; and access to and ability to produce knowledge documents and publications on gender are assessed.

Research partners consider the sex of the household head a key socio-economic variable to evaluate the technology or assess its adoption. As a result, data is often collected, analysed, interpreted and reported in sex-disaggregated manner. However, often the analysis is not intentionally gender responsive and does not use gender-sensitive data collection tools and analytical methods. The capacity to employ sex-disaggregated tools and analysis techniques is limited. The sex of the respondents is just part of the report not a key ingredient of gender responsive monitoring and evaluation. In the research system, there is no tool that can address gender responsive monitoring and evaluation. The current finding is consistent with Mulema et al. (2015b) who conducted a gender capacity assessment for other sites in Ethiopia and concluded that sex-disaggregated data is also limited to information on household headship (i.e. female or male household head). However, proposals for including gender responsiveness are received and reviewed at the centre, regional and national levels to ensure the quality of the research but the review is not done from gender lens.

There is no limitation in terms of accessing gender-related publications or knowledge produced elsewhere. Yet, the production of knowledge in gender issues is weak. The average score of the research organizations in this regard ranges from 2.0 to 3.0. Except in Debre Berhan, where there is an ongoing research projects on 'the role of disease management and care of animals by women and men-managed animals' and 'factors affecting women participation in agricultural production resources and access to agricultural technologies,' there is no attempt to carry out gender-oriented research in research centres. As a result, the average score of Debre Berhan is the highest of all research partners with an average score of 3.0 and Bonga is lowest with an average score of 2.0 (Table 7).

When we look at the parameter level, the research partners have some capacity to collect, interpret and report on sex-disaggregated data. Their scores range from 3.0 to 4.0. The capacity to produce and document knowledge is, however, weak with a score ranging from 1.0 to 3.0. Similarly, the existence and quality of a gender responsive M&E systems and the ability to use it has not been developed (scores range from 2.0 to 3.0) (Table 7).

The average individual scores of the research partners in knowledge management and gender responsive M&E are 1.4 to 3.5. This may be attributed to the geographical location of the research partner. The lowest is Sekota, which is relatively remote from the centre, with an average score of 1.4, which indicates insufficient capacity for knowledge management and M&E from a gender lens. Debre Berhan has the highest score among the research partners with an average score of 3.2 followed by Bonga (score of 3.1), which may be attributed to its relative closeness to Addis Ababa and access to infrastructure.



Table 7: Knowledge management and gender responsive M&amp;E of research partners

Knowledge management and gender responsive M&E	Average		Debre Berhan		Bonga		Sekota		Abergele	
	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.
The capacity to collect, interpret and report on sex-disaggregated data	3.5		4.0		3.0		3.0		4.0	
Existence and quality of a gender responsive M&E system and ability to use it	2.3		3.0		2.0		2.0		2.0	
Access to and production of knowledge documents and publications on gender	2.0		2.0		1.0		3.0		2.0	
Staff's ability to collect, interpret and report on sex-disaggregated data		2.7		3.7		1.7		1.8		3.5
Staff's ability to develop/work with gender responsive M&E systems and tools		2.6		2.7		4.0		1.0		2.5
Staff's access to and ability to produce knowledge documents and publications on gender		2.7		3.3		3.7		1.3		2.3
Average score	2.6	2.7	3.0	3.2	2.0	3.1	2.7	1.4	2.7	2.8

### Effective partnerships and advocacy

Partnerships and advocacy is the capacity to build coalitions, to influence government and external partners and to advocate for gender equality. The core capacities include the capacity to advocate for gender equality in the value chain, the capacity to develop and maintain effective partnerships with the government and influence policies to be more gender equitable. They also include the capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector etc.) for promoting gender equality along the value chain at the organizational level. Moreover, staff's ability to build partnerships and coalitions, as well as their ability to advocate for gender equality are included in the individual capacity parameter.

The research organizations are working with several partners including in civil society, NGOs and government offices as summarized in Table 8. However, it was reported that the research partners do not have effective gender-related partners and are not in a position to influence policies or engage in advocacy processes. The existing partnerships, for example working with ICARDA to include and involve women in breeding programs, are unreliable. However, women participate during technology transfer processes such as criteria setting, farmers research groups (FRG), training, field days and technology evaluation. These could encourage women in decision-making, which could gradually change power relationships in the household.

Table 8: Summary of existing partnerships among the research partners

Debre Berhan	Bonga	Sekota	Abergele
Government (Women and Youth Affairs Office, offices of agriculture, Livestock and Fishery Development Office, Cooperative Development Office), Christian Children's Fund, AGP-II, Debre Berhan University	Government (Women and Youth Affairs Office, offices of agriculture, Livestock and Fishery Development Office, Cooperative Development Office, Kefa Development Association, Ethiopian Red Cross Association, Bonga University.	Government Offices (Women and Youth Affairs Office, offices of agriculture, Livestock and Fishery Development Office, Cooperative Development Office), AGP-II, Livestock Development Office, NGOs (Helvetas, Food for Hunger Ethiopia), Amhara Development Organization, Action Against Hunger, Sustainable Landscape Management, Danish Church Aid, ICARDA, etc.	ICARDA, Government (Women and Youth Affairs Office, offices of agriculture, Livestock and Fishery Development Office, Cooperative Development Office, AGP-II, ILRI, Integrated Striga Control-II, ICRSAT, Irish Aid, etc.

Every research partner said they work with partners but the partners are not effectively influencing gender equity. Even so, there is no problem in maintaining these partnerships. The research partners believe that they have no mandate to advocate but they produce and disseminate research outputs, which are advocacy activities. They also feel that they have insufficient capacity to conduct advocacy activities on gender equality due to shortage of budget, skills and knowledge gaps. Even if there is knowledge, there is no experience and skills for advocacy activities. Researchers are trying to advocate at the community level as a part of sensitization on research activities.

In terms of 'effective partnerships and advocacy to promote gender equality,' the average score of research organizations is ranging from 1.0 to 3.0, which means it does not exist or is a partially developed capacity. Debre Berhan and Sekota have very weak partnership and advocacy capacity with an average score of 1.0, whereas the average score for Bonga is 2.3 and 3.0 for Abergele. Bonga and Abergele have partially developed capacity to advocate for gender equality in the value chain. On the same parameter, Debre Berhan and Sekota have the lowest score and Abergele has good capacity (score of 4.0) to develop and maintain effective partnerships with the government and influence policies (Table 9). In Abergele, there are several partners working together. As a result, the research partner is influencing government to benefit women from goat milk processing and the government has allocated land for the goat production. Moreover, the research partner has influenced the government to form two cooperatives that include women who are engaged in beekeeping in a kebele (previously the regulation did not allow two cooperatives in a kebele). Similarly, in the Tekeze Fishing Scheme, the fishing policy has been changed to ensure the preservation of fish stocks. Despite these successes, among all research partners, the capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the livestock value chain remains weak (Table 9).

The average individual capacity ranges from 1.7 in Debre Berhan to 3.7 in Bonga. The average score for the staff in Sekota is 1.8, which means there is capacity but it is undeveloped. In Abergele, the average score is 2.9 (Table 9). As a result, there is little capacity of staff to build partnerships and coalitions as well as to advocate for gender equality.

Table 9: Effective partnerships and advocacy of research partners

Partnerships and advocacy	Average		Debre Berhan		Bonga		Sekota		Abergele	
	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.
The capacity to advocate for gender equality in the value chain	1.5		1.0		3.0		1.0		3.0	
The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	2.0		1.0		2.0		1.0		4.0	
The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the value chain	1.5		1.0		2.0		1.0		2.0	
Staff's ability to build partnerships and coalitions		2.6		1.3		4.7		2.0		2.5
Staff's ability to advocate for gender equality		2.4		2.0		2.7		1.5		3.3
Average score	1.7	2.5	1.0	1.7	2.3	3.7	1.0	1.8	3.0	2.9

## Leadership and transformation

Leadership and transformation in the gender capacity assessment refers to the leadership and commitment to gender equality and the transformation of gender (power) relations of the organization. The parameter measured at the organizational level are the organization's proven commitment to gender equality and transforming gender power relations; the organization's vision towards gender equality and transforming gender power relations; the capacity to develop strategies that strengthen women's position and decision-making power; the capacity to sensitize communities on gender issues; and the capacity to develop and experiment with gender transformative approaches. At the individual level staff's knowledge, attitudes and practices towards gender equality and transforming gender power relations and staff's ability to develop and experiment with gender transformative approaches are measured.

During focus group discussions, none of the discussants knew of a gender transformative approach. They have never applied it or attempted to use such an approach. The narrations during discussions also showed the same. Some were hearing about the approach for the first time. The discussants outlined that the organizations have no specific commitment to gender equality and transformative approaches and they do not have women researchers in leadership positions or management committees. The average score ranges from 1 to 3 (Table 10). While this capacity is almost non-existing in Debre Berhan and Sekota, it is partially developed in Bonga and Abergele. All the research partners have done little to change the power relationships in their organizations. Promoting gender equality is not explicitly included in the vision or mission statements of the organizations but it appears as a cross-cutting issue in the research themes. At the organizational level, the attitude of the staff towards women is positive but still there are only few women researchers.

At the community level, the researchers are attempting to accommodate women in training, breed selection, increasing membership and women's vote in CBBPs and other programs to strengthen power relations in communities. Given the setback of the norms and values of the society, women are not actively taking part in community meetings and even when they attend the meetings, they do not participate actively. The researchers have the capacity to sensitize gender equality in community meetings during data collection, but they do it as a side business. Moreover, there is an initiative to bring women into research activities and to target and support them to challenge gender norms and values. This may gradually change power relations.

Specific to the parameters, the average scores of Debre Berhan and Sekota on 'the capacity of gender equality and transforming gender power relations, inclusion in their vision' and 'the capacity to develop strategies that strengthen women's position and decision-making power' are 1.0, which suggest there is no commitment or too low capacity to promote gender equality and transform gender power relations (Table 10). In the same parameters, Bonga and Abergele scored 3.0, which means there they have capacity, but it is underdeveloped. Except Abergele, which tried to experiment with a CBBP and goat milk production and marketing, none of the research partners have developed and experimented with gender transformative approaches.

Table 10: Leadership and transformation of research partners

Leadership and transformation	Average		Debre Berhan		Bonga		Sekota		Abergele	
	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.
Organization's proven commitment to gender equality and transforming gender power relations	2.0		1.0		3.0		1			3.0
Organization's vision towards gender equality and transforming gender power relations	2.0		1.0		3.0		1.0		3.0	
The capacity to develop strategies that strengthen women's position and decision-making power	2.0		2.0		3.0		1.0		3.0	
The capacity to sensitize communities on gender issues	2.5		3.0		4.0		1.0		3.0	
The capacity to develop and experiment with gender transformative approaches		1.5	1.0		1.0		1.0		3.0	
Staff's knowledge, attitudes and practices towards gender equality and transforming gender power relations		2.8		2.3		4.3		2.0		2.5
Staff's ability to develop and experiment with gender transformative approaches		2.1		1.7		2.7		1.3		2.8
Average score	2.1	2.1	1.6	2.0	2.8	3.5	1.0	1.7	3.0	2.7

The average scores of individual staff ranges from 1.7 to 3.5. The average individual capacity score is 3.5 in Bonga while it is just 1.7 in Sekota. This variation may be attributed to personal experiences and training in gender equality aspects in Bonga. In Bonga, the average score of 'the staff's knowledge, attitudes and practices towards gender equality and transforming gender power relations' is positive and scored 4.3, which is high. In the same parameter, the remaining research partners scored 2.0 to 2.5, which is low. Generally, gender transformation knowledge and skills are lacking among research partners and their staff<sup>4</sup>. It is limited to giving priority to women researchers in education and training, affirmative actions in recruitment and inclusion of the statement 'qualified women candidates are encouraged to apply' in vacancy announcements.

### Gender at the workplace

Gender at the workplace is the capacity of the organization to promote a gender responsive workplace with equal opportunities and benefits for women and men. The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these; the capacity to adjust and implement internal (human resource) policies and procedures to make the organization more gender responsive; effectiveness in hiring women as staff members and to acquire gender balance; and the presence of women in leadership (management) and balanced representation and possibility of female staff to acquire higher positions are assessed at the organizational level. At the individual level, the parameters included are the ability of (female) staff to influence decisions, participate and voice one's needs and aspirations and staff's knowledge, attitudes and practices towards gender equality at the workplace.

Even though the assessment indicated that there is no discriminatory workplace, the average scores for core capacities of gender at the workplace vary. It ranges from 1.5 in Abergele to 3.5 in Debre Berhan. The average score for Sekota and Bonga are almost the same (i.e. 2.3 and 2.5, respectively) (Table 11). There are some efforts to promote gender equality in the organization. As per the civil service regulations, women can get 3% to 5% of vacant positions as part of affirmative action during recruitment. Short- and long-term training opportunities also favour women. For leadership posts, if women compete for leadership (management) roles, they are provided with 5–10 % of the opportunities. Besides, there is some flexibility to maintain gender balance such as training priority; reduce service years to allow women to pursue higher education and lowering grade point average requirements to 2.75 for female candidates compared to 3.0 for male, etc.

Table 11: Gender at the workplace of research partners

Gender at the workplace	Average		Debre Berhan		Bonga		Sekota		Abergele	
	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.	Org.	Ind.
The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	2.8		3.0		4.0		2.0		2.0	
The capacity to adjust and implement internal (human resource) policies and procedures to make the organization more gender responsive	2.8		4.0		4.0		2.0		1.0	
Effectiveness in hiring women as staff members and to acquire gender balance	1.8		3.0		1.0		1.0		2.0	
Presence of women in leadership (management) and balanced representation	2.0		4.0		1.0		2.0		1.0	
Possibility of female staff to acquire higher positions		4.0		4.0		4.7		3.8		3.5
Ability of (female) staff to influence decisions, participate and voice one's needs and aspirations		3.3		4.0		1.3		4.0		3.8
Staff's knowledge, attitudes and practices towards gender equality at the workplace		4.0		4.7		4.0		3.8		3.5
Average score	2.4	3.8	3.5	4.2	2.5	3.3	2.3	3.9	1.5	3.8

4. A graduate in rural development and agricultural extension had taken a course in 'gender in (and) agriculture'. The course is not substantive enough to provide hands-on gender analysis and gender transformation in agriculture. The other disciplines such as livestock production or health have no training opportunities except in on-job short term training. The technical staff's interest to attend gender-based training also matters.

The average scores for individual staff are generally higher (3.3 to 4.2) than the organizational scores (1.5–3.5). Debre Berhan has the highest score (4.2) followed by Sekota (3.9) (Table I). When looking at specific parameters, in all research partners any competent female staff have equal possibility as men to acquire higher positions. In this regard, the score for each partner is consistently high. Also, female staff have the ability to influence decisions, participate and voice their needs and aspirations. Except in Bonga, where the score is low (1.3), the remaining research partners have good capacity (score of 3.8 to 4.0).

The focus group discussants also confirmed that like men do, women could participate in meetings in any organizational process starting from planning to decision-making, monitoring and evaluation, as well as reporting. They said the views of both men and women are equally heard. Both sexes can participate, contribute and influence decision-making in the organization. However, because there are only a few, or sometimes no, female researcher(s) in the organizations, the views of men continue to dominate.

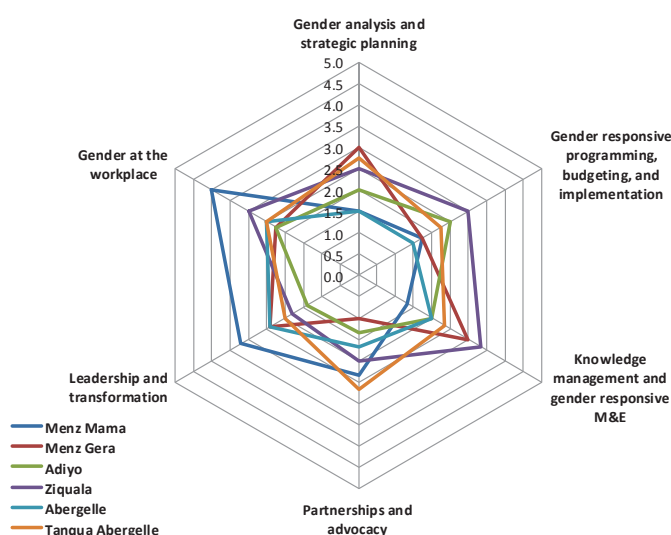
The supporting staff are more or less gender balanced in terms of numbers but the qualification of female staff is often low. There are also women team leaders and women members of the management committee. For example, in Debre Berhan, 40% of management posts are occupied by women, including the human resource team leader. Moreover, the researchers often recruit women in the field as wage labourers. Generally, the staff in the organizations have a good attitude towards gender equality in the workplace. There is equal payment across similar positions or responsibilities.

While Bonga and Debre Berhan have better scores in some parameters, Sekota and Abergele are consistently weak in all variables (Figure 3). In Debre Berhan, there is a capacity to analyse gender dynamics in the organization and to develop strategies to deal with it (Score of 3.0) but it is underdeveloped. The same capacity is even good (score of 4) in Bonga but it needs further development. Similarly, both Bonga and Debre Berhan have higher average scores in terms of capacity to adjust and implement internal human resources policies and procedures to make the organization more gender responsive. In the same parameters, Sekota and Abergele are sticking to the civil services directives with minimal flexibility. Except Debre Berhan, where there is a partially developed capacity with seven female researchers, all research partners are not effective in hiring women staff to acquire gender balance. In Bonga, there is no female researcher at all, which could be attributed to the research centres' somewhat remote location.

## Findings per core gender capacity for development partners

The score of each development partners for each core capacity are shown in a radar diagram in Figure 4 and the organizational and individual level scores are presented in the Table 12–14.

Figure 3: Organizational core capacities of development partners



The average score for core gender capacities varies from 1.9 to 2.6 for organizations and 1.8 to 2.9 for individuals. In most core gender capacities, the average scores of individuals are higher than the organizational scores. Yet, all scores are weak at both levels, which reveal the existence but underdevelopment of the core gender capacities. Among the development partners, Ziquala Woreda has the highest overall average score (2.6) followed by Menz Mama and Tanqua Abergele, which scored 2.4. Adiyo and Abergele had the lowest average score (1.9) (Table 12). The specific core capacities and parameters are discussed in subsequent sections.

Table 12: Core gender capacities of development partners – organizational

Scoring gender capacities	Av.	Menz Mama	Menz Gera	Adiyo	Ziquala	Abergele	Tanqua Abergele
Gender analysis and strategic planning	2.2	1.5	3.0	2.0	2.5	1.5	2.8
Gender responsive programming, budgeting and implementation	2.1	1.8	1.8	2.5	3.0	1.5	2.3
Knowledge management and gender responsive M&E	2.3	1.3	3.0	2.0	3.3	2.0	2.3
Partnerships and advocacy	1.8	2.3	1.0	1.3	2.0	1.7	2.7
Leadership and transformation	2.2	3.2	2.4	1.4	1.8	2.4	2.0
Gender at the workplace	2.8	4.0	2.3	2.3	3.0	2.5	2.5
Average score	2.2	2.4	2.2	1.9	2.6	1.9	2.4

Table 13: Core gender capacities of development partners and individuals

Scoring gender capacities	Av.	Menz Mama	Menz Gera	Adiyo	Ziquala	Abergele	Tanqua Abergele
Gender analysis and strategic planning	2.3	1.8	2.4	1.9	1.5	1.9	2.6
Gender responsive programming, budgeting and implementation	3.0	1.8	3.5	2.3	2.3	2.8	3.0
Knowledge management and gender responsive M&E	2.7	1.8	2.1	2.5	1.9	2.8	2.7
Partnerships and advocacy	2.3	1.8	2.4	1.6	1.7	2.1	2.6
Leadership and transformation	2.8	1.8	2.5	2.8	2.0	2.1	2.9
Gender at the workplace	3.2	1.8	3.0	2.7	2.4	2.8	3.6
Average score	2.7	1.8	2.6	2.3	2.0	2.4	2.9

Table 14: Core gender capacities of development partners – organizational and individuals

Scoring gender capacities	Average		Menz Mama		Menz Gera		Adiyo		Ziquala		Abergele		Tanqua Abergele	
	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind
Gender analysis and strategic planning	2.2	2.3	1.5	1.8	3.0	2.4	2.0	1.9	2.5	1.5	1.5	1.9	2.8	2.6
Gender responsive programming, budgeting and implementation	2.1	3.0	1.8	1.8	1.8	3.5	2.5	2.3	3.0	2.3	1.5	2.8	2.3	3.0
Knowledge management and gender responsive M&E	2.3	2.7	1.3	1.8	3.0	2.1	2.0	2.5	3.3	1.9	2.0	2.8	2.3	2.7
Partnerships and advocacy	1.8	2.3	2.3	1.8	1.0	2.4	1.3	1.6	2.0	1.7	1.7	2.1	2.7	2.6
Leadership and transformation	2.2	2.8	3.2	1.8	2.4	2.5	1.4	2.8	1.8	2.0	2.4	2.1	2.0	2.9
Gender at the workplace	2.8	3.2	4.0	1.8	2.3	3.0	2.3	2.7	3.0	2.4	2.5	2.8	2.5	3.6
Average score	2.2	2.7	2.4	1.8	2.2	2.6	1.9	2.3	2.6	2.0	1.9	2.4	2.4	2.9

# Findings per core gender capacity and interrelated levels for development partners

## Gender analysis and strategic planning

The organizational and the individual levels capacities of the development partners in terms of ‘gender analysis and strategic planning’ are generally low. The average scores for the parameters range from 1.5 to 3.0 for organizations and 1.5 to 2.4 for individual staff. In other words, the organizations have no ‘gender dynamics analysing tools and frameworks’ and the individuals have limited skills, knowledge and experiences to use the tools and analytical frameworks as they have no adequate training on these aspects. Yet, some development partners have done some gender analysis and planning. For example, in Ziquala, the office provided training for staff on gender analysis while in Menz Gera Midir Woreda there are good capacities on ‘developing strategies to address gender dynamics in the value chain’ as well as to ‘apply gender analysis tools and frameworks’ (average score of 4.0) (Table 15).

Table 15: Gender analysis and strategic planning capacity of development partners

Gender analysis and strategic planning capacity	Average		Menz Mama		Menz Gera		Adiyo		Ziquala		Abergele		Tanqua Abergele	
	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind
The capacity to analyse gender dynamics within the value chain	2.7		2.0		3.0		3.0		3.0		2.0		3.0	
The capacity to develop strategies to address gender dynamics in the value chain	2.5		1.0		4.0		2.0		2.0		2.0		4.0	
The capacity to apply gender analysis tools and frameworks	2.0		2.0		4.0		2.0		1.0		1.0		2.0	
Providing access to gender (analysis) training for staff	1.7		1.0		1.0		1.0		4.0		1.0		2.0	
Staff's knowledge and use of gender analytical frameworks and tools		2.4		2.3		2.8		2.8		1.7		2.0		2.8
Staff's access to gender (analysis) training and the ability to apply learning in their work		1.7		1.3		2		1.0		1.3		1.8		2.5
Average score	1.5	2.1	1.5	1.8	3.0	2.4	2	1.9	2.5	1.5	1.5	1.9	2.8	2.7

In order to ensure the capacity of gender analysis and strategic planning, the government is a critical influencer in creating an enabling or disabling environment through training staff and allocating budget. The second set of influencers in this regard are NGOs and civil society organizations. They support government and influence the formulation of policies and strategic plans through promotion, allocation of resources and provision of training to enhance knowledge and skills on the gender analytical tools and frameworks, etc. However, the absence of a standardized tool and framework that can be used of gender analysis is big limiting factor and although the development partners have attempted to conduct gender analysis in resource ownership, the tools (such as levelling tools<sup>5</sup>) they use are too complex and difficult to apply given the capacity of the development partners.

5. Leveling tools are gender analysis tools used to monitor the woreda development sector offices on how gender issues are mainstreamed in their activities. The sector offices are expected to report to the woreda Women, Youth and Children Affairs Office. Based on the report, each of the sector offices are monitored and feedback shared with the Women, Youth and Children Affairs Office. The tools help to rate gender mainstreaming on a scale of 1 to 5 ('not mainstreamed' to 'highly mainstreamed'). The tools are, however, difficult to use for the staff.



## Gender responsive programming, budgeting and implementation

The capacity of the development partners in terms of 'gender responsive programming, budgeting and implementation' is weak at the organizational level. The average scores range from 1.5 at Abergele woreda to 3.0 at Menz Gera Midir Woreda. At the individual level, the average scores vary from 1.7 at Ziquala to 2.8 at Menz Gera Midir and Tanqua Abergele Woreda (Table 16). Specially, partners in Menz Gera Midir and Tanqua Abergele claimed that they have good capacity (score=4.0) in 'linking research and development' referring to the CBBP. Menz Gera Midir Woreda has the highest score in mainstreaming a programmatic gender strategy but it has not deployed human resources and allocated budget. Likewise, in terms of 'the presence and mandate of dedicated gender staff (expert or focal person) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming,' Ziquala Woreda has the highest score (4.0) (Table 16). At the individual level, 'the capacities of staff to implement gender responsive (research) programs' at Tanqua Abergele, Menz Gera Midir and Adiyo are relatively the highest with scores of 2.8 while Ziquala has the lowest capacity (1.7) as shown in the Table 16.

The focus groups and key informants also confirmed that the government has set plans and designed programs but has not allocated a budget in gender responsive manner (i.e. gender-neutral way). The NGOs are supporting gender responsive activities. In this regard, the most influential actors are the NGOs as they can allocate or carry out gender responsive activities through budgetary and material support and gender-oriented training. However, these actors have not influenced government policies to be gender responsive. The woredas can follow the budget allocation procedures and systems at national level. But all development partners do not have a gender budgeting system and procedures (i.e. they are gender blind to the fact that the budget allocation affects implementation of gender programming). The woredas often set gender responsive action plans but they cannot realize them because government, at woreda level, does not allocate required budget and materials.

At the community level it is believed that access to credit is easier for women compared to men as repayment of credit is higher among women. Yet, women are not interested to borrow money. This may be due to lack of awareness or to avoid debt. Sometimes, women borrow on the behalf of the men. The discussants also noted that the government bureaucracy is another barrier to credit services. Women often need to form groups; prepare business plans and submit them to microfinance institutions before they can access loans. The available loans are often too low to use in running feasible businesses. After a loan is provided, the practice of following up on utilization and advisory support by the financial institutions is weak.

Table 16: Gender responsive programming, budgeting and implementation of development partners

Gender responsive programming, budgeting and implementation	Average		Menz Mama		Menz Gera		Adiyo		Ziquala		Abergele		Tanqua Abergele	
	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind
The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	2.5		1.0		3.0		3.0		3.0		2.0		3.0	
The capacity to effectively link research and development	2.5		1.0		4.0		2.0		2.0		2.0		4.0	
Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	2.0		2.0		4.0		2.0		1.0		1.0		2.0	
Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	2.0		3.0		1.0		1.0		4.0		1.0		2.0	
Staff's ability to implement gender responsive (research) programs		2.4		2.3		2.8		2.8		1.7		2.0		2.8
Average score	2.3	2.4	2.0	2.3	3.0	2.8	2.0	2.8	2.5	1.7	1.5	2	2.7	2.8



## Knowledge management and gender responsive monitoring and evaluation

The capacity of the development partners in 'knowledge management and gender responsive M&E' ranges from very low (1.3) in Menz Mama to moderate (3.0) in Menz Gera Midir Woreda. In terms of parameters, the capacity of all development partners 'to collect, interpret and report on sex-disaggregated data' is largely better than other parameters while 'the capacity to access to and production of knowledge documents and publications on gender' is the weakest (Table 17).

At the individual level, the average scores range from 1.9 in Ziquala Woreda to 2.7 in Tanqua Abergele Woreda. The staff's 'ability to collect, interpret and report on sex-disaggregated data' is better though it needs further development. However, 'staff's ability to develop/work with gender responsive M&E systems and tools' and 'access to and ability to produce knowledge documents and publications on gender' are weak (Table 17).

Table 17: Knowledge management and gender responsive M&E of development partners

Knowledge management and gender responsive M&E	Average		Menz Mama		Menz Gera		Adiyo		Ziquala		Abergele		Tanqua Abergele	
	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind
The capacity to collect, interpret and report on sex-disaggregated data	3.0		2.0		4.0		2.0		4.0		3.0		3.0	
Existence and quality of a gender responsive M&E system and ability to use it	2.3		1.0		3.0		2.0		3.0		2.0		3.0	
Access to and production of knowledge documents and publications on gender	1.7		1.0		2.0		2.0		3.0		1.0		1.0	
Staff's ability to collect, interpret and report on sex-disaggregated data		2.7		2.3		2.8		2.3		2.0		3.3		3.5
Staff's ability to develop/work with gender responsive M&E systems and tools		2.2		2.3		1.5		2.8		1.3		2.5		3.0
Staff's access to and ability to produce knowledge documents and publications on gender		2.1		2.0		2.0		2.5		2.3		2.5		1.5
Average score	2.3	2.3	1.3	2.2	3	2.1	2	2.5	2.5	1.9	1.5	2.8	2.7	2.7

The focus group discussants noted that the development partners assign experts to collect, analyse and report sex-disaggregated data. The existing environment is generally enabling. The development partners conduct monitoring and evaluation twice per year. Based on the M&E result, feedback is provided by the Woreda Women, Youth and Children Affairs (WYCA) Office. Thus, WYCA and the woreda councils are the most influential actors. The results are also shared with the kebeles. However, the development partners have shortcomings in recording and producing knowledge documents to ensure gender balance in the small ruminant value chain. As such there is weak capacity for M&E and learning. There are no knowledge products to influence policies, rules, regulations, or community norms/values to be gender responsive.

## Effective partnerships and advocacy

The existing 'partnership and capacity of advocacy' is generally not effective. At the organizational level, the average score ranges from 1.0 in Menz Gera Midir Woreda to 2.7 in Tanqua Abergele Woreda. All development partners exhibit weak capacity to create and maintain coalitions with various actors. The individual staff have little capacity (ranging from 1.3 in Menz Mama Woreda to 2.7 in Tanqua Abergele Woreda) to do the same (Table 18). This indicates that the staff in the development partners have limited or undeveloped capacity to build partnerships and coalitions as well as to advocate for gender equality.

The focus group discussants and key informants agreed that the organizations' capacity in building partnerships and coalitions with various partners to address gender balance is a setback. This is attributed to weak capacity, lack of training on partnership and advocacy and inadequate monitoring. The development partners have no limitation to maintain partnerships but creating a coalition among the partners is challenging for them due to lack of coordination and joint planning that focuses on gender equality. Thus, the partnership is not effective and advocacy aspect is generally lacking or unorganized. Advocacy activities are constrained by lack of advocacy guideline to conduct advocacy activities at the community level and lack of individual knowledge and skills. Nevertheless, strong partnerships and advocacy are required to coordinate stakeholders and to address gender issues in the livestock value chain in collaboration with multiple actors.

Table 18: Effective partnerships and advocacy of development partners

Effective partnerships and advocacy	Average		Menz Mama		Menz Gera		Adiyo		Ziquala		Abergele		Tanqua Abergele	
	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind
The capacity to advocate for gender equality in the value chain	2.3		3.0		1.0		2.0		3.0		2.0		3.0	
The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	1.7		2.0		1.0		1.0		1.0		2.0		3.0	
The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the value chain	1.5		2.0		1.0		1.0		2.0		1.0		2.0	
Staff's ability to build partnerships and coalitions		2.0		1.3		2.5		1.5		2.0		2.0		2.5
Staff's ability to advocate for gender equality		2.0		1.3		2.3		1.8		1.3		2.3		2.8
Average score	1.8	2.0	2.3	1.3	1	2.4	1.3	1.7	2	1.7	1.7	2.2	2.7	2.7

## Leadership and transformation

The leadership and transformation capacities of the development partners are inadequate. However, some changes are being made such as promoting women to occupy leadership posts and deputize in some offices. The average score is 2.3 for organizations and 2.5 for individuals. In terms of this core capacity, Menz Mama Woreda has the highest score with an average score of 3.2 and Tanqua Abergele Woreda has the least with an average score of 2.0, which is weak. 'The individual's knowledge, attitudes and practices towards gender equality and transforming gender power relations' capacity exists but is partially developed with score ranging between 1.3 and 3.0. 'The ability to develop and experiment with gender transformative approach' is also underdeveloped with score varying between 1.5 and 3.8. The aggregate individual average score ranges between 2.0 in Ziquala Woreda to 2.8 in Adiyo Woreda (Table 19), which is still low and existing capacities are partially developed.

A female key informant noted that 'leadership and transformation of gender is not the limitation of policy but it is the capacity of women to achieve in terms of education, being liberated from constraining norms and values, as well as political decisions because the appointment in leadership posts in the woreda is often political and not a gender issue.' Her view shows that qualifications alone don't guarantee women a chance to take up leadership roles in organizations but rather political affiliation to the ruling party is more important, which ignores gender equality.

In households, despite there being gradual improvements in intra-household leadership, some household chores remain exclusively the task of women. Any additional activity, such as leadership in the cooperatives adds burden on women. The norms and values are challenging; it is difficult to shift women's roles to promote women to take leadership positions. The development partners are not effective in promoting innovative gender responsive programs. There are, however, attempts

to carry out gender responsive programs in Tanqua Abergele Woreda, where women are engaged in fishing cooperatives that previously had only men members. Women are also serving as treasurers in the cooperatives, in leadership positions and as members of management committee. However, women rarely accept these positions because they create additional burden on them in addition to households duties or because the women cannot not read and write.

Table 19: Leadership and transformation of development partners

Leadership and transformation	Average		Menz Mama		Menz Gera		Adiyo		Ziquala		Abergele		Tanqua Abergele	
	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind
Organization's proven commitment to gender equality and transforming gender power relations	2.0		4.0		3.0		1.0		1.0		1.0		2.0	
Organization's vision towards gender equality and transforming gender power relations	2.3		4.0		2.0		1.0		1.0		3.0		3.0	
The capacity to develop strategies that strengthen women's position and decision-making power	2.5		4.0		2.0		1.0		2.0		2.0		2.0	
The capacity to sensitize communities on gender issues	2.5		2.0		3.0		2.0		3.0		3.0		2.0	
The capacity to develop and experiment with gender transformative approaches	2.0		2.0		2.0		2.0		2.0		3.0		1.0	
Staff's knowledge, attitudes and practices towards gender equality and transforming gender power relations		2.6		3.0		1.3		3.0		2.3		2.8		3.0
Staff's ability to develop and experiment with gender transformative approaches		2.4		2.3		3.8		2.5		1.7		1.5		2.8
Average score	2.3	2.5	3.2	2.7	2.4	2.6	2.3	2.8	2.8	2	2.4	2.7	2	2.9

Generally, the capacity of development partners to promote or hire women to leadership positions is too low due to unchallenged power relationship by all actors. The efforts so far are to benefit and empower women economically but not to transform gender inequality. For example, in Ziquala Woreda, about 20,000 chickens and 1,860 small ruminants were distributed to women by various development partners. Even though the small ruminants are managed by women and intend to empower them economically, still there is a tendency for the men to control the income from these animals. This is mainly attributed to the power relationships in the communities and households, which are tilted towards men. Furthermore, women have no adequate awareness and education to claim and exercise leadership in the community. The leadership posts are often occupied by men at the woreda or community level. It was observed that the concept of using gender transformative approaches was not understood or was absent among the development partners.

## Gender at the workplace

Of all core gender capacities, gender at the workplace scores the highest average value. The organizational level score ranges between 2.3 and 4.0. Menz Mama Woreda has the highest score in all parameters. Yet, these capacities still need further development. Most DPs are rigid. They have not adjusted and implemented internal human resources policies and procedures to make the organization more gender responsive because they must follow civil service directives. In some organizations, for example, Ziquala, there are some few women in leadership and management posts and male-female leadership is unbalanced. Despite some endeavours<sup>6</sup>, the effectiveness in hiring women as staff members and to move towards acquiring gender balance is not achieved yet.

6. There is a kind of quota for recruitment of females through a scheme called 20:80 and 25:75, which means that 20% of staff positions to be recruited are reserved for female candidates only while 80% are open to both male and female candidates. Similarly, in the second case, 25% of positions are only for females and 75% are open to both female and male candidates.

The individual capacity in this core gender capacity is lower than the organizational score. It is between 2.3 and 3.6 (Table 20). In other words, the capacity at organizational level to create a conducive environment in the workplace is stronger than in individuals. Individuals have lesser 'possibility by their own to support female staff to acquire higher positions and to influence decisions, participate and voice one's needs and aspirations'. In addition, the staff have inadequate knowledge, attitudes and practices towards gender equality at the workplace.

Table 20: Gender at the workplace of development partners

Gender at the workplace	Average		Menz Mama		Menz Gera		Adiyo		Ziquala		Abergele		Tanqua Abergele	
	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind	Org	Ind
The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	2.8		4.0		3.0		1.0		4.0		3.0		2.0	
The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	2.5		4.0		1.0		3.0		3.0		3.0		1.0	
Effectiveness in hiring women as staff members and to acquire gender balance	3.2		4.0		3.0		3.0		4.0		2.0		3.0	
Presence of women in leadership (management) and balanced representation	2.5		4.0		2.0		2.0		1.0		2.0		4.0	
Possibility of female staff to acquire higher positions		2.6		2.7		2.8		2.3		2.3		1.8		3.5
Ability of (female) staff to influence decisions, participate and voice one's needs and aspirations		2.7		2.7		3.0		2.5		1.7		2.8		3.3
Staff's knowledge, attitudes and practices towards gender equality at the workplace		3.5		3.3		3.3		3.3		3.3		4.0		4.0
Average score	2.8	2.9	4.0	2.9	2.3	3	2.3	2.7	3	2.4	2.5	2.9	2.5	3.6

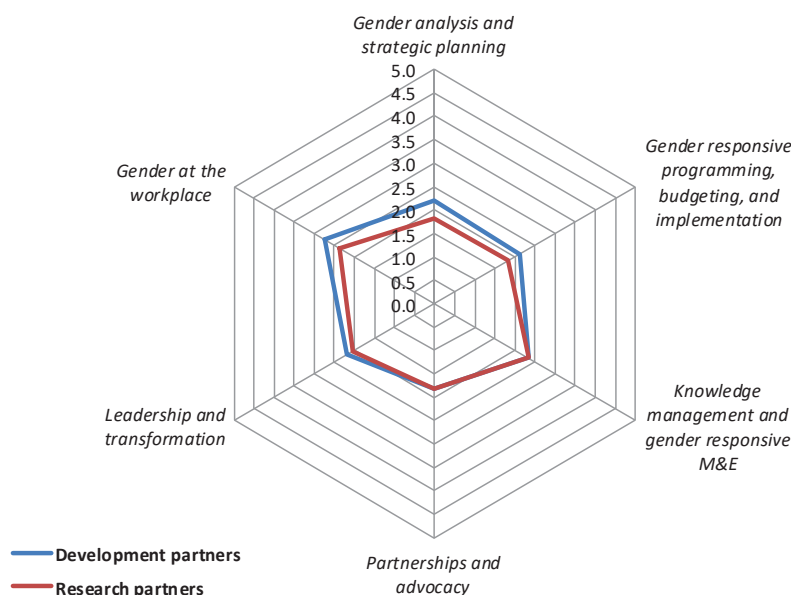
In the workplace, there is equal pay for men and women for equal work/responsibilities in the research organizations; and 3–5% affirmative action for recruitment and promotion of women. Women are not hard pressed to travel too far on foot for fieldwork. During targeting, gender balance is ensured but this is not effective in achieving gender equality. The organizations have no sex-separated toilets and no childcare arrangement at the workplace. The most influential actor in this core capacity is government (setting and implementing rules and regulations) followed by NGOs (contributing to capacity development, material and financial support).

The development partners are not committed to handover gender-responsive activities from other partners such as civil society, NGOs, research institutes, etc. Sometimes, the gender-oriented interventions are phased out before capacity of local government has grown. This requires lobbying government via woreda offices to device gender responsive plans and programs to ensure gender equality.

## Analysis and conclusions

The gender capacity assessment that was conducted among selected research and development partners using six core capacities at the organizational, individual and environmental levels indicated that both the RPs and DPs have weak gender capacities. The average scores of all core gender capacities is less than 3.0, which means that some capacities exist, but they are unknown or underdeveloped. The interesting aspects of these findings are that the scores of both RPs and DPs are very similar. DPs at the woreda level excel in most core capacities or almost scored the same result with RPs. However, the RPs are better positioned in terms of trained manpower and incentives (salaries and benefits) compared to DPs at the woreda level (Figure 5).

Figure 4: Average score of core capacities of development and research partners



At the environmental level, there are enabling policies and strategies to undertake gender analysing, planning and implementing at research centres but the policies and strategies are not accessible to researchers and experts. The problem is related to the capacity of the organizations and individual staff. At the organizational level, there may be a lack of communication of policies and strategies at and the partners have limited experience and skills of employing gender analysis tools and frameworks. At the individual level, the challenge may be attributed to limitations in technical capacity and absence of and intermittent training on gender analysis for staff. The available training on gender analysis is also often too short (a few days).

The study found that despite women playing vital roles in small ruminant (goat and sheep) production, the research partners do not taking into account women's contribution in the subsector and hence women's benefits from small ruminant production is not assured. Recently, with the intervention of the CBBP, some women are engaging in ram selection, husbandry activities, animal health care and marketing. But even under these improved circumstances, the benefit

from small ruminant is not proportionally shared between women and men and/or the roles of women are unrecognized. This is mainly due the lack of research and development partners' lack of capacity to analyse, plan and implement gender responsive initiatives. The decision-making power in households is still dominated by men based on cultural norms and attitudes. So far, efforts to change unequal power relationships that negatively affect women have had limited success.

## Conclusions per core capacity

### Gender analysis and strategic planning

Among both research and development partners, there is some capacity, but it is too weak to analyse, plan and implement gender responsive activities. There is no reliable/standardized analytical tool and framework for conducting gender-oriented research or development. ICARDA and AGP-II are among the key stakeholders promoting gender-sensitive research programs in the research centres while several NGOs are working with woreda level government offices. The research partners consider gender issue merely a subject of socio-economic variables not a key ingredient of social inequality while the development partners are limited to reporting sex-disaggregated information. The underestimating or ignoring of gender aspects in the research and development work is perpetuating gender inequality in the society the impacts of which reverberate through all social relationships.

Training on gender analysis is conducted occasionally but is usually attended by a few staff members who may not share what they learn with other staff or with the rest of the researchers. Because of this knowledge of gender analysis remains anecdotal. The livestock researchers or experts often have no training on gender analysis and thus have no capacity to carry out gender responsive activities. The development and research systems have no structures and procedures to ensure gender responsive research and development. Moreover, there is no incentive to motivate staff who have been initiated into gender-oriented research and development.

### Gender responsive programming, budgeting and implementation

For the most part, the research partners do not strive to access national gender policies and strategies, and have difficulty accessing various manuals and publications on gender. The assessed organizations did not take into account gender programming in their plans. There are no gender focal person or committed gender researchers to conduct gender analysis among the research partners compared to some attempts by development partners. The researchers have neither the experience nor the skills and knowledge to conduct gender programming. The DPs, in contrast, have created action plans using gender lens but lack the budget to implement the gender aspects of these plans. Both development and research partners do not have a separate budget allocated to gender mainstreaming.

The RPs and DPs work together during technology evaluation and research processes and they produce and share related reports. It was observed that financial allocations for gender programming, budgeting and human resources do not exist in the research partners. Gender responsive financing of projects is also not available. In addition, there is inadequately trained manpower (with knowledge, skills and experiences) to conduct gender responsive programming, budgeting and implementation. Specifically, gender ear-tagged budget or activities, incentive mechanisms (proposal grants, awards and experience sharing), initiatives to fill gender inequality and/or to establish a platform and network of gender responsive interventions together with other stakeholders are lacking. Therefore, given the weak capacity, gender issues are not addressed in the conventional research process.

### Knowledge management and gender responsive monitoring and evaluation

Unlike the DPs, the RPs have no limitation to collect, analyse, interpret and report research findings in sex-disaggregated manner. The researchers also compute sex as a socio-economic variable using statistical techniques. These aspects are well considered in the organizations and by individuals. However, these analyses are not based on knowledge of gender

analysis requirements. Sex-disaggregated data is usually collected as a ritual and the implications for male-female disparities are not interpreted. The research organizations have the capacity (e.g. because they are mandated to produce knowledge products) but it is only partially developed. Still, there are no mechanisms, guidelines, tools and methods for monitoring and evaluating of how gender issues are addressed in disaggregated manner. The RPs have no monitoring and evaluation system except an annual research review process at various levels whereas the DPs carry out periodic M&E.

Furthermore, the dissemination of the knowledge products is limited and the researchers have no capacity to influence government policies. Despite this challenge, some research partners have contributed their input to regulations and bureaucratic/ procedures of woreda/operational sites. One of the key bottlenecks for building and maintaining effective external partnerships is resource constraints because the organizations have not budgeted for activities to enhance this capacity. Thus, it can be concluded that the commitment of the organizations to promote gender equality is not proven or superficial. It is even not envisioned by many of the organizations. As an individual endeavours, researchers and livestock experts are playing a moderate role in informal sensitization in various community meetings and conversations. The capacity of the individual staff to strategize to strengthen women's position in decision-making also is weak.

## Effective partnerships and advocacy

The research and development partners are working with various actors in government, NGOs and in programs such as the AGP-II. These partnerships are aimed at analysing and identifying gender gaps and shared responsibilities. Nevertheless, the research and development partners have limited capacity to forge new partnerships on their own; rather the request for new partnerships comes to them. The initiatives are also project-based and specific period. Once the project is phased out, the capacity of the organizations are restricted to continue engaging in these partnerships is limited. This suggests that the capacity of the research and development partners to create partnerships and maintain or continue with acquired capacities (skill, knowledge and material support) is often fragile because it is conditional on external support.

The advocacy on gender equality is weak and the capacity to create coalitions with research and development partners is generally gender blind. Although it is unorganized, the research (through dissemination of research outputs, technology evaluation and community conversation) and development partners (through awareness raising, organizing women groups/associations, sensitizing gender issues) are conducting some forms of advocacy activities. Thus, the research and development partners have the capacity to make partnerships and advocacy more effective, but these capacities have not been developed.

## Leadership and transformation

The organizations have some underdeveloped capacities to mainstream gender issues in research activities. Most staff have never heard of and/or applied the transformative approach in their work. The research and development partners are also not in a position to challenge the power relationships both in the organizations and in the community. The research partners want to experiment with the transformative approach unlike the development partners. Thus, the partners need further development of this capacity.

## Gender at the workplace

In all the development and research partners, affirmative actions are being implemented. However, in the workplace, there are several discouraging circumstances such as rigidity of internal policies to benefit women, problem of retaining female researchers and limited office facilities that slow down the progress of affirmative action. As a result, there are very few female researchers among the research partners and gender experts in the development organizations. The workplace is generally gender blind and the capacities are weak. Although the attitude of the staff in the workplaces is positive, they need gender awareness training or sensitization. At this time, the affirmative action is largely ineffective in addressing the enormous gender inequality in the research partner organizations.



# Priority actions for research and development partners

## Priority action areas for research partners

The research partners have common capacity limitations in all six core gender gaps. Some partners, however, have weak capacity in some parameters and are better off in others. The better off capacities, however, still need to be further developed. Most scores are either partially developed or undeveloped (Table 21), but only the top 10 capacity gaps are presented here. Based on the frequency of low scores recorded in each parameter, the following three sets of priority capacity development areas have been identified for all research partners:

Primary priorities:

- introduction to, and training on, gender analytical tools and application of gender analysis tools and frameworks when formulating research activities;
- providing access to gender (analysis) training for staff;
- developing capacity to implement gender responsive (research) programs to ensure that research interventions benefit women and men equally; and
- developing the capacity to use and experiment with gender transformative approaches.

The second set of priority areas are:

- developing capacity to effectively link research and development; and
- developing and maintaining effective partnerships with the government to advocate for policies that are gender equitable.

The third set of priority areas for capacity development is:

- sensitizing communities on gender issues;
- developing strategies to address gender dynamics in the value chain;
- creating a programmatic gender (mainstreaming) strategy that includes financial and human resources allocations;
- assigning dedicated gender staff (expert or focal person) responsible for gender mainstreaming and promoting gender equality;
- analysing gender dynamics each of the organizations to develop related strategies; and
- advocating for gender equality in the value chain.

These priority areas are based on the average scores from the fieldwork/survey.



Table 21: Priority parameters to maintain or develop for research partners

Priority parameters and core capacity to maintain or develop	Debre Berhan	Bonga	Sekota	Abergele
Gender planning and strategic planning				
The capacity to analyse gender dynamics within the value chain	0	0	0	3
The capacity to develop strategies to address gender dynamics in the value chain	0	1	0	3
The capacity to apply gender analysis tools and frameworks	3	1	1	2
Providing access to gender (analysis) training for staff	1	1	1	3
Gender responsive programming, budgeting and implementation				
The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	3	1	1	3
The capacity to effectively link research and development	0	1	1	2
Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	1	1	0	0
Presence and mandate of dedicated gender staff (expert or focal person) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	1	1	0	0
Knowledge management and gender responsive M&E				
Access to and production of knowledge documents and publications on gender	0	1	0	2
Effective partnership and advocacy				
The capacity to advocate for gender equality in the value chain	1	0	1	0
The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	1	0	1	2
Leadership and transformation				
The capacity to develop strategies that strengthen women's position and decision-making power	0	0	1	0
The capacity to sensitize communities on gender issues	3	0	1	0
The capacity to develop and experiment with gender transformative approaches	1	1	1	2
Gender in the workplace				
The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	3	0	1	0
Effectiveness in hiring women as staff members and to acquire gender balance	0	0	0	2

## Priority action areas for development partners

Based on participatory gender capacity assessment and the scoring of organizations and individuals, the key priority areas to maintain or that need further development for development partners are summarized in Table 22. Some DPs are performing better in some parameters while they are very weak in others, which need capacity development. The subsequent discussion outlines four sets of priority areas that need attention among development partners.

The first set of priority action areas:

- providing access to gender (analysis) training for staff;
- building the capacity to advocate for gender equality;
- building the partners capacity to develop and maintain effective partnerships with different actors for promoting gender equality; and
- building the capacity to apply gender analysis tools and frameworks along the value chain.

The second set of priority areas:

- increasing access to and production of knowledge documents and publications on gender;
- building the capacity to develop strategies that strengthen women's decision-making power; and
- strengthening the organizations' vision towards gender equality and transforming gender power relationships.

The third set of priority areas that need more development to enhance the capacity of DPs is:

- developing their capacity to sensitize communities on gender issues;
- developing DPs capacity to develop and experiment with gender transformative approaches;
- building capacity to analyse gender dynamics in the organization and to develop strategies;
- building the capacity to collect, interpret and report on sex-disaggregated data; and
- building the capacity to implement gender responsive (research) programs and to ensure that research interventions benefit women and men equally.

Table 22: Priority parameters to maintain or develop for development partners

Priority parameters to maintain or develop	Menz Mama	Menz Gera	Adiyo	Ziquala	Abergele	Tanqua Abergele
Gender analysis and strategic planning						
The capacity to analyse gender dynamics within the VC	0	0	0	0	2	0
The capacity to develop strategies to address gender dynamics in the value chain	0	0	0	2	2	0
to apply gender analysis tools and frameworks	2	0	2	1	1	2
Access to gender (analysis) training for staff	1	1	1	4	1	2
Gender responsive programming, budget and implementation						
The capacity to implement gender responsive programs and to ensure that interventions benefit women and men equally	1	1	0	0	1	0
Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	2	0	0	0	0	0
Presence and mandate of dedicated gender staff, on gender mainstreaming	0	2	0	0	1	0
Knowledge management and gender responsive M&E						
The capacity to collect, interpret and report on sex-disaggregated data	1	0	2	4	0	0
Existence and quality of a gender responsive M&E system and ability to use it	1	0	2	0	0	0
Access to and production of knowledge documents and publications on gender	1	2	0	0	1	1
Effective partnership and advocacy						
The capacity to advocate for gender equality in the VC	3	1	1	3	2	0
The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	0	1	0	1	0	0
The capacity to develop and maintain effective partnerships with different actors for promoting gender equality along the VC	0	1	1	2	1	2
Leadership and transformation						
Organization's vision towards gender equality and transforming gender power relations	0	2	1	0	1	2
to sensitize communities on gender issues	0	3	2	0	0	2
The capacity to develop and experiment with gender transformative approaches	0	0	2	2	0	2
Gender in the workplace						
The capacity to analyse gender dynamics in the organization and to develop strategies	2	0	0	4	0	2
The capacity to adjust and implement internal (human resources) policies and procedures to make the organization more gender responsive	0	1	0	0	0	1
The capacity to develop strategies that strengthen women's decision-making power	1	0	1	2	0	2

The fourth set of priority areas includes:

- ensuring quality programmatic gender (mainstreaming) strategy that includes financial and human resource allocation;
- assigning dedicated gender staff (expert or focal person) responsible for gender mainstreaming in the organization;
- building the capacity to develop and maintain effective partnerships with the government and advocate for policies that are more gender equitable;
- establishing/strengthening quality of a gender responsive M&E system and ability to use it;
- building the DPs capacity to develop strategies to address gender dynamics in the value chain;
- building the DPs capacity to adjust and implement internal (HR) policies and procedures; and
- building the DPs capacity to analyse gender dynamics within the value chain.

## Strategies to address capacity gaps of development and research partners

Without devising appropriate strategies to bridge the existing core gender gaps and sustain them in the long run, resources may be misspent and interventions may wrongly targeted. In this regard, the following response strategies are suggested to address gender inequality and influence policies and enhance organizational and individual capacities to influence gender responsive research and development in the livestock value chain. The response strategies can be categorized as short-, medium- and long-term.

### Short-term strategies

- Interactive Training of Trainers (ToTs) training session that can be cascaded down to local levels on gender analysis and transformative approaches are necessary to address the gaps. The trainees will need to be equipped with community facilitation skills. The ToT should not only consider the content aspect (e.g. gender analysis or gender transformative) but also the facilitation and delivery of skills, as well as coaching and mentoring of trainees.
- Community sensitization and promoting community conversation to challenge the prevailing negative norms and values.

### Medium-term strategies

- On-job training and technical support on gender analysis with universities, research and development partners.
- The research partners should shift from a mere technology advocacy/promotion to gender responsive technology advocacy and dissemination. The development partners should design, implement, monitor and evaluate gender-sensitive interventions.
- Local customs may change with changing economic conditions of women. Thus, improving the economic condition of women by organizing women in groups, providing them with credit, providing market information and women-friendly technologies and engaging women in technology development and dissemination are important activities for all research and development partners desiring to address gender inequality.
- Despite there being enabling policies, strategies and legislations, what matters for gender equality is the extent to which the policies/legislations are interpreted and implemented at the grass root level. Currently, gender responsive innovations platform that can bring people and stakeholders together to work towards gender equality are either not available or organized. A gender multi-stakeholder platform (or gender innovative platform or gender dialogue forum) can play a key role in advancing change towards gender equality. Such a platform would bring together stakeholders in the Livestock and Fish value chain in the woredas and DPs and RPs, to discuss on gender issues. The RPs can facilitate the forum and DPs would play an active part in it. Meeting would be held every 3–6 months and could involve woreda livestock and fishery development officers, community level stakeholders (women association/forum, cooperatives, civil society organizations, NGOs and research partners). The forum/platform can discuss how to address the bottlenecks

to gender equality and seek for joint possible solutions and follow up. It can instigate policy dialogues on gender-related policies and strategies and reflect on innovations to influence pertinent stakeholders. It can be facilitated at micro or grass roots level among community and woreda level stakeholders; at the meso level with regional state stakeholders and at the macro level with national stakeholders. The forum could serve as a policy dialogue arena that feeds input between national and local levels.

- The research and development partners should put more emphasis in documenting their piratical experiences, researching and sharing their lesson with a wider audience. In addition to developing the skills of researchers and livestock experts on gender responsive approaches via training, facilitating knowledge dissemination on gender analysis and producing gender mainstreaming manuals, organizing experience sharing between gender responsive organizations, introducing incentive mechanisms (e.g. research grants or awards, for gender-sensitive technology generation and transfer), providing inputs and marketing, etc. are some strategies that can be considered to address gender inequality.
- One of the challenges of the development and research partners is the current weak capacity to generate knowledge and publish it and/or access already existing knowledge products. To this end, establishing gender resource centres at the woreda level and the research centres would be useful. The resource centres would strengthen gender learning and extension capacity of the partners.

#### Long-term strategies

- Based on the findings of the assessment, it was concluded that gender knowledge acquired in the university limited to a few disciplines. As a result, livestock researchers and experts have insufficient gender analysis capacity. Addressing this gap requires inclusion of a gender analysis module in the curriculums of agricultural universities. To succeed in this, development organizations and universities will need to collaborate and include gender in all agricultural courses in general and in livestock production training in particular.
- There is a need to increase the capacity and number of women researchers and experts in the research system and woreda offices by recruiting and training more women, setting up research awards initiatives for women and incentivizing female researchers and experts to join the sector.

## References

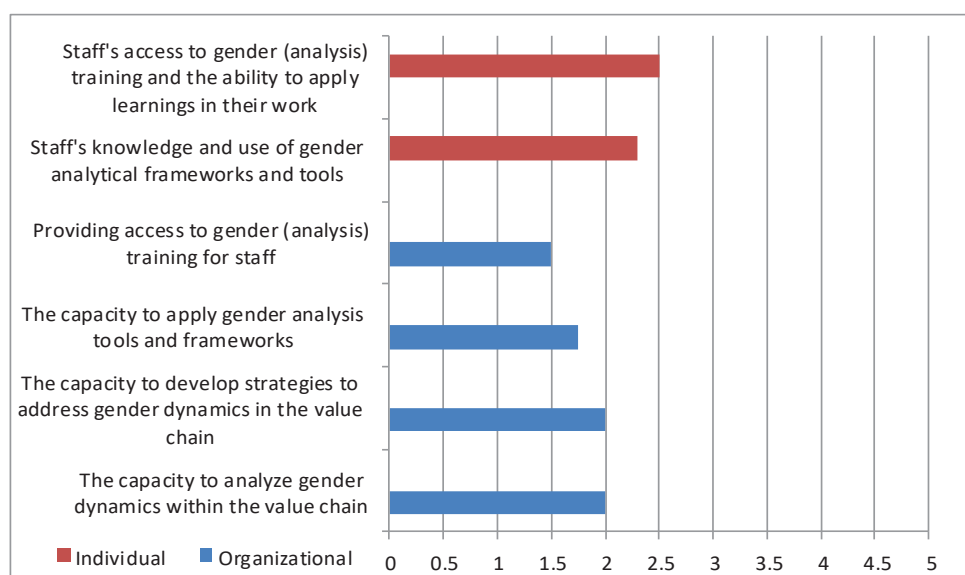
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# Annex

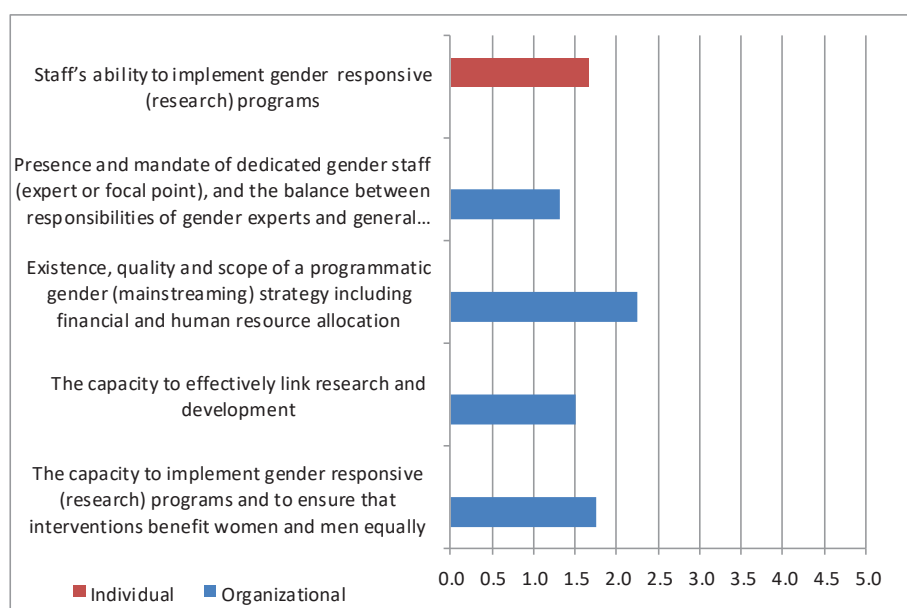
## Annex A: Findings per core gender capacity

### Research partners

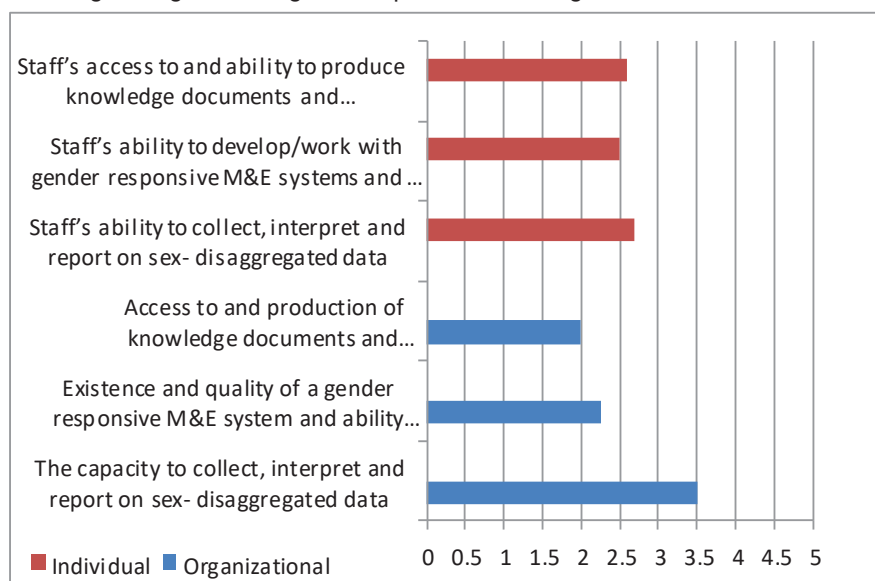
#### Gender analysis and strategic planning



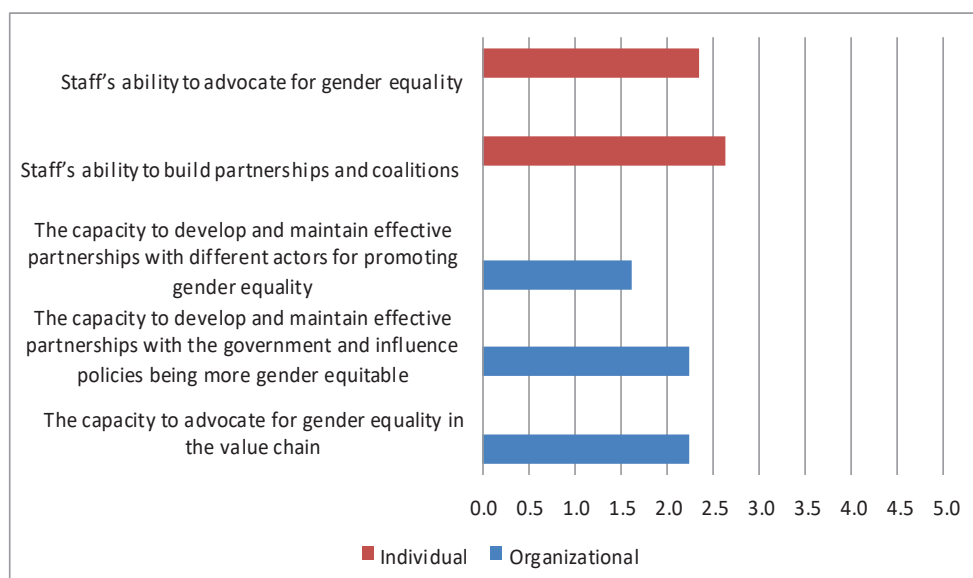
#### Gender responsive programming, budgeting and implementation



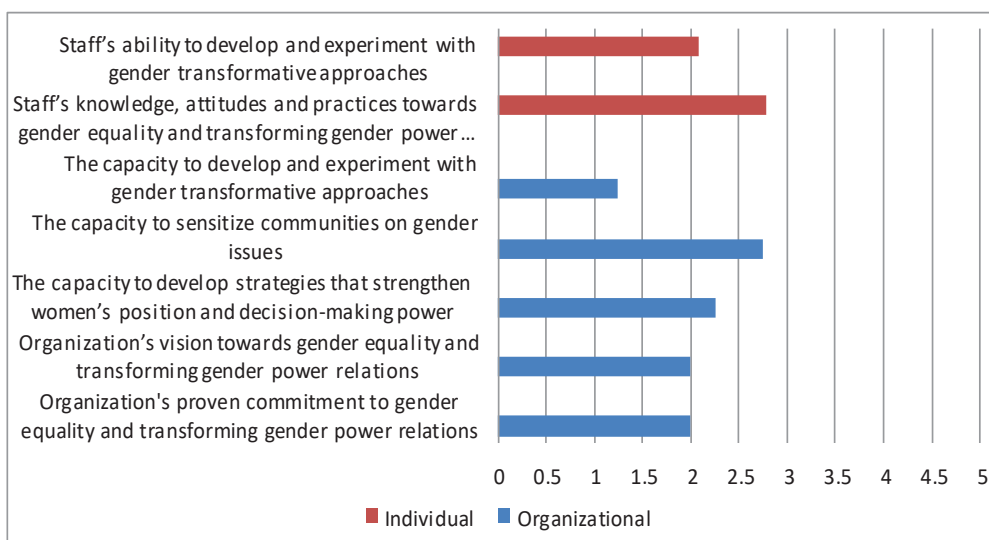
## Knowledge management and gender responsive monitoring and evaluation



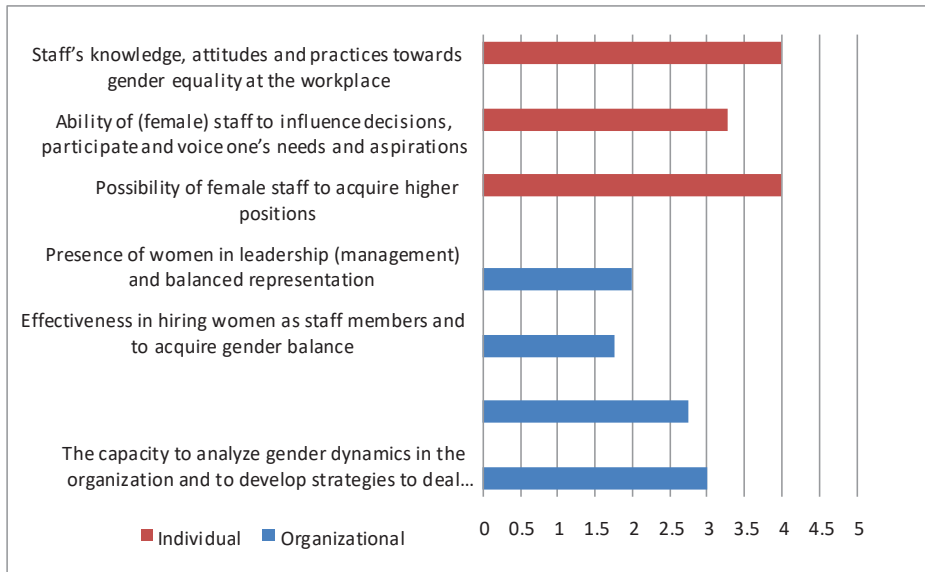
## Effective partnership and advocacy



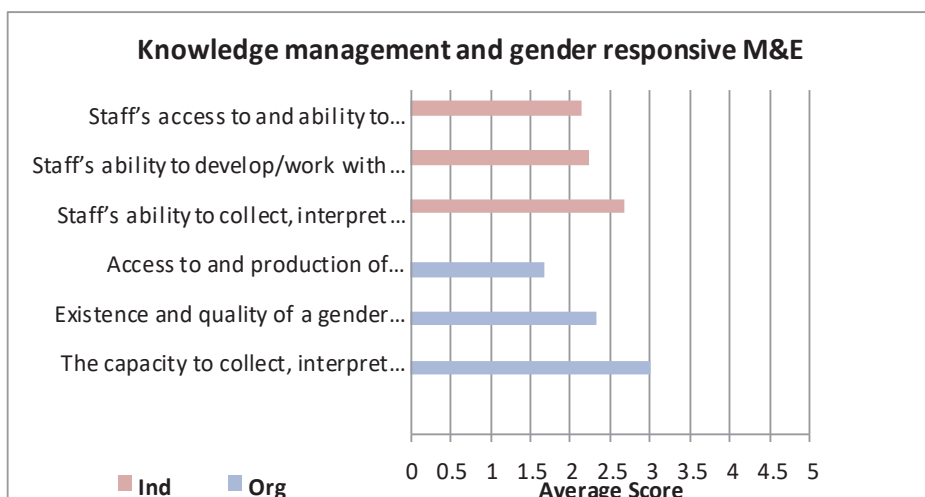
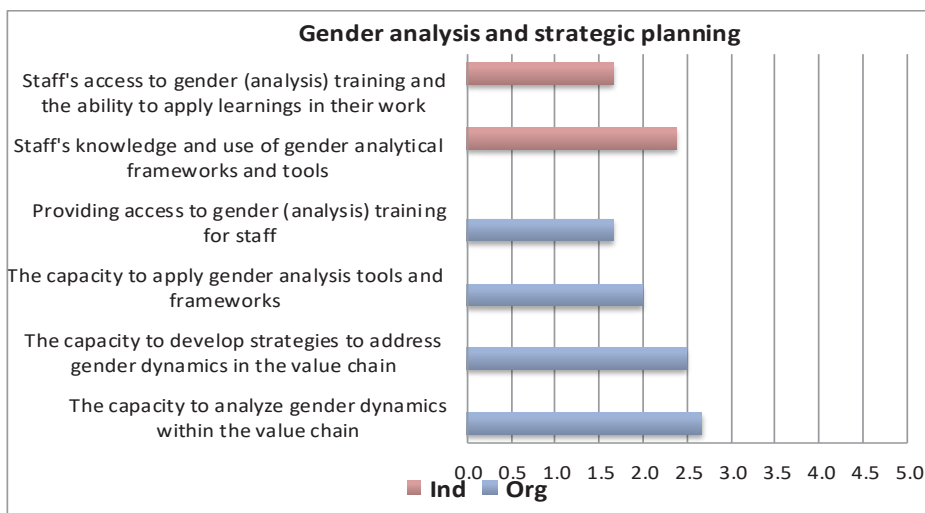
## Leadership and transformation



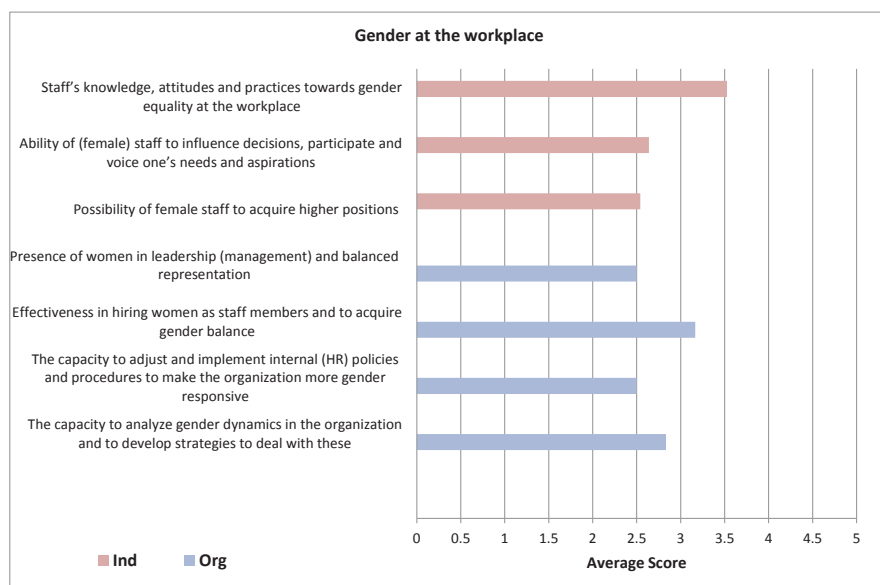
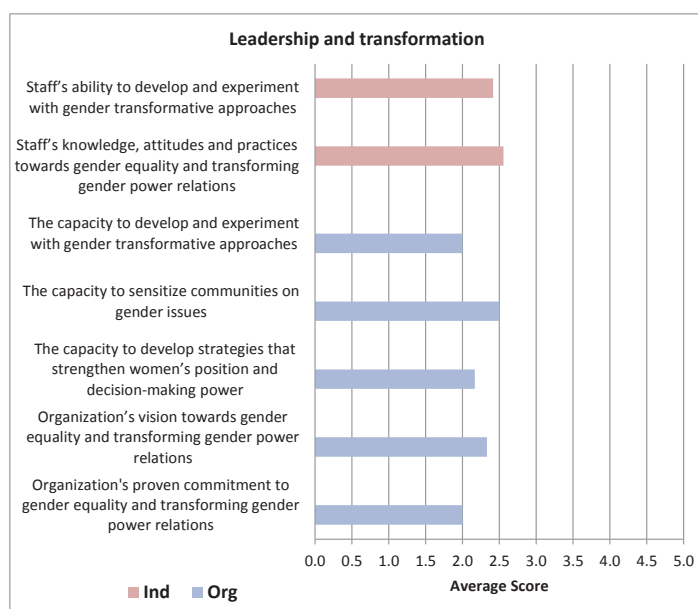
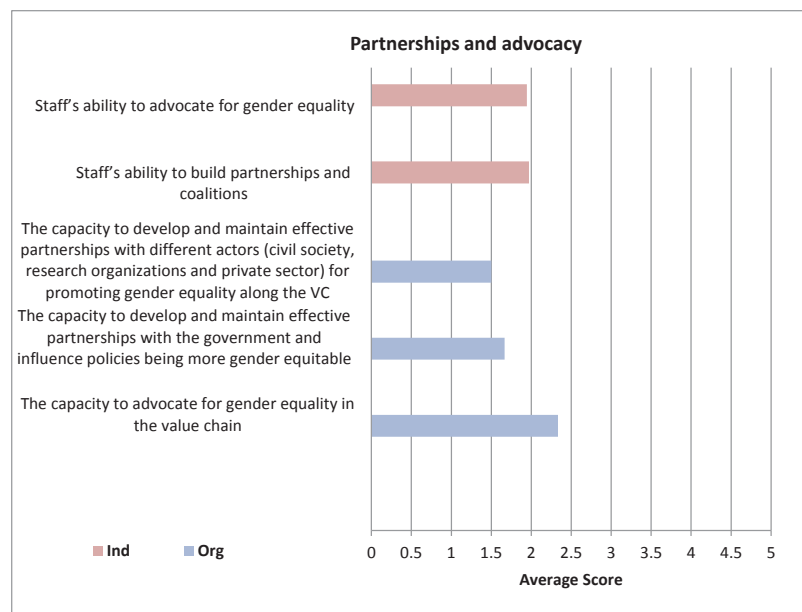
## Gender at the workplace



## Development partners







## Annex B: Filled worksheets

### Debre Berhan Agricultural Research Centre

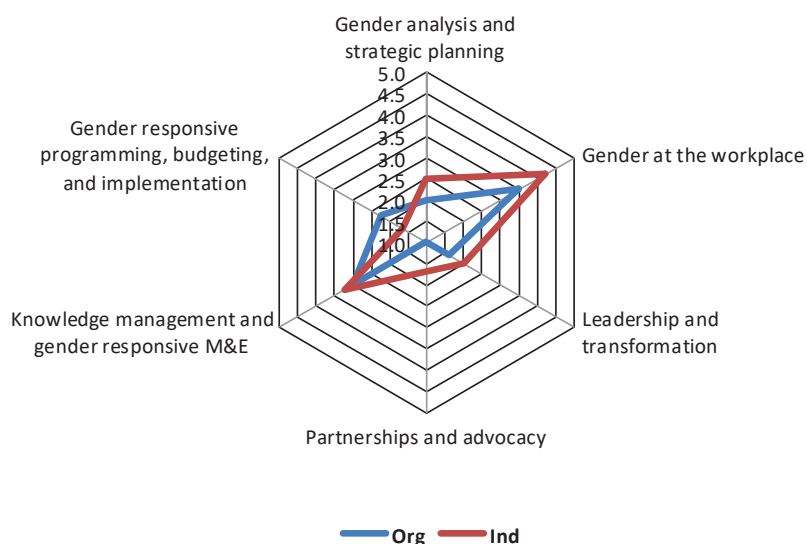
#### Basic information

Ethiopia

Debre Berhan Agricultural Research Centre

Date of the assessment: 23/12/2019

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	2.0	2.5
Gender responsive programming, budgeting and implementation	2.3	1.7
Knowledge management and gender responsive M&E	3.0	3.2
Partnerships and advocacy	1.0	1.7
Leadership and transformation	1.6	2.0
Gender at the workplace	3.5	4.2



Top 10 best developed parameters (or all with score 5)		Score
1	The capacity to effectively link research and development	4
2	The capacity to collect, interpret and report on sex-disaggregated data	4
3	The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	4
4	Presence of women in leadership (management) and balanced representation	4
5	The capacity to sensitize communities on gender issues	3
6	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	3
7	The capacity to apply gender analysis tools and frameworks	3
8	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	3
9	Existence and quality of a gender responsive M&E system and ability to use it	3
10	Effectiveness in hiring women as staff members and to acquire gender balance	3

Least developed parameters (or all with score 1)		Score
1	Providing access to gender (analysis) training for staff	1
2	Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	1
3	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	1
4	The capacity to advocate for gender equality in the value chain	1
5	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	1
6	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the value chain	1
7	Organization's proven commitment to gender equality and transforming gender power relations	1
8	Organization's vision towards gender equality and transforming gender power relations	1
9	The capacity to develop and experiment with gender transformative approaches	1

#### Narrative (summary of the assessment by the consultants)

In Debre Berhan, the participants in the discussion and survey suggested a capacity development training on gender analysis tools and frameworks so that the trained individuals could train the other staff. Moreover, the mechanism to mainstream gender with existing human and financial resources and the skills to advocate and create partnerships for gender equality were also required in addition to experimenting with gender transformative approaches.

Priority parameters to maintain or develop		Current score	Desired score
1	Providing access to gender (analysis) training for staff	1	4
2	Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	1	4
3	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	1	3
4	The capacity to advocate for gender equality in the value chain	1	3
5	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	1	4
6	The capacity to develop and experiment with gender transformative approaches	1	3
7	The capacity to sensitize communities on gender issues	3	4
8	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	3	4
9	The capacity to apply gender analysis tools and frameworks	3	5
10	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	3	4

#### Proposal for capacity development

The priority areas for capacity development include capacity to analyse gender dynamics in the organization, to develop strategies, gender responsive research employing gender analytical tools and frameworks, gender mainstreaming, training on gender analysis for researchers, effective partnership and advocacy and capacity to experiment with gender transformative approaches.

## Instructions

Fill in (in the grey cells) basic information on the organization, name of the interviewer, date and time of the interview and notes (e.g. anything specific that happened before or during the interview that may have influenced the assessment)

Explain the scoring 1–5 and practice with one parameter

Do the assessment: For each core gender capacity, facilitate a discussion around what that capacity would mean for this particular organization. Use the definitions in the guide and the explanations given. After a short discussion on each gender capacity (e.g. A), several parameters (e.g. A.II.1) that are related to this capacity, are scored. For each parameter, one or more questions need to be asked. The main question that needs to be answered is the first one and an explanation or further questions are usually added and these are in between brackets (). Use these questions as a guide to get more qualitative information. While the parameters cannot change, the questions can be adapted to the local situation and understanding of the organization. The scoring is done by all present staff members together after consensus. Scores are entered at the level of parameter. Also, comments should be entered next to the parameter.

Basic data		Scoring gender capacities
Country:	Ethiopia	1. Very low: No evidence or only anecdotal evidence of the gender capacity
Organization:	Debre Berhan Agricultural Research Centre	2. Low: Gender capacity exists but has not been developed
Staff	For each staff present: S/n name, organization position, gender 1) Eniyew Alemnew, DBARC, researcher, male 2) Yahola Kassa, DBARC, researcher, male 3) Zerihun Kebede, DBARC, researcher, male 4) Shankute Goshu, DBARC, Researcher, male 5) Yifrew Worku, DBARC, researcher, male 6) Woinishet Mohammed, DBARC, researcher, male 7) Tesfa Getachew, DBARC, HR manager, female 8) Ayele Dessalegn, DBARC, researcher, male	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
Interviewer	Reta Hailunad Abiro Tigabie	
Date	Date of the assessment: 23/12/2019	
Time	Total hours of the assessment: 1:30–5:00PM	
Notes		

Gender analysis and strategic planning			
Definition	The capacity to apply gender analytical tools and frameworks and to conduct gender analysis that is relevant for the value chain context and to use gender analytical data to formulate new research and program activities		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools. Gender analysis explores and highlights the relationships of women and men in society and the inequalities in those relationships, by asking: who does what? Who has what? Who decides? How? Who gains? Who loses? Gender analytical tools are components of gender analytical methodologies or frameworks.</p> <p>Discussion: what are gender issues in the targeted value chain? (not more than 10 min)</p> <ul style="list-style-type: none"> <li>• Gender division of labour and roles (productive, reproductive, community);</li> <li>• Gender differences in access to markets and control resources, technologies, labour, power and the benefits of their work, including financial resources;</li> <li>• Gender differences in decision-making and leadership;</li> <li>• Nature and level of participation of men and women in livestock and fish value chains;</li> <li>• Gender differences in educational level and technical knowledge</li> </ul> <p>Give some examples.</p> <p>Are these gender issues analysed by the organization?</p>	Current score (1–5)	
Gender analysis and strategic planning			
A.II.1	The capacity to analyse gender dynamics within the value chain	2	There are research activities in the organization that take into account roles and responsibilities, resources access and control. However, the decision-making power on research men and women is different. The men dominated men. There is no gender analytical tool used for gender analysis by the staff in the organization. The issue of gender is arbitrary considered as a cross cutting issues.
	Does the organization analyse and understand gender dynamics within the value chain, e.g. gender roles and responsibilities, gendered access and control, differences in decision-making etc.? (Based on the FGD, the consultant can guide the organization in assessing its capacities)		
	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?)		

A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	2	The organization depends on the Regional Research Centre and Regional bureaus and National Research System for strategies to address gender dynamics but it is not adequately used in gender analysis in small ruminant value chain. There is system but no clear procedures in plan to ensure that the information from the analysis are used in the guiding strategic program development. The strategies are usually development at regional level and the Research Centre Implements it.
	Does the organization use gender analysis to develop strategies to address gender dynamics in the value chain?		
	Are systems and procedures in place to ensure that information from analysis is used to guide strategic program development?		
A.II.3	The capacity to apply gender analysis tools and frameworks	3	The researchers in the organization use tools and frameworks in gender analysis and include in the report. Accordingly, the organization uses the report to include the inventory of the gender tools kits. There is no single tools kit for the inventory but it is documented in the reports.
	Does the organization apply gender analytical frameworks and tools? (Which frameworks and tools are normally used?)		
	Are the gender analytical frameworks and tools that are used, relevant to the work and scope of the organization? Are they used to identify and address gender-based constraints and opportunities in the targeted value chains?		
	Does the organization make use of a toolkit or inventory of tools? (Which toolkit?)		
A.II.4	Providing access to gender (analysis) training for staff	1	The training focuses only on some disciplines such as socio-economics. Other sectors may not have adequate gender analysis. It may not include administrative staff.
	Does the organization provide training for its staff on gender (analysis)? If not, does it enable or support staff to be trained externally?		

Gender responsive programming, budgeting and implementation			
Definition	The capacity and commitment to implement gender responsive programs, to mainstream gender throughout all operations and programs and allocate financial and human resources for it.		
FGD	<p>Gender responsive programming considers gender roles and relations and responds to these, either through gender accommodating or through gender transformative approaches. Discuss the kind of programs that this organization implements, are gender issues taken into consideration? Examples:</p> <ul style="list-style-type: none"> <li>gendered participation in livestock and fish value chains;</li> <li>gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations and breeds;</li> <li>women's access to markets and control over resources, technologies, labour, power and the benefits of their work;</li> <li>level and equity in animal source food consumption within poor households;</li> <li>Preferences of male and female producers for certain breeds; etc.</li> </ul>	Current score (1–5)	

Gender responsive programming, budgeting and implementation			
B.II.1	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	3	There is capacity in the organization as gender aspect is mainstreamed in research programs. Example, CBBP (breeding selection, colour preference, animal health, marketing constraints and opportunities).
	Does the organization develop and implement gender responsive (research) programs? (How many projects/programs implemented in the previous year have an explicit focus on gender? What kind of programs (examples))		
	Do women and men participate equally in activities? (Give examples)		
	Does the organization make sure women and men benefit equally from its interventions? (Interventions can be provision of services, inputs, training and technologies. How does the organization make sure women and men benefit equally from interventions?)		
	Does the organization have systems, procedures and incentives in place to ensure that all interventions are gender responsive? (Give specific examples of each that was used last year. Are proposals and reports checked on gender sensitivity? Who checks them?)		
	Do reports reflect implementation of gender responsive actions?		
B.II.2	The capacity to effectively link research and development	4	The research sector releases technologies and produces reports. For example, in CBBP, Agriculture Office, Livestock and Fishery Office, drug vendors and NGOs have used the output of the research to organize farmers in group and carrying out development interventions and/ provide eservices. But it has no mechanisms to check whether the results are used by other development actors and service providers in the value chain. There is annual review meeting with government and nongovernment organizations are coming together and provide feedback.
	For Development Partners: Does the organization use the outcomes from research to develop or adjust gender responsive programs? (Which studies have been used? Are research outcomes from the LAF partners used? How relevant is research done in LAF program for the organization?)		
	For Research 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 the previous year. Do development actors and service providers request for specific gender responsive research?		
	For Research Partners: To what extent are research outcomes sufficiently translated into relevant and useful products for development actors and service providers? Give a specific example for the previous year.		
	For Research Partners: To what extent have you used feedback from development interventions to develop and undertake new gender responsive research? Give an example.		
B.II.2	Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	1	There is no gender budgeting, gender based human resource allocation; finance is not adequate conduct gender specific activities.
	Has the organization developed a gender policy or strategy? (a gender policy is a statement/intention on gender equality. A gender strategy is a strategic roadmap, with clear indications on what needs to be done and how. Therefore, having a strategy is better than only a policy. Ask the organization to describe and/or share documentation)		

Gender responsive programming, budgeting and implementation			
	Is the gender policy or strategy actually implemented? (Does everyone know and understand the gender policy?)		
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?		
	Do reports reflect implementation of gender responsive actions?		
	Are adequate financial and human resources available to implement the policy or strategy? (is there a special budget to undertake gender-related activities?)		
B.II.4	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	I	There is no gender focal person or expert that is responsible for gender mainstreaming. There is no any job description in their job
	How strong is the presence and mandate of dedicated gender staff, if available? (if no staff is responsible for gender, the capacity is not available (score 1). If the organization has dedicated gender staff (experts and/or focal points) in place, are they mandated to ensure gender is mainstreamed? Is the gender staff in a position to actually mainstream gender? Do they have clear responsibilities and time allocation? Are they gender experts, skilled for their responsibilities? Are they part of the staff or subcontracted for specific tasks?)		
	Are other staff members (also) responsible for integrating gender in their work (is their responsibility formalized, e.g. in their job descriptions? Is only the gender staff responsible for gender mainstreaming or is this responsibility shared with other staff and balanced?)		

Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyse sex-disaggregated data, to monitor, document and report on gender responsive programming, specific gender outputs and outcomes, ensuring wide outreach on gender responsive programming and its results.		
FGD	Make sure that everyone understands the definition of gender responsive M&E: Gender responsive monitoring and evaluation systems are central to learning and documenting the gender-related outcomes of interventions. They should track changes in: the material conditions and social positions of women and men participating in the chain; gender attitudes and practices of chain actors; and chain level performance, including women's and men's shares in chain employment and income across nodes. In order to carry out gender-sensitive monitoring, sex-disaggregated data (statistics disaggregated by sex or gender) within and beyond the household, is required and combined with the collection of indicators that capture gender-related changes. Discuss to what extent the organization uses sex-disaggregated data and how it is used for analysis and knowledge management.	Current score (1–5)	As a research organization, it usually considers sex-disaggregated data, collection, analysis and interpretation. The reported produced are usually sex-disaggregated. The organization employs, monitoring tools and evaluation on how gender issues are addressed in disaggregated manner. The researcher also compute statistical techniques based on sex disaggregation. These aspects are well taken in the organization.
C.II.1	The capacity to collect, interpret and report on sex-disaggregated data	4	There is a capacity but a need for further development in various techniques of gender data collection tools.
	Does the organization collect sex-disaggregated data?		
	Does the organization have mechanisms in place to ensure that all data collected is sex-disaggregated? (What are they?)		
	(To what extent) is sex-disaggregated data not only collected, but also interpreted/analysed and reported on? (How many projects reported this in the previous year? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in the previous year? What analysis was conducted on the data? By whom (qualification)?)		
C.II.2	Existence and quality of a gender responsive M&E system and ability to use it	3	There is a capacity to use gender M&E systems and abilities but it is not adequate which needs further work. The organization has no guidelines, tools and methods so far in place in for gender responsive monitoring and evaluation.
	Is the M&E system gender responsive? (Give a specific example or evidence)		



Knowledge management and gender responsive M&E			
	Do reports include information on changes in gender norms and relations? (Please explain briefly and if available share a gender responsive M&E report and the tools used to collect the data used in the report.)		
	Does the organization have guidelines, tools and methods in place for gender responsive M&E?		
C.II.3	Access to and production of knowledge documents and publications on gender	2	There is a research report /gender knowledge document that identified gender gaps but not yet published.
	Does the organization produce documents and publications on gender? (Does it collect, develop and make such knowledge documents accessible to others? How many did you publish in the previous year? Who provided the gender expertise for each? Can you explain briefly their content and share one or two copies?)		

Partnerships and advocacy			
Definition	The capacity to build coalitions, to influence government and external partners and to advocate for gender equality.		
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)	Women and Youth Affairs Office, Agricultural Offices, health office, Christian Children's Fund (CCF), Agricultural Growth Program (AGP). Together with the partner the organization identified gender gaps and shared responsibilities.
D.II.1	The capacity to advocate for gender equality in the value chain	1	There is no mechanism for gender advocacy but the organization is working with partnership.
	Does the organization advocate for gender equality? (Does the organization aim to influence governmental policies, or on regulatory frameworks at local, national levels with regard to gender equality in the value chain? Please explain briefly and provide documented evidence for such efforts. The organization can either take the lead or simply participate in a coalition. How effective is the organization?)		
	For (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?		
	For Research Partners: To what extent are gender research outcomes used by other partners to advocate for gender equality in the value chain? Give an example from the previous year.		
D.II.2	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	1	The Research Centre has no effective gender-related partners and cannot influence policies as there is no mechanism, to engage in the advocacy processes. It just produces and disseminate reports.
	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? Are partnerships with government used for influencing policies? Give an example from the previous year)		
	For (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships? (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? Give an example from the previous year)		
D.II.3	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	1	There is no gender-sensitive partnership with actors. It is not reliable.
	Is gender equality central to the partnerships that the organization maintains? (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?)		
	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))		
	Does the organization promote gender equality among its partners? (Give specific examples from the previous year)		

Partnerships and advocacy			
Definition	The capacity to build coalitions, to influence government and external partners and to advocate for gender equality.		
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)	Women and Youth Affairs Office, Agricultural Offices, health office, Christian Children's Fund (CCF), Agricultural Growth Program (AGP). Together with the partner the organization identified gender gaps and shared responsibilities.
D.II.1	The capacity to advocate for gender equality in the value chain	I	There is no mechanism for gender advocacy but the organization is working with partnership.
	Does the organization advocate for gender equality? (Does the organization aim to influence governmental policies, or on regulatory frameworks at local, national levels with regard to gender equality in the value chain? Please explain briefly and provide documented evidence for such efforts. The organization can either take the lead or simply participate in a coalition. How effective is the organization?)		
	For (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?		
	For Research Partners: To what extent are gender research outcomes used by other partners to advocate for gender equality in the value chain? Give an example from the previous year.		
D.II.2	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	I	The Research Centre has no effective gender-related partners and cannot influence policies as there is no mechanism, to engage in the advocacy processes. It just produce and disseminate reports.
	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? Are partnerships with government used for influencing policies? Give an example from the previous year		
	For (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships? (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? Give an example from the previous year		
D.II.3	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	I	There is no gender-sensitive partnership with actors. It is not reliable.
	Is gender equality central to the partnerships that the organization maintains? (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?)		
	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))		
	Does the organization promote gender equality among its partners? (Give specific examples from the previous year)		

Leadership and transformation			
Definition	Leadership and commitment to gender equality and the transformation of gender (power) relations.		
FGD	Gender transformative approaches explicitly aim to change gender norms and relations in order to promote gender equality. Does the organization have any experience with gender accommodating or gender transformative approaches? Does it seek to challenge gender power relations and is it committed to gender equality? Is it taking leadership in transforming gender relations? Give examples.	Current score (1–5)	The organizations have experiences in gender mainstreaming activities in the research but the transformative approach is not tried at all. The organization is also not in position to challenge power relation in its activities.
E.II.1	Organization's proven commitment to gender equality and transforming gender power relations	I	There is no such specific commitment
	Is the organization's leadership/management committed to gender equality and the transformation of power relations? (Give two specific examples of clear and explicit commitment, such as actions taken, public statements, allocated resources)		
	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? )		
	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.)		
E.II.2	Organization's vision towards gender equality and transforming gender power relations	I	Gender issue is not included in the vision of the organization.
	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?)		
E.II.3	The capacity to develop strategies that strengthen women's position and decision-making power	2	There is no such specific document but it appear as a part of research direction or theme.
	For Development Partners: To what extent does the organization develop and implement programs/projects on women's position (in the household, community, organizations, society) and decision-making power? (Give an example from the previous year)		
	For Research Partners: To what extent does the organization undertake research on women's decision-making power and their role in leadership positions? Give an example from the previous year.		
E.II.4	The capacity to sensitize communities on gender issues	3	There is capacity to sensitize community through community conversation on gender issues. When conditions allow, gender norms are challenged during community meetings and data collections. Yet, a lot have to be done.
	For Development Partners: Does the organization develop and implement interventions to sensitize women about their rights?		
	For Development Partners: Does the organization develop and implement interventions to sensitize communities on gender issues and gender norms? (What kind of interventions, e.g. training? With what effect? Are men engaged?)		
	For Research Partners: is research undertaken into community awareness of gender issues?		
E.II.5	The capacity to develop and experiment with gender transformative approaches	I	There is no such capacity yet in the organization.
	Does the organization understand the different gender responsive approaches (operating along the continuum from gender accommodating to gender transformative. Are the concepts known and understood?)		
	Does the organization experiment with different gender responsive approaches, in particular with transformative approaches? (Does the organization test out (new) approaches? Give specific examples from the previous year. Share and write down some transformative approaches.)		

Gender at the workplace			
Definition	The capacity to promote a gender responsive workplace with equal opportunities and benefits for women and men.		
EGD	<ul style="list-style-type: none"> <li>• Make sure that everyone understands organizational gender issues:</li> <li>• Gender balance within the organization</li> <li>• Affirmative action towards a better gender balance in the organization</li> <li>• Organizational norms and values</li> <li>• Gender-sensitive workplace (equal pay, equal opportunities to promotion and training, access to childcare, flexible work schedule, safe workplace, prohibition of discrimination, women friendly equipment and facilities, etc)</li> <li>• The adjustment of internal policies and procedures to make them more gender responsive</li> </ul> <p>Discussion: what are gender dynamics in the organization? What are the organization's gender-responsive practices and performances?</p>	Current score (1–5)	
F.II.1	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	3	The affirmative action could have been 5%. Still, women researchers are small.
	Does the organization understand internal gender dynamics and does it develop strategies to deal with these? (examples are the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance. Are affirmative actions necessary and to what extent? Are gender analysis tools and frameworks used? Which ones?)		
F.II.2	The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	4	There is effort to be flexible to maintain gender balance, E.g. Training opportunities for higher education to women.
	Does the organization implement actions towards a more gender responsive organization and provide equal opportunities and benefits for women and men (incl work family balance)? (Give specific examples of actions implemented in the previous years and with what results?)		
	Does the organization have policies and procedures in place to ensure gender equality in the workplace?		
F.II.3	Effectiveness in hiring women as staff members and to acquire gender balance	3	There are only 7 female researchers. Sometimes no competitive women for a particular job (researcher) or fail to pass screening exam.
	Is the organization balanced in terms of female and male staff representation at all levels?		
F.II.4	Presence of women in leadership (management) and balanced representation	4	When women compete for leadership (management), they are provided with 10 points as an affirmative action. Currently, there are about 40% of women are on management posts and the organization is planning to increase.
	Is the organization balanced in terms of female and male representation at management and middle management level? (What are the numbers of men and women at leadership positions?)		
	Does the organization have mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?		

## Bonga Agricultural Research Centre

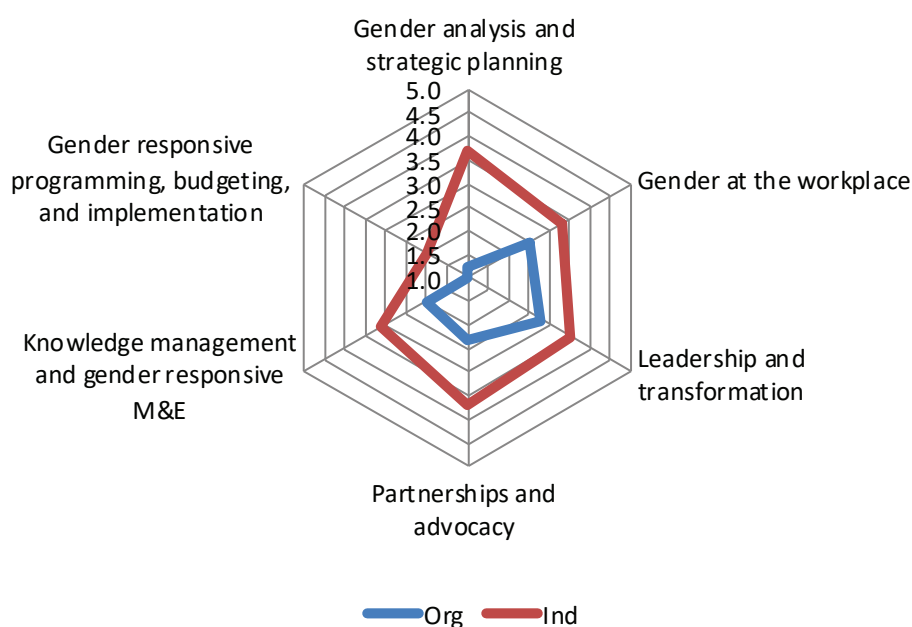
### Basic information

Name of the country: Ethiopia

Name of the organization: Bonga Agricultural Research Centre

Date of the assessment: 31/12/201

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	1.3	3.7
Gender responsive programming, budgeting and implementation	1.0	2.0
Knowledge management and gender responsive M&E	2.0	3.1
Partnerships and advocacy	2.3	3.7
Leadership and transformation	2.8	3.5
Gender at the workplace	2.5	3.3



Top 10 best developed parameters (or all with score 5)		Score
1	The capacity to sensitize communities on gender issues	4
2	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	4
3	The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	4
Least developed parameters (or all with score 1)		Score
1	The capacity to develop strategies to address gender dynamics in the value chain	1
2	The capacity to apply gender analysis tools and frameworks	1
3	Providing access to gender (analysis) training for staff	1
4	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	1

Top 10 best developed parameters (or all with score 5)		Score
5	The capacity to effectively link research and development	1
6	Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	1
7	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	1
8	Access to and production of knowledge documents and publications on gender	1
9	The capacity to develop and experiment with gender transformative approaches	1
10	Effectiveness in hiring women as staff members and to acquire gender balance	1

#### Narrative (summary of the assessment by the consultants)

The organization needs capacity development on developing strategies to address gender dynamics in the value chain; apply gender analysis tools and frameworks in research; provision of training for gender analysis training for male and female scientists so that they train the remaining staff; building capacity of the partners to implement gender responsive (research) programs to ensure that interventions benefit women and men equally; gender mainstreaming in the research process; access to gender document (policies, strategies, manuals and other publications) and to develop and experiment with gender transformative approaches.

Priority parameters to maintain or develop		Current score	Desired score
1	The capacity to develop strategies to address gender dynamics in the value chain	1	4
2	The capacity to apply gender analysis tools and frameworks	1	3
3	Providing access to gender (analysis) training for staff	1	3
4	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	1	3
5	The capacity to effectively link research and development	1	3
6	Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	1	3
7	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	1	3
8	Access to and production of knowledge documents and publications on gender	1	4
9	The capacity to develop and experiment with gender transformative approaches	1	3

#### Proposal for capacity development

Those parameters with lowest scores demand attention to promote gender responsive research. The capacity development of these parameters, given resources and expertise, is important.

#### Instructions

Fill in (in the grey cells) basic information on the organization, name of the interviewer, date and time of the interview and notes, e.g. anything specific that happened before or during the interview that may have influenced the assessment

Explain the scoring 1–5 and practice with one parameter

Do the assessment: For each core gender capacity, facilitate a discussion around what that capacity would mean for this particular organization. Use the definitions in the guide and the explanations given. After a short discussion on each gender capacity (e.g. A), several parameters (e.g. A.II.1) that are related to this capacity, are scored. For each parameter, one or more questions need to be asked. The main question that needs to be answered is the first one and more explanation or further questions are usually added and these are in between brackets (). Use these questions as a guide to get more qualitative information. While the parameters cannot change, the questions can be adapted to the local situation and understanding of the organization. The scoring is done by all present staff members together after consensus. Scores are entered at the level of parameter. Also, comments should be entered next to the parameter

Basic data		Scoring gender capacities
Country:	Name of the country: Ethiopia	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
Organization:	Name of the organization: Bonga Agricultural Research Centre	
Staff	1. Wondimageny Addisu, BARC researcher, male	
	2. Tesfaye Gafaro, BARC researcher, male	
	3. Ashanafi Abraham, BARC researcher, male	
	4. Asrat Arke, BARC researcher, male	
	5. Zelalem Abate, BARC researcher, male	
Interviewer	6. Muluken Zeleke, BARC researcher and centre director, male	
	7. Melaku Tarekegn, BARC HR manager, male	
Date	Date of the assessment: 31/12/201	
Time	Total hours of the assessment: 9:50	
Notes	Write down anything specific that happened before or during the interview that may have influenced the assessment	

Gender responsive programming, budgeting and implementation			
Definition	The capacity to apply gender analytical tools and frameworks and to conduct gender analysis that is relevant for the value chain context and to use gender analytical data to formulate new research and program activities		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools. Gender analysis explores and highlights the relationships of women and men in society and the inequalities in those relationships, by asking: who does what? Who has what? Who decides? How? Who gains? Who loses? Gender analytical tools are components of gender analytical methodologies or frameworks.</p> <p>Discussion: what are gender issues in the targeted value chain? (not more than 10 min)</p> <ul style="list-style-type: none"> <li>Gender division of labour and roles (productive, reproductive, community);</li> <li>Gender differences in access to markets and control resources, technologies, labour, power and the benefits of their work, including financial resources;</li> <li>Gender differences in decision-making and leadership;</li> <li>Nature and level of participation of men and women in livestock and fish value chains;</li> <li>Gender differences in educational level and technical knowledge</li> </ul> <p>Give some examples.</p> <p>Are these gender issues analysed by the organization?</p>	Current score (1–5)	

Gender analysis and strategic planning			
A.II.I	The capacity to analyse gender dynamics within the value chain	2	In CBBP, we try to take into account gender dynamism. It is not well organized.
	Does the organization analyse and understand gender dynamics within the value chain, e.g. gender roles and responsibilities, gendered access and control, differences in decision-making etc? (Based on the FGD, the consultant can guide the organization in assessing its capacities)		
	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?)		



Gender responsive programming, budgeting and implementation			
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	I	There is a program called AGP-II which is meant to address gender (30% of need to be women). There is only at SARI level. At the research centre level it is not well developed
	Does the organization use gender analysis to develop strategies to address gender dynamics in the value chain?		
	Are systems and procedures in place to ensure that information from analysis is used to guide strategic program development?		
A.II.3	The capacity to apply gender analysis tools and frameworks	I	There is no gender tool and framework at the research centre. It is usually used to compile data not analysed at all.
	Does the organization apply gender analytical frameworks and tools? (Which frameworks and tools are normally used?)		
	Are the gender analytical frameworks and tools that are used, relevant to the work and scope of the organization? Are they used to identify and address gender-based constraints and opportunities in the targeted value chains?		
	Does the organization make use of a toolkit or inventory of tools? (Which toolkit?)		
A.II.4	Providing access to gender (analysis) training for staff	I	There is no training provided this year internally and externally.
	Does the organization provide training for its staff on gender (analysis)? If not, does it enable or support staff to be trained externally?		

Gender responsive programming, budgeting and implementation			
Definition	The capacity and commitment to implement gender responsive programs, to mainstream gender throughout all operations and programs and allocate financial and human resources for it.		
FGD	<p>Gender responsive programming considers gender roles and relations and responds to these, either through gender accommodating or through gender transformative approaches.</p> <p>Discuss the kind of programs that this organization implements, are gender issues taken into consideration? Examples:</p> <ul style="list-style-type: none"> <li>gendered participation in livestock and fish value chains;</li> <li>gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations and breeds;</li> <li>women's access to markets and control over resources, technologies, labour, power and the benefits of their work;</li> <li>level and equity in animal source food consumption within poor households;</li> <li>Preferences of male and female producers for certain breeds; etc</li> </ul>	Current score (1–5)	There is no budget allocated for gender issues. The research centre addresses women, to some extent, groups to fatten small ruminant. There is no government budget in gender lens. There is no gender-based programming; the researchers less focusing on it.
B.II.1	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	I	There is no gender responsive gender research program in the organization.
	Does the organization develop and implement gender responsive (research) programs? (How many projects/programs implemented in the previous year have an explicit focus on gender? What kind of programs (examples))		
	Do women and men participate equally in activities? (Give examples)		
	Does the organization make sure women and men benefit equally from its interventions? (Interventions can be provision of services, inputs, training and technologies. How does the organization make sure women and men benefit equally from interventions?)		
	Does the organization have systems, procedures and incentives in place to ensure that all interventions are gender responsive? (Give specific examples of each that was used last year. Are proposals and reports checked on gender sensitivity? Who checks them?)		
	Do reports reflect implementation of gender responsive actions?		
B.II.2	The capacity to effectively link research and development	I	Not available at all.
	For Development Partners: Does the organization use the outcomes from research to develop or adjust gender responsive programs? (Which studies have been used? Are research outcomes from the LAF partners used? How relevant is research done in LAF program for the organization?)		



Gender responsive programming, budgeting and implementation			
B.II.2	For Research 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 the previous year. Do development actors and service providers request for specific gender responsive research?		
	For Research Partners: To what extent are research outcomes sufficiently translated into relevant and useful products for development actors and service providers? Give a specific example for the previous year.		
	For Research Partners: To what extent have you used feedback from development interventions to develop and undertake new gender responsive research? Give an example.		
B.II.3	Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	I	This is only available at SARI level.
	Has the organization developed a gender policy or strategy? (a gender policy is a statement/intention on gender equality. A gender strategy is a strategic roadmap, with clear indications on what needs to be done and how. Therefore, having a strategy is better than only a policy. Ask the organization to describe and/or share documentation)		
	Is the gender policy or strategy actually implemented? (Does everyone know and understand the gender policy?)		
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?		
	Do reports reflect implementation of gender responsive actions?		
	Are adequate financial and human resources available to implement the policy or strategy? (is there a special budget to undertake gender-related activities?)		
B.II.4	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	I	There is no gender focal person and responsible for it.
	How strong is the presence and mandate of dedicated gender staff, if available? (if no staff is responsible for gender, the capacity is not available (score 1). If the organization has dedicated gender staff (experts and/or focal points) in place, are they mandated to ensure gender is mainstreamed? Is the gender staff in a position to actually mainstream gender? Do they have clear responsibilities and time allocation? Are they gender experts, skilled for their responsibilities? Are they part of the staff or subcontracted for specific tasks?)		
	Are other staff members (also) responsible for integrating gender in their work (is their responsibility formalized, e.g. in their job descriptions? Is only the gender staff responsible for gender mainstreaming or is this responsibility shared with other staff and balanced?)		

Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyse sex-disaggregated data, to monitor, document and report on gender responsive programming, specific gender outputs and outcomes, ensuring wide outreach on gender responsive programming and its results.		
FGD	Make sure that everyone understands the definition of gender responsive M&E: Gender responsive monitoring and evaluation systems are central to learning and documenting the gender-related outcomes of interventions. They should track changes in: the material conditions and social positions of women and men participating in the chain; gender attitudes and practices of chain actors; and chain level performance, including women's and men's shares in chain employment and income across nodes. In order to carry out gender-sensitive monitoring, sex-disaggregated data (statistics disaggregated by sex or gender) within and beyond the household, is required and combined with the collection of indicators that capture gender-related changes. Discuss to what extent the organization uses sex-disaggregated data and how it is used for analysis and knowledge management.	Current score (1–5)	In the research process there is usually sex-disaggregated but it is not well developed. Reports are also produced accordingly. In dairy, apiculture, small ruminant, poultry, etc. women are key participants. E.g. CBBP
C.II.1	The capacity to collect, interpret and report on sex-disaggregated data	3	Some initiatives but further development is required.
	Does the organization collect sex-disaggregated data?		
	Does the organization have mechanisms in place to ensure that all data collected is sex-disaggregated? (What are they?)		
	(To what extent) is sex-disaggregated data not only collected, but also interpreted/analysed and reported on? (How many projects reported this in the previous year? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in the previous year? What analysis was conducted on the data? By whom (qualification?)		

Knowledge management and gender responsive M&E			
C.II.2	Existence and quality of a gender responsive M&E system and ability to use it	2	The data are usually not responsive. It is just on the paper.
	Is the M&E system gender responsive? (Give a specific example or evidence)		
	Do reports include information on changes in gender norms and relations? (Please explain briefly and if available share a gender responsive M&E report and the tools used to collect the data used in the report.)		
	Does the organization have guidelines, tools and methods in place for gender responsive M&E?		
C.II.3	Access to and production of knowledge documents and publications on gender	1	There is no documentation and publication produced.
	Does the organization produce documents and publications on gender? (Does it collect, develop and make such knowledge documents accessible to others? How many did you publish in the previous year? Who provided the gender expertise for each? Can you explain briefly their content and share one or two copies?)		

Partnerships and advocacy			
Definition	The capacity to build coalitions, to influence government and external partners and to advocate for gender equality.		
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)	The partners of BARC include zonal WCYA (fattening and poultry to advocate), ICARDA, Zonal Sector offices, Bonga University, TVET, AGP-II (WB), EIAR ( Debre Zeit Agricultural Research Centre, MFI, etc. However, except ICARDA, AGP-II.
D.II.1	The capacity to advocate for gender equality in the value chain	3	E.g. fattening (small ruminants) and poultry working with zonal WCYA office, ICARDA
	Does the organization advocate for gender equality? (Does the organization aim to influence governmental policies, or on regulatory frameworks at local, national levels with regard to gender equality in the value chain? Please explain briefly and provide documented evidence for such efforts. The organization can either take the lead or simply participate in a coalition. How effective is the organization?)		
	For (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?		
	For Research Partners: To what extent are gender research outcomes used by other partners to advocate for gender equality in the value chain? Give an example from the previous year.		
D.II.2	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	2	There is effort to work with cooperative, producers and universities
	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? Are partnerships with government used for influencing policies? Give an example from the previous year		
	For (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships? (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? Give an example from the previous year		

Partnerships and advocacy				
	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	2	The organization is not working in gender-sensitive environment, e.g. Keffa Development Association (KDA), Ethiopian Red Cross Association.	
D.II.3	Is gender equality central to the partnerships that the organization maintains? (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?)			
	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))			
	Does the organization promote gender equality among its partners? (Give specific examples from the previous year)			
Leadership and transformation				
Definition	Leadership and commitment to gender equality and the transformation of gender (power) relations.			
FGD	Gender transformative approaches explicitly aim to change gender norms and relations in order to promote gender equality. Does the organization have any experience with gender accommodating or gender transformative approaches? Does it seek to challenge gender power relations and is it committed to gender equality? Is it taking leadership in transforming gender relations? Give examples.		Current score (1–5)	
E.II.1	Organization’s proven commitment to gender equality and transforming gender power relations	3	The behavior of the organization is not gender-sensitive. There is no woman in management committees. It is not due to the organization but due to the environment (remoteness, SARI policy of recruitment). But the organization is committed to ensure gender equality.	
	Is the organization’s leadership/management committed to gender equality and the transformation of power relations? (Give two specific examples of clear and explicit commitment, such as actions taken, public statements, allocated resources)			
	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? )			
E.II.2	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.)			
	Organization’s vision towards gender equality and transforming gender power relations	3	Gender issue is considered cross-cutting issue. There is a vision and mission statements in the organization but not implemented.	
	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?)			
E.II.3	The capacity to develop strategies that strengthen women’s position and decision-making power	3	There is research in CBBP in small ruminant fattening.	
	For Development Partners: To what extent does the organization develop and implement programs/projects on women’s position (in the household, community, organizations, society) and decision-making power? (Give an example from the previous year)			
	For Research Partners: To what extent does the organization undertake research on women’s decision-making power and their role in leadership positions? Give an example from the previous year.			

Leadership and transformation				
E.II.4	The capacity to sensitize communities on gender issues	4	Provides sensitization for community and other stakeholders. There are efforts underway.	
	For Development Partners: Does the organization develop and implement interventions to sensitize women about their rights?			
	For Development Partners: Does the organization develop and implement interventions to sensitize communities on gender issues and gender norms? (What kind of interventions, e.g. training? With what effect? Are men engaged?)			
	For Research Partners: is research undertaken into community awareness of gender issues?			
E.II.5	The capacity to develop and experiment with gender transformative approaches	1	There no such activities.	
	Does the organization understand the different gender responsive approaches (operating along the continuum from gender accommodating to gender transformative. Are the concepts known and understood?)			
	Does the organization experiment with different gender responsive approaches, in particular with transformative approaches? (Does the organization test out (new) approaches? Give specific examples from the previous year. Share and write down some transformative approaches.)			
Gender at the workplace				
Definition	The capacity to promote a gender responsive workplace with equal opportunities and benefits for women and men.			
FGD	Make sure that everyone understands organizational gender issues: <ul style="list-style-type: none"><li>Gender balance within the organization</li><li>Affirmative action towards a better gender balance in the organization</li><li>Organizational norms and values</li><li>Gender-sensitive workplace (equal pay, equal opportunities to promotion and training, access to childcare, flexible work schedule, safe workplace, prohibition of discrimination, women friendly equipment and facilities, etc)</li><li>The adjustment of internal policies and procedures to make them more gender responsive</li></ul> Discussion: what are gender dynamics in the organization? What are the organization's gender-responsive practices and performances?		Current score (1–5)	
F.II.1	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	4	Yes, women are employed in the field work as wage labour; there are affirmative action according to civil service law towards gender balance. But there not defined gender an analysis tools and frameworks.	
	Does the organization understand internal gender dynamics and does it develop strategies to deal with these? (examples are the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance. Are affirmative actions necessary and to what extent? Are gender analysis tools and frameworks used? Which ones?)			
F.II.2	The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	4	There is effort to be flexible to maintain gender balance, for recruitment, flexible workplace and time.	
	Does the organization implement actions towards a more gender responsive organization and provide equal opportunities and benefits for women and men (incl work family balance)? (Give specific examples of actions implemented in the previous years and with what results?)			
	Does the organization have policies and procedures in place to ensure gender equality in the workplace?			

Gender at the workplace			
F.II.3	Effectiveness in hiring women as staff members and to acquire gender balance	I	It is male dominated only 2 researchers
	Is the organization balanced in terms of female and male representation at all levels?		
F.II.4	Presence of women in leadership (management) and balanced representation	I	No leadership at the organization.
	Is the organization balanced in terms of female and male representation at management and middle management level? (What are the numbers of men and women at leadership positions?)		
	Does the organization have mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?		

## Sekota Dryland Agricultural Research Centre

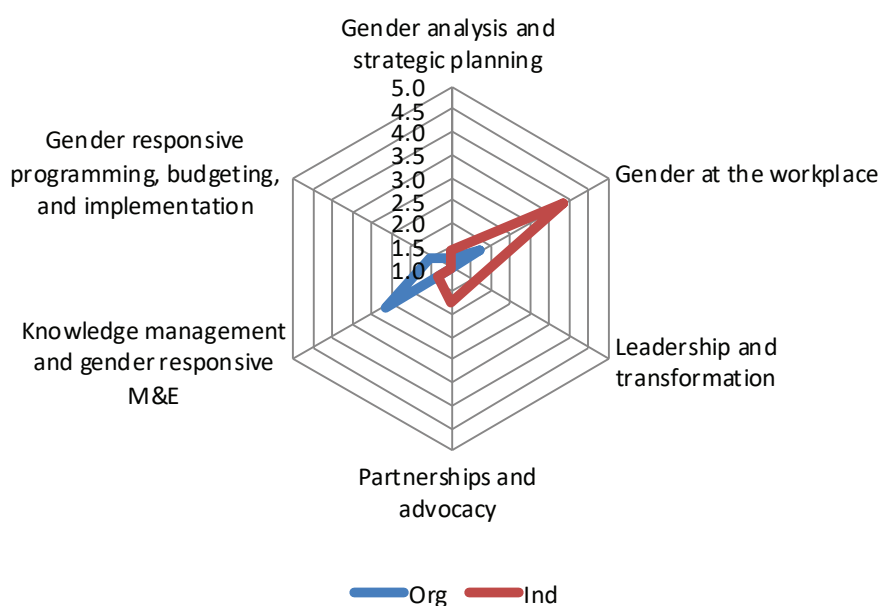
### Basic information

Name of the country: Ethiopia

Name of the organization: Sekota Dryland Agricultural Research Centre

Date of the assessment: 25/01/2020

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	1.3	1.4
Gender responsive programming, budgeting and implementation	1.5	1.0
Knowledge management and gender responsive M&E	2.7	1.3
Partnerships and advocacy	1.0	1.8
Leadership and transformation	1.0	1.6
Gender at the workplace	1.8	3.8



Top 10 best developed parameters (or all with score 5)		Score
1	Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	3
2	The capacity to collect, interpret and report on sex-disaggregated data	3
3	Access to and production of knowledge documents and publications on gender	3
Least developed parameters (or all with score 1)		Score
1	The capacity to analyse gender dynamics within the value chain	1
2	The capacity to apply gender analysis tools and frameworks	1
3	Providing access to gender (analysis) training for staff	1
4	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	1
5	The capacity to effectively link research and development	1
6	The capacity to advocate for gender equality in the value chain	1
7	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	1
8	The capacity to develop strategies that strengthen women's position and decision-making power	1
9	The capacity to sensitize communities on gender issues	1
10	The capacity to develop and experiment with gender transformative approaches	1

#### Narrative (summary of the assessment by the consultants)

The research partner has no capacity and there is only anecdotal evidence of their capacity (all parameters with low score are important to analyse gender dynamics within the value chain) to apply gender analysis tools and frameworks; provide access to gender (analysis) training for staff; to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally; to effectively link research and development; to advocate for gender equality in the value chain; to develop and maintain effective partnerships with the government and influence policies to be gender equitable; to develop strategies that strengthen women's position and decision-making power and to develop and experiment with gender transformative approaches.

Priority parameters to maintain or develop		Current score	Desired score
1	The capacity to analyse gender dynamics within the value chain	1	4
2	The capacity to apply gender analysis tools and frameworks	1	4
3	Providing access to gender (analysis) training for staff	1	4
4	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	1	4
5	The capacity to effectively link research and development	1	4
6	The capacity to advocate for gender equality in the value chain	1	3
7	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	1	3
8	The capacity to develop strategies that strengthen women's position and decision-making power	1	3
9	The capacity to sensitize communities on gender issues	1	4
10	The capacity to develop and experiment with gender transformative approaches	1	3

## Proposal for capacity development

The research partner demanding the capacity development on the above parameters, which are under different core capacities.

Basic data		Scoring gender capacities
Country:	Ethiopia	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
Organization:	Sekota Dryland Agricultural Research Centre	
Staff	<ul style="list-style-type: none"> <li>Adane Wubet, SDRAC research assistant-II, male</li> <li>Girma Nigussie, SDRAC associate researcher, male</li> <li>Birhan Abebe, SDRAC human resource expert, male</li> <li>Yeshwas Walle, SDRAC assistant researcher/ small ruminant breeding, male</li> <li>Eshetu Alemu, SDRAC animal nutrition researcher Male</li> <li>Wubeshet Beshir, SDRAC associate researcher, male</li> </ul>	
Interviewer	Reta Hailu, Abiro Tigabie and Abdi Etafa	
Date	25/01/2020	
Time	9:30AM	
Notes	It was conducted on Saturday. It was weekend for the participants.	

## Gender analysis and strategic planning

Definition	The capacity to apply gender analytical tools and frameworks and to conduct gender analysis that is relevant for the value chain context and to use gender analytical data to formulate new research and program activities	
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools. Gender analysis explores and highlights the relationships of women and men in society and the inequalities in those relationships, by asking: who does what? Who has what? Who decides? How? Who gains? Who loses? Gender analytical tools are components of gender analytical methodologies or frameworks.</p> <p>Discussion: what are gender issues in the targeted value chain? (not more than 10 min)</p> <ul style="list-style-type: none"> <li>Gender division of labour and roles (productive, reproductive, community);</li> <li>Gender differences in access to markets and control resources, technologies, labour, power and the benefits of their work, including financial resources;</li> <li>Gender differences in decision-making and leadership;</li> <li>Nature and level of participation of men and women in livestock and fish value chains;</li> <li>Gender differences in educational level and technical knowledge</li> </ul> <p>Give some examples. Are these gender issues analysed by the organization?</p>	Current score (1–5)

A.II.1	The capacity to analyse gender dynamics within the value chain	I	Usually gender is considered as periphery. It just considered as involving women. The concept and idea of analysing dynamism in livestock value chain is limited. The researcher just carry out sex-disaggregated data collection and analysis. The researchers just take gender as cross cutting and do not know any analytical tool or framework. Sometimes, egg, the criteria of setting may exclude women as women do not have sufficient flock size. Similarly, resource poor women are usually excluded.
	Does the organization analyse and understand gender dynamics within the value chain, e.g. gender roles and responsibilities, gendered access and control, differences in decision-making etc? (Based on the FGD, the consultant can guide the organization in assessing its capacities)		
	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?)		



A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	2	There is research directorate to increase to 30%; there is couple training, training women, engaging in the field vest. But no well-developed in research strategies.
	Does the organization use gender analysis to develop strategies to address gender dynamics in the value chain?		
	Are systems and procedures in place to ensure that information from analysis is used to guide strategic program development?		
Gender analysis and strategic planning			
A.II.3	The capacity to apply gender analysis tools and frameworks	1	There are no tools and frameworks the researchers know and apply so far.
	Does the organization apply gender analytical frameworks and tools? (Which frameworks and tools are normally used?)		
	Are the gender analytical frameworks and tools that are used, relevant to the work and scope of the organization? Are they used to identify and address gender-based constraints and opportunities in the targeted value chains?		
	Does the organization make use of a toolkit or inventory of tools? (Which toolkit?)		
A.II.4	Providing access to gender (analysis) training for staff	1	There is no capacity to train and no training are provided yet.
	Does the organization provide training for its staff on gender (analysis)? If not, does it enable or support staff to be trained externally?		

Gender responsive programming, budgeting and implementation			
Definition	The capacity and commitment to implement gender responsive programs, to mainstream gender throughout all operations and programs and allocate financial and human resources for it.		
FGD	<p>Gender responsive programming considers gender roles and relations and responds to these, either through gender accommodating or through gender transformative approaches.</p> <p>Discuss the kind of programs that this organization implements, are gender issues taken into consideration? Examples:</p> <ul style="list-style-type: none"> <li>gendered participation in livestock and fish value chains;</li> <li>gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations and breeds;</li> <li>women's access to markets and control over resources, technologies, labour, power and the benefits of their work;</li> <li>level and equity in animal source food consumption within poor households;</li> <li>Preferences of male and female producers for certain breeds, etc.</li> </ul>	Current score (1–5)	There is a strategy in research strategies, there are about five women researcher in SDARC, There is no gender responsive proposal or program; there is no budget for it

B.II.1	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	I	It is not gender responsive
	Does the organization develop and implement gender responsive (research) programs? (How many projects/programs implemented in the previous year have an explicit focus on gender? What kind of programs (examples))		
	Do women and men participate equally in activities? (Give examples)		
	Does the organization make sure women and men benefit equally from its interventions? (Interventions can be provision of services, inputs, training and technologies. How does the organization make sure women and men benefit equally from interventions?)		
	Does the organization have systems, procedures and incentives in place to ensure that all interventions are gender responsive? (Give specific examples of each that was used last year. Are proposals and reports checked on gender sensitivity? Who checks them?)		
	Do reports reflect implementation of gender responsive actions?		



B.II.2	The capacity to effectively link research and development	1	There is no gender responsive technological outputs
	For Development Partners: Does the organization use the outcomes from research to develop or adjust gender responsive programs? (Which studies have been used? Are research outcomes from the LAF partners used? How relevant is research done in LAF program for the organization?)		
	For Research 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 the previous year. Do development actors and service providers request for specific gender responsive research?		
B.II.2	For Research Partners: To what extent are research outcomes sufficiently translated into relevant and useful products for development actors and service providers? Give a specific example for the previous year.		
	For Research Partners: To what extent have you used feedback from development interventions to develop and undertake new gender responsive research? Give an example.		
B.II.3	Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	3	There is no gender policy or strategies; reporting is also gender neutral.
	Has the organization developed a gender policy or strategy? (a gender policy is a statement/intention on gender equality. A gender strategy is a strategic roadmap, with clear indications on what needs to be done and how. Therefore, having a strategy is better than only a policy. Ask the organization to describe and/or share documentation)		
	Is the gender policy or strategy actually implemented? (Does everyone know and understand the gender policy?)		
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?		
	Do reports reflect implementation of gender responsive actions?		
	Are adequate financial and human resources available to implement the policy or strategy? (is there a special budget to undertake gender-related activities?)		
B.II.4	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	1	There is no gender focal person or expert but 5 BSc holder women researchers, 15 supportive women, 105 staff, but only 20 women. Only one woman in leadership post
	How strong is the presence and mandate of dedicated gender staff, if available? (if no staff is responsible for gender, the capacity is not available (score 1). If the organization has dedicated gender staff (experts and/or focal points) in place, are they mandated to ensure gender is mainstreamed? Is the gender staff in a position to actually mainstream gender? Do they have clear responsibilities and time allocation? Are they gender experts, skilled for their responsibilities? Are they part of the staff or subcontracted for specific tasks?)		
	Are other staff members (also) responsible for integrating gender in their work (is their responsibility formalized, e.g. in their job descriptions? Is only the gender staff responsible for gender mainstreaming or is this responsibility shared with other staff and balanced?)		

Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyse sex-disaggregated data, to monitor, document and report on gender responsive programming, specific gender outputs and outcomes, ensuring wide outreach on gender responsive programming and its results.		
FGD	Make sure that everyone understands the definition of gender responsive M&E: Gender responsive monitoring and evaluation systems are central to learning and documenting the gender-related outcomes of interventions. They should track changes in: the material conditions and social positions of women and men participating in the chain; gender attitudes and practices of chain actors; and chain level performance, including women's and men's shares in chain employment and income across nodes. In order to carry out gender-sensitive monitoring, sex-disaggregated data (statistics disaggregated by sex or gender) within and beyond the household, is required and combined with the collection of indicators that capture gender-related changes. Discuss to what extent the organization uses sex-disaggregated data and how it is used for analysis and knowledge management.	Current score (1–5)	The research centre usually carry out its activity in sex-disaggregated data collection, interpretation and reporting

C.II.1	The capacity to collect, interpret and report on sex-disaggregated data	3	It is carried out unintentionally.
	Does the organization collect sex-disaggregated data?		
	Does the organization have mechanisms in place to ensure that all data collected is sex-disaggregated? (What are they?)		
	(To what extent) is sex-disaggregated data not only collected, but also interpreted/analysed and reported on? (How many projects reported this in the previous year? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in the previous year? What analysis was conducted on the data? By whom (qualification)?)		
C.II.2	Existence and quality of a gender responsive M&E system and ability to use it	2	There is a system to carry out M&E [proposal receive, centre review, national review but it is not gender responsive or gender blind. Gender relationship is not changing,
Knowledge management and gender responsive M&E			
C.II.2	Is the M&E system gender responsive? (Give a specific example or evidence)		
	Do reports include information on changes in gender norms and relations? (Please explain briefly and if available share a gender responsive M&E report and the tools used to collect the data used in the report.)		
	Does the organization have guidelines, tools and methods in place for gender responsive M&E?		
C.II.3	Access to and production of knowledge documents and publications on gender	3	The documents are accessible from interest. In the process sex-disaggregated data are collected and analysed and sometimes published.
	Does the organization produce documents and publications on gender? (Does it collect, develop and make such knowledge documents accessible to others? How many did you publish in the previous year? Who provided the gender expertise for each? Can you explain briefly their content and share one or two copies?)		

Partnerships and advocacy			
Definition	The capacity to build coalitions, to influence government and external partners and to advocate for gender equality.		
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)	The partners of SDARC, Agricultural Offices, cooperative, AGP-II (WB), LDA office, NGOs (Helvetas, FHE, ORDA, AAH, SLSM, DAN-Church Aid, ICARDA) etc. All are not gender responsive or focused partnership. Helvetas is working on climate smart and other activities, it is gender-sensitive (home gardening, poultry), SDARC provides technical supports-training. There are no advocacy activities in the organizations. During field days, SDARC advocates that women should also part of field visits. However, there is limited advocacy activity or anecdotal.

D.II.1	The capacity to advocate for gender equality in the value chain	I	It is not advocating for gender neither researcher outputs in the value chain used by others.
	Does the organization advocate for gender equality? (Does the organization aim to influence governmental policies, or on regulatory frameworks at local, national levels with regard to gender equality in the value chain? Please explain briefly and provide documented evidence for such efforts. The organization can either take the lead or simply participate in a coalition. How effective is the organization?)		
	For (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?		
	For Research Partners: To what extent are gender research outcomes used by other partners to advocate for gender equality in the value chain? Give an example from the previous year.		
D.II.2	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	I	The development of partnership is there but not influencing gender equityability.
	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? Are partnerships with government used for influencing policies? Give an example from the previous year		
	For (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships? (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? Give an example from the previous year		
Partnerships and advocacy			
D.II.3	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	I	There is no capacity to develop and maintain effective partnerships.
	Is gender equality central to the partnerships that the organization maintains? (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?)		
	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))		
	Does the organization promote gender equality among its partners? (Give specific examples from the previous year)		

Leadership and transformation			
Definition	Leadership and commitment to gender equality and the transformation of gender (power) relations.		
FGD	Gender transformative approaches explicitly aim to change gender norms and relations in order to promote gender equality. Does the organization have any experience with gender accommodating or gender transformative approaches? Does it seek to challenge gender power relations and is it committed to gender equality? Is it taking leadership in transforming gender relations? Give examples.	Current score (1–5)	
E.II.1	Organization's proven commitment to gender equality and transforming gender power relations	I	It is not well developed. There is no such culture
	Is the organization's leadership/management committed to gender equality and the transformation of power relations? (Give two specific examples of clear and explicit commitment, such as actions taken, public statements, allocated resources)		
	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? )		
	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.)		

E.II.2	Organization's vision towards gender equality and transforming gender power relations	I	Not at all.
	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?)		
E.II.3	The capacity to develop strategies that strengthen women's position and decision-making power	I	There is no such specific strategies
	For Development Partners: To what extent does the organization develop and implement programs/projects on women's position (in the household, community, organizations, society) and decision-making power? (Give an example from the previous year)		
	For Research Partners: To what extent does the organization undertake research on women's decision-making power and their role in leadership positions? Give an example from the previous year.		
E.II.4	The capacity to sensitize communities on gender issues	I	Not at all.
	For Development Partners: Does the organization develop and implement interventions to sensitize women about their rights?		
	For Development Partners: Does the organization develop and implement interventions to sensitize communities on gender issues and gender norms? (What kind of interventions, e.g. training? With what effect? Are men engaged?)		
	For Research Partners: is research undertaken into community awareness of gender issues?		
E.II.5	The capacity to develop and experiment with gender transformative approaches	I	There is no such capacity yet in the organization.
	Does the organization understand the different gender responsive approaches (operating along the continuum from gender accommodating to gender transformative. Are the concepts known and understood?)		
	Does the organization experiment with different gender responsive approaches, in particular with transformative approaches? (Does the organization test out (new) approaches? Give specific examples from the previous year. Share and write down some transformative approaches.)		

Gender at the workplace			
Definition	The capacity to promote a gender responsive workplace with equal opportunities and benefits for women and men.		
FGD	Make sure that everyone understands organizational gender issues: <ul style="list-style-type: none"> <li>Gender balance within the organization</li> <li>Affirmative action towards a better gender balance in the organization</li> <li>Organizational norms and values</li> <li>Gender-sensitive workplace (equal pay, equal opportunities to promotion and training, access to childcare, flexible work schedule, safe workplace, prohibition of discrimination, women friendly equipment and facilities, etc.)</li> <li>The adjustment of internal policies and procedures to make them more gender responsive</li> </ul> Discussion: what are gender dynamics in the organization? What are the organization's gender-responsive practices and performances?	Current score (1–5)	
F.II.1	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	2	There are internal policies but not developed specific strategies developed. There is flexibility.
	Does the organization understand internal gender dynamics and does it develop strategies to deal with these? (examples are the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance. Are affirmative actions necessary and to what extent? Are gender analysis tools and frameworks used? Which ones?)		
F.II.2	The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	2	There is no adjustment due to contradiction with law.
	Does the organization implement actions towards a more gender responsive organization and provide equal opportunities and benefits for women and men (incl work family balance)? (Give specific examples of actions implemented in the previous years and with what results?)		
	Does the organization have policies and procedures in place to ensure gender equality in the workplace?		

F.II.3	Effectiveness in hiring women as staff members and to acquire gender balance	1	There is only 5 women researcher [of 67]; 15 women [38 supportive staff]. There is no balance
	Is the organization balanced in terms of female and male representation at all levels?		
F.II.4	Presence of women in leadership (management) and balanced representation	2	2 women are on leadership post of 8 management posts.
	Is the organization balanced in terms of female and male representation at management and middle management level? (What are the numbers of men and women at leadership positions?)		
	Does the organization have mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?		

## Abergele Agricultural Research Centre

### Basic information

Ethiopia

Abergele Agricultural Research Centre

28/01/2020

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	2.8	2.1
Gender responsive programming, budgeting and implementation	2.5	2.3
Knowledge management and gender responsive M&E	2.7	2.8
Partnerships and advocacy	3.0	2.9
Leadership and transformation	2.8	2.6
Gender at the workplace	1.8	3.6

Top 10 best developed parameters (or all with score 5)			Score
1	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable		4
2	The capacity to collect, interpret and report on sex-disaggregated data		4
3	The capacity to analyse gender dynamics within the value chain		3
4	The capacity to sensitize communities on gender issues		3
5	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally		3
6	The capacity to develop strategies to address gender dynamics in the value chain		3
7	The capacity to develop strategies that strengthen women's position and decision-making power		3
8	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these		3
9	The capacity to advocate for gender equality in the value chain		3
10	Providing access to gender (analysis) training for staff		3

Least developed parameters (or all with score 1)			Score
1	The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive		1
2	Presence of women in leadership (management) and balanced representation		1
3	The capacity to apply gender analysis tools and frameworks		2
4	The capacity to effectively link research and development		2
5	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming		2
6	Existence and quality of a gender responsive M&E system and ability to use it		2

Least developed parameters (or all with score 1)		
7	Access to and production of knowledge documents and publications on gender	2
8	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	2
9	The capacity to develop and experiment with gender transformative approaches	2
10	Effectiveness in hiring women as staff members and to acquire gender balance	2

#### Narrative (summary of the assessment by the consultants)

The partner does not adjust internal policies to promote gender equality; and there are no women on leadership or management post. The partner has not applied gender analysis tools and frameworks because they have no knowledge or skills of these tools. The partner is not effective in linking research and development; M&E is sporadic and not gender responsive. There is weak access to and production of knowledge documents and publications on gender as well as ability to develop and experiment with gender transformative approaches.

Priority parameters to maintain or develop		Current score	Desired score
1	The capacity to apply gender analysis tools and frameworks	2	4
2	The capacity to effectively link research and development	2	4
3	Access to and production of knowledge documents and publications on gender	2	4
4	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	2	4
5	The capacity to develop and experiment with gender transformative approaches	2	4
6	Effectiveness in hiring women as staff members and to acquire gender balance	2	4
7	The capacity to analyse gender dynamics within the value chain	3	4
8	The capacity to develop strategies to address gender dynamics in the value chain	3	4
9	Providing access to gender (analysis) training for staff	3	4
10	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	3	4

#### Proposal for capacity development

The capacities of the partners on gender responsive and addressing gender inequality require the enhancement of all above mentioned priority areas.

Basic data		Scoring gender capacities
Country:	Ethiopia	1. Very low: No evidence or only anecdotal evidence of the gender capacity
Organization:	Name of the organization: Abergele Agricultural Research Centre	
Staff	<ul style="list-style-type: none"> <li>Guash Abay, AARC associate researcher – animal health, male</li> <li>Destu Tekle, AARC animal nutrition researcher-I, male</li> <li>Hintsu Meresa, AARC Associate Researcher Dryland Agronomy, male</li> <li>Gebre Brhane, AARC extension researcher, male</li> <li>Mebrahatom Hagazi, AARC animal breeding researcher, male</li> <li>Merese W/Silassie, AARC S&amp;W conservation researcher, male</li> <li>G/Tinsae Mezgebe, AARC researcher, animal breeding and CBBP focal person, male</li> <li>G/Silassie Hiluf, AARC finance and administration team leader, male</li> </ul>	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
Interviewer	Reta Hailu, Abiro Tigabie and Abdi Etefa	5. Very high: Gender capacity exists and is fully developed and integrated into the organization – no more capacity development needed
Date	28/01/2020	
Time	3 hours 15 minutes	
Notes	N/A	

Gender analysis and strategic planning			
Definition	The capacity to apply gender analytical tools and frameworks and to conduct gender analysis that is relevant for the value chain context and to use gender analytical data to formulate new research and program activities		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools. Gender analysis explores and highlights the relationships of women and men in society and the inequalities in those relationships, by asking: who does what? Who has what? Who decides? How? Who gains? Who loses? Gender analytical tools are components of gender analytical methodologies or frameworks.</p> <p>Discussion: what are gender issues in the targeted value chain? (not more than 10 min)</p> <ul style="list-style-type: none"> <li>Gender division of labour and roles (productive, reproductive, community);</li> <li>Gender differences in access to markets and control resources, technologies, labour, power and the benefits of their work, including financial resources;</li> <li>Gender differences in decision-making and leadership;</li> <li>Nature and level of participation of men and women in livestock and fish value chains;</li> <li>Gender differences in educational level and technical knowledge</li> </ul> <p>Give some examples.</p> <p>Are these gender issues analysed by the organization?</p>	Current score (1–5)	Women are mainly busy with reproductive activities; the role of women is also immense in productive work but productive activities of women are not counted. In terms of power relationship, both men and women have more or less equal power. Both sexes can participate in activities such as fieldwork, marketing, etc. but male sale livestock and women can sell by products.

A.II.1	The capacity to analyse gender dynamics within the value chain	3	We developed a proposal to conduct gender analysis in the region; we engaged women in data collection women groups, youth and men in focus groups discussion. About 70 to 100 participants are women. This created gaps. There is capacity to understand
	Does the organization analyse and understand gender dynamics within the value chain, e.g. gender roles and responsibilities, gendered access and control, differences in decision-making etc? (Based on the FGD, the consultant can guide the organization in assessing its capacities)		
	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?)		
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	3	In CBBP the flock size for men is 10 and 5 for women. Gender responsive proposal has given priority. Women participate in the fish value chain (Takaze) in processing for exempling drying and reseat runt. The training was provided on processing of fishing (for both men and women). Attempts were also made to link to local health extension. Fish catching is mainly dominated by men. We also promoting gender equality in the values chain.
	Does the organization use gender analysis to develop strategies to address gender dynamics in the value chain?		
	Are systems and procedures in place to ensure that information from analysis is used to guide strategic program development?		
A.II.3	The capacity to apply gender analysis tools and frameworks	2	There is no standardized tool/framework but it is considered as socio-economic variable.
	Does the organization apply gender analytical frameworks and tools? (Which frameworks and tools are normally used?)		
	Are the gender analytical frameworks and tools that are used, relevant to the work and scope of the organization? Are they used to identify and address gender-based constraints and opportunities in the targeted value chains?		
	Does the organization make use of a toolkit or inventory of tools? (Which toolkit?)		
A.II.4	Providing access to gender (analysis) training for staff	3	There were 3 trainees on for four days on gender responsive research. The centre has also a plan to train its staff members
	Does the organization provide training for its staff on gender (analysis)? If not, does it enable or support staff to be trained externally?		



Gender responsive programming, budgeting and implementation			
Definition	The capacity and commitment to implement gender responsive programs, to mainstream gender throughout all operations and programs and allocate financial and human resources for it.		
FGD	<p>Gender responsive programming considers gender roles and relations and responds to these, either through gender accommodating or through gender transformative approaches.</p> <p>Discuss the kind of programs that this organization implements, are gender issues taken into consideration? Examples:</p> <ul style="list-style-type: none"> <li>gendered participation in livestock and fish value chains;</li> <li>gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations and breeds;</li> <li>women's access to markets and control over resources, technologies, labour, power and the benefits of their work;</li> <li>level and equity in animal source food consumption within poor households;</li> </ul> <p>Preferences of male and female producers for certain breeds, etc.</p>	Current score (1–5)	There is no problem of programming gender but the budget is usually pooled. The proposals developed also not gender responsive. It is gender neutral. The aspects are usually given to socio-economic research. As a result, gender specific research is not undertaken. There is no adequate human resource as well as financial resources. There is personal commitment but organizational commitment in terms of human and financial allocation. Example MoFED budgeting guideline allows allocating at least 2% to gender equality. The research proposal on feeding, animal health, use of technologies, breeds, marketing, etc. The implementation of gender responsive is generally lacking.

B.II.1	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	3	There is an attempt but ensuring equality in short term is lacking. This is partially developed.
	Does the organization develop and implement gender responsive (research) programs? (How many projects/programs implemented in the previous year have an explicit focus on gender? What kind of programs (examples))		
	Do women and men participate equally in activities? (Give examples)		
	Does the organization make sure women and men benefit equally from its interventions? (Interventions can be provision of services, inputs, training and technologies. How does the organization make sure women and men benefit equally from interventions?)		
	Does the organization have systems, procedures and incentives in place to ensure that all interventions are gender responsive? (Give specific examples of each that was used last year. Are proposals and reports checked on gender sensitivity? Who checks them?)		
	Do reports reflect implementation of gender responsive actions?		
B.II.2	The capacity to effectively link research and development	2	There is huge gap. The rate of adoption is low as research infrastructure is not developed. Due to this problem, technology transfer guideline is developed. For example, crossbred was linked but not effectively used by the community.
	For Development Partners: Does the organization use the outcomes from research to develop or adjust gender responsive programs? (Which studies have been used? Are research outcomes from the LAF partners used? How relevant is research done in LAF program for the organization?)		
	For Research 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 the previous year. Do development actors and service providers request for specific gender responsive research?		
	For Research Partners: To what extent are research outcomes sufficiently translated into relevant and useful products for development actors and service providers? Give a specific example for the previous year.		
	For Research Partners: To what extent have you used feedback from development interventions to develop and undertake new gender responsive research? Give an example.		



B.II.2	Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	3	Gender is just a cross cutting issue of the organization but not programmatically developed, AGP-II focuses on gender mainstreaming
	Has the organization developed a gender policy or strategy? (a gender policy is a statement/intention on gender equality. A gender strategy is a strategic roadmap, with clear indications on what needs to be done and how. Therefore, having a strategy is better than only a policy. Ask the organization to describe and/or share documentation)		
	Is the gender policy or strategy actually implemented? (Does everyone know and understand the gender policy?)		
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?		
	Do reports reflect implementation of gender responsive actions?		
	Are adequate financial and human resources available to implement the policy or strategy? (is there a special budget to undertake gender-related activities?)		
B.II.4	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	2	2 women/28 men researchers; no focal person dedicated to gender issues
	How strong is the presence and mandate of dedicated gender staff, if available? (if no staff is responsible for gender, the capacity is not available (score 1). If the organization has dedicated gender staff (experts and/or focal points) in place, are they mandated to ensure gender is mainstreamed? Is the gender staff in a position to actually mainstream gender? Do they have clear responsibilities and time allocation? Are they gender experts, skilled for their responsibilities? Are they part of the staff or subcontracted for specific tasks?)		
	Are other staff members (also) responsible for integrating gender in their work (is their responsibility formalized, e.g. in their job descriptions? Is only the gender staff responsible for gender mainstreaming or is this responsibility shared with other staff and balanced?)		

Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyse sex-disaggregated data, to monitor, document and report on gender responsive programming, specific gender outputs and outcomes, ensuring wide outreach on gender responsive programming and its results.		
FGD	Make sure that everyone understands the definition of gender responsive M&E: Gender responsive monitoring and evaluation systems are central to learning and documenting the gender-related outcomes of interventions. They should track changes in: the material conditions and social positions of women and men participating in the chain; gender attitudes and practices of chain actors; and chain level performance, including women's and men's shares in chain employment and income across nodes. In order to carry out gender-sensitive monitoring, sex-disaggregated data (statistics disaggregated by sex or gender) within and beyond the household, is required and combined with the collection of indicators that capture gender-related changes. Discuss to what extent the organization uses sex-disaggregated data and how it is used for analysis and knowledge management.	Current score (1–5)	Mostly data are collected sex-disaggregated data collection, analysis and reporting. There is also monitoring programs in planning, implementation, demonstration and evaluation. However, there is no properly developed M&E.
C.II.1	The capacity to collect, interpret and report on sex-disaggregated data	4	The data is mostly collected and analysed are sex-disaggregated. But there is no interpretation.
	Does the organization collect sex-disaggregated data?		
	Does the organization have mechanisms in place to ensure that all data collected is sex-disaggregated? (What are they?)		
	(To what extent) is sex-disaggregated data not only collected, but also interpreted/analysed and reported on? (How many projects reported this in the previous year? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in the previous year? What analysis was conducted on the data? By whom (qualification)?)		

C.II.2	Existence and quality of a gender responsive M&E system and ability to use it	2	There is checklist but it is not gender responsive. The quality is poor and it may not be used. The system promote 20% women engagement
	Is the M&E system gender responsive? (Give a specific example or evidence)		
	Do reports include information on changes in gender norms and relations? (Please explain briefly and if available share a gender responsive M&E report and the tools used to collect the data used in the report.)		
	Does the organization have guidelines, tools and methods in place for gender responsive M&E?		
C.II.3	Access to and production of knowledge documents and publications on gender	2	The documents can be accessed; no limitation. Some researchers are trying to produce gender-related knowledge documents.
	Does the organization produce documents and publications on gender? (Does it collect, develop and make such knowledge documents accessible to others? How many did you publish in the previous year? Who provided the gender expertise for each? Can you explain briefly their content and share one or two copies?)		

Partnerships and advocacy			
Definition	The capacity to build coalitions, to influence government and external partners and to advocate for gender equality.		
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)	The Centre is working with partners such as ICARDA (milk-for women and meat), Government, AGP-II, ILRI, Integrated Striga Control-II, ICRSAT, Irish Aid (ORTDP). Of which AGP-II and Irish Aid are working on Gender issue. These organizations are promoting gender equality.
D.II.1	The capacity to advocate for gender equality in the value chain	3	The capacity to influence government policy is weak. For example, income access from goat milk for women.
	Does the organization advocate for gender equality? (Does the organization aim to influence governmental policies, or on regulatory frameworks at local, national levels with regard to gender equality in the value chain? Please explain briefly and provide documented evidence for such efforts. The organization can either take the lead or simply participate in a coalition. How effective is the organization?)		
	For (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?		
	For Research Partners: To what extent are gender research outcomes used by other partners to advocate for gender equality in the value chain? Give an example from the previous year.		
D.II.2	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	4	There is capacity development to some extent or willing to work with partners. Example, fishing in Takaze river has changed fishing season (Fishing Policy in the Takaze River). We are also influencing processing of goat milk to benefit women and the government allocated land for it. The same is true to beekeeping to consider the demand of people to form cooperatives in an area at specific community level influencing regional cooperatives policy
	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? Are partnerships with government used for influencing policies? Give an example from the previous year		
	For (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships? (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? Give an example from the previous year		

D.II.3	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	2	The AARC has developed partnership with cooperatives, office of agriculture (government) but there is problem of creating external partnership due to capacity limitation. There is no problem of maintaining partnership
	Is gender equality central to the partnerships that the organization maintains? (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?)		
	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))		
	Does the organization promote gender equality among its partners? (Give specific examples from the previous year)		

Leadership and transformation			
Definition	Leadership and commitment to gender equality and the transformation of gender (power) relations.		
FGD	Gender transformative approaches explicitly aim to change gender norms and relations in order to promote gender equality. Does the organization have any experience with gender accommodating or gender transformative approaches? Does it seek to challenge gender power relations and is it committed to gender equality? Is it taking leadership in transforming gender relations? Give examples.	Current score (1–5)	There is affirmative actions and different minimum requirement for men and women. In the vacancy there is statement on women are encouraged. Women are not willing to work in remote area.
E.II.1	Organization's proven commitment to gender equality and transforming gender power relations	3	There is commitment but more and more has to be done. Women have given priority to choose location. The attitude of the staff towards women is positive but still there are only few women researcher.
	Is the organization's leadership/management committed to gender equality and the transformation of power relations? (Give two specific examples of clear and explicit commitment, such as actions taken, public statements, allocated resources)		
	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? )		
	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.)		
E.II.2	Organization's vision towards gender equality and transforming gender power relations	3	It is included in the vision of the organization but not explicitly aimed to gender equality
	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?)		
E.II.3	The capacity to develop strategies that strengthen women's position and decision-making power	3	Women and men participated in training, breed selection, voting women, etc. to strengthen power relations.
	For Development Partners: To what extent does the organization develop and implement programs/projects on women's position (in the household, community, organizations, society) and decision-making power? (Give an example from the previous year)		
	For Research Partners: To what extent does the organization undertake research on women's decision-making power and their role in leadership positions? Give an example from the previous year.		
E.II.4	The capacity to sensitize communities on gender issues	3	We sensitize gender equality in community sensitize gender equality to participate and engage them (during training).
	For Development Partners: Does the organization develop and implement interventions to sensitize women about their rights?		
	For Development Partners: Does the organization develop and implement interventions to sensitize communities on gender issues and gender norms? (What kind of interventions, e.g. training? With what effect? Are men engaged?)		
	For Research Partners: is research undertaken into community awareness of gender issues?		

E.II.5	The capacity to develop and experiment with gender transformative approaches	2	There is efforts so far in terms of gender division of labour in the household and to see difference
	Does the organization understand the different gender responsive approaches (operating along the continuum from gender accommodating to gender transformative. Are the concepts known and understood?)		
	Does the organization experiment with different gender responsive approaches, in particular with transformative approaches? (Does the organization test out (new) approaches? Give specific examples from the previous year. Share and write down some transformative approaches.)		

Gender at the workplace			
Definition	The capacity to promote a gender responsive workplace with equal opportunities and benefits for women and men.		
FGD	<p>Make sure that everyone understands organizational gender issues:</p> <ul style="list-style-type: none"> <li>Gender balance within the organization</li> <li>Affirmative action towards a better gender balance in the organization</li> <li>Organizational norms and values</li> <li>Gender-sensitive workplace (equal pay, equal opportunities to promotion and training, access to childcare, flexible work schedule, safe workplace, prohibition of discrimination, women friendly equipment and facilities, etc)</li> <li>The adjustment of internal policies and procedures to make them more gender responsive</li> </ul> <p>Discussion: what are gender dynamics in the organization? What are the organization's gender-responsive practices and performances?</p>	Current score (1-5)	There is no discrimination in workplace. Equal pay and safe workplace, there is equal opportunities; women have affirmative action.
F.II.1	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	3	There is no analysis but the organization follows civil service policies.
	Does the organization understand internal gender dynamics and does it develop strategies to deal with these? (examples are the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance. Are affirmative actions necessary and to what extent? Are gender analysis tools and frameworks used? Which ones?)		
F.II.2	The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	1	The internal policy is not flexible due to the existing law
	Does the organization implement actions towards a more gender responsive organization and provide equal opportunities and benefits for women and men (incl work family balance)? (Give specific examples of actions implemented in the previous years and with what results?)		
	Does the organization have policies and procedures in place to ensure gender equality in the workplace?		
F.II.3	Effectiveness in hiring women as staff members and to acquire gender balance	2	There are 2 women out of 28 men. 13 supportive (5 are women)
	Is the organization balanced in terms of female and male representation at all levels?		
F.II.4	Presence of women in leadership (management) and balanced representation	1	There is women in leadership or management committee.
	Is the organization balanced in terms of female and male representation at management and middle management level? (What are the numbers of men and women at leadership positions?)		
	Does the organization have mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?		

## Menz Gera Midir Woreda

Basic information
Ethiopia
Menz Gera Midir Woreda
25/12/2019

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	3.0	2.4
Gender responsive programming, budgeting and implementation	1.8	3.5
Knowledge management and gender responsive M&E	3.0	2.1
Partnerships and advocacy	1.0	2.4
Leadership and transformation	2.4	2.5
Gender at the workplace	2.3	3.0

Top 10 best developed parameters (or all with score 5)	Score
1 Effectiveness in hiring women as staff members and to acquire gender balance	3
2 Existence and quality of a gender responsive M&E system and ability to use it	3
3 Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	3
4 Organization's proven commitment to gender equality and transforming gender power relations	3
5 The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	3
6 The capacity to analyse gender dynamics within the value chain	3
7 The capacity to apply gender analysis tools and frameworks	4
8 The capacity to collect, interpret and report on sex-disaggregated data	5
9 The capacity to develop strategies to address gender dynamics in the value chain	4
10 The capacity to sensitize communities on gender issues	3

Least developed parameters (or all with score 1)	Score
1 Providing access to gender (analysis) training for staff	1
2 The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	1
3 The capacity to effectively link research and development	1
4 The capacity to advocate for gender equality in the value chain	1
5 The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	1
6 The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	1
7 The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	1
8 Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	2
9 Access to and production of knowledge documents and publications on gender	2
10 The capacity to sensitize communities on gender issues	3

## Narrative (summary of the assessment by the consultant)

The organization has no capacity to train staff on gender analysis and develop and maintain effective partnership and advocacy. It has not assigned a focal person responsible for gender mainstreaming; has limited ability to produce and access knowledge documents and envisioning of gender equality in the organization has not been done. As a result, the staff have no capacity to implement gender responsive programs or activities.

Priority parameters to maintain or develop	Current score	Desired score
1 Providing access to gender (analysis) training for staff	1	3
2 The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	1	3
3 The capacity to advocate for gender equality in the value chain	1	
4 The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	1	3
5 The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	1	3
6 The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	1	3
7 Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	2	4
8 Access to and production of knowledge documents and publications on gender	2	4
9 Organization's vision towards gender equality and transforming gender power relations	2	4
10 The capacity to sensitize communities on gender issues	3	4

## Proposal for capacity development

Capacity development is required on parameters that showed lowest scores. These include training staff on gender analysis, developing and maintaining effective partnerships and advocacy; training on gender mainstreaming; producing and disseminating knowledge documents; training on gender transformative approaches; and training on community conversation methods to sensitize communities on gender issues.

Basic data		Scoring gender capacities
Country:	Ethiopia	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
Organization:	Menz Gera Midir Woreda	
Staff	1) Genent Wubedtu, Menz Gera Midir, Women, Children and Youth Affairs Office, gender mainstreaming M&E Officer, female 2) Yisfa Belete, cooperative expert, Cooperative Development Offices, male 3) Abere Belete, animal resource development expert, Woreda Livestock Development Agency, male 4) Dejene Legesse, Agricultural Extension Department team leader, Woreda Office of Agriculture, male 5) Senait Nigusie, marketing team leader Trade and Industry Office, female 6) Abraham Shankute, Agricultural Office head, Woreda Agricultural Office, male	
Interviewer	Reta Hailu and Abiro Tigabie	
Date	25/12/2019	
Time	3 Hours and 10 minutes	
Notes	The FGDs were appointed at 8:30AM. However, the discussants were arrived lately.	



Gender analysis and strategic planning			
Definition	The capacity to apply gender analytical tools and frameworks and to conduct gender analysis that is relevant for the value chain context and to use gender analytical data to formulate new research and program activities		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools. Gender analysis explores and highlights the relationships of women and men in society and the inequalities in those relationships, by asking: who does what? Who has what? Who decides? How? Who gains? Who loses? Gender analytical tools are components of gender analytical methodologies or frameworks.</p> <p>Discussion: what are gender issues in the targeted value chain? (not more than 10 min)</p> <ul style="list-style-type: none"> <li>• Gender division of labour and roles (productive, reproductive, community)</li> <li>• Gender differences in access to markets and control resources, technologies, labour, power and the benefits of their work, including financial resources;</li> <li>• Gender differences in decision-making and leadership;</li> <li>• Nature and level of participation of men and women in livestock and fish value chains;</li> <li>• Gender differences in educational level and technical knowledge</li> </ul> <p>Give some examples.</p> <p>Are these gender issues analysed by the organization?</p>	Current score (1–5)	<p>The focus group discussants were pulled from Six Sector Offices in the Woreda to assess the gender capacity in the Woreda. The offices are: Agricultural Office, agricultural extension; Women, Children and Youth Affairs Office, Livestock Development Agency; Cooperative Development Agency; and Trade and Industry Office.</p> <p>The roles of women in agricultural activities are generally high in the woreda. However, in terms of cash management from agricultural outputs, it is dominated by men. Addition women are responsible for most of reproductive child bearing and caring and household chores including small ruminant management. There are responsible for community management activities: wedding, funeral, edir (local savings), etc., which is very important aspects to maintain the society. Usually, these roles are not taken into consideration by the household members as well as the community. In small ruminant value chains, most routine activities are carried out by women while men undertake laborious works such as keeping overnight and marketing.</p> <p>Women are not involved in decision-making of households, though, they, may be consulted sometimes. Financial resources and key household assets such as livestock are controlled by men. Women may access and control over animal byproducts such as eggs, milk and foods. Women cannot sell livestock and access to income from the sale. The social norms, values and culture play key role in maintaining gender division of labour as well as resources access and control.</p> <p>The Woreda WCYA has implemented a monitoring tool called leveling tool to monitor how the sector offices are conducting gender analysing and integrate to their plans, implement and report. It is a tool to monitor the extents of gender mainstreaming in the sectors offices of the woreda. At the woreda level about 50% women are included in PSNP; gender analysis was taken into account in payment, working hours and exemption during pregnancy and breast feeding. The cooperative offices attempted its plan to be gender responsive including more women to saving and credit schemes, organize them in group to increase their bargaining power.</p> <p>In the livestock value chain, both men and women participate. While men mainly engaged in cattle rearing and fattening, women are participating in small ruminant rearing, fattening, etc. The contribution of women in cattle fattening is also significant. In small ruminant value chain, gender inequality is visible due to gender division of labour. Men working outside home activities and women are limited to household and homestead activities and their roles are domestic where men could take part. Marketing is usually the work of men. Taking care of the animals and feeding is done by women. Livestock resource management is dominated by men. Men can sell live animal and manage income from it. Women often sell animal byproducts such as milk, butter and eggs and manage the cash.</p> <p>Overall, there is clear gap in engaging women in various development committees and access and control resources equally like men. The woreda has a plan to make the engagement of women in development activities to 50% but it is too far to realize it now. Women are access to credit, market and trained in the use of technologies and innovations. When women organized in group, they are given priority of training, technology and innovations. Loan repayment rate of women is higher than men. Grouping of women is a key means to support women to get working space. Marketing information is not gender responsive. It usually posted on board in public spaces where women may not access. Still, the existing culture and norms discouraged decision-making and titled power relationship towards men. As a result, the contribution of women in the small ruminant value chain is not fully utilized.</p>

A.II.1	The capacity to analyse gender dynamics within the value chain	3	There is capacity to conduct gender analysis but due to manpower and finance it is not be well developed.
	Does the organization analyse and understand gender dynamics within the value chain, e.g. gender roles and responsibilities, gendered access and control, differences in decision-making etc? (Based on the FGD, the consultant can guide the organization in assessing its capacities)		
	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?)		
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	4	The plan is mainly following strategies to address gender dynamics, there is checklist and feedback mechanisms. All plans usually include strategies how to address gender dynamics but when we cascade to community level the capacity to implement is lacking. There is monitoring tools at woreda level.
	Does the organization use gender analysis to develop strategies to address gender dynamics in the value chain?		
	Are systems and procedures in place to ensure that information from analysis is used to guide strategic program development?		
A.II.3	The capacity to apply gender analysis tools and frameworks	4	The woreda is using a tool kit called Gender Leveling tools to monitoring how the sector offices included gender in their plans and analysis. It measures all sector offices and produce reports. Based on their performance certificate of recognition for gender responsive planning and analysis is provided. The tool kit assesses how the sector offices planned and implemented in gender responsive manner. After inventory is taken, the office of Women, Children and Youth Affairs provide feedback to the sector offices every quarter. If necessary, technical supports given following the feedback. There is structure to implement gender issues at community level. There are women association, women league, women forum and women model farmers. There is usually incentives and recognition process for the model farmers in the small ruminant value chain implementation process.
	Does the organization apply gender analytical frameworks and tools? (Which frameworks and tools are normally used?)		
	Are the gender analytical frameworks and tools that are used, relevant to the work and scope of the organization? Are they used to identify and address gender-based constraints and opportunities in the targeted value chains?		
	Does the organization make use of a toolkit or inventory of tools? (Which toolkit?)		
A.II.4	Providing access to gender (analysis) training for staff	1	The demand for training is high but due to budget constraints there is no adequate training at Woreda level. Sometimes, the woreda staff is providing the training for the Development Workers at kebele level and the community.
	Does the organization provide training for its staff on gender (analysis)? If not, does it enable or support staff to be trained externally?		



Gender responsive programming, budgeting and implementation			
Definition	The capacity and commitment to implement gender responsive programs, to mainstream gender throughout all operations and programs and allocate financial and human resources for it.		
FGD	<p>Gender responsive programming considers gender roles and relations and responds to these, either through gender accommodating or through gender transformative approaches. Discuss the kind of programs that this organization implements, are gender issues taken into consideration? Examples:</p> <ul style="list-style-type: none"> <li>gendered participation in livestock and fish value chains;</li> <li>gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations and breeds;</li> <li>women's access to markets and control over resources, technologies, labour, power and the benefits of their work;</li> <li>level and equity in animal source food consumption within poor households;</li> <li>Preferences of male and female producers for certain breeds; etc</li> </ul>	Current score (1–5)	The programs such as saving and credit, PSNP, watershed management, feed and animal health services follow gender responsive programming, but the manpower to monitor and execute is not allocated. There is also no gender budgeting concepts at all though there is manual for gender budgeting in WCYA office. Generally, there is no adequate budget for gender responsive activities in the woreda.

B.II.1	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	I	There is gender responsive programming but no adequate manpower and finance allocated for it.
	Does the organization develop and implement gender responsive (research) programs? (How many projects/programs implemented in the previous year have an explicit focus on gender? What kind of programs (examples))		
	Do women and men participate equally in activities? (Give examples)		
	Does the organization make sure women and men benefit equally from its interventions? (Interventions can be provision of services, inputs, training and technologies. How does the organization make sure women and men benefit equally from interventions?)		
	Does the organization have systems, procedures and incentives in place to ensure that all interventions are gender responsive? (Give specific examples of each that was used last year. Are proposals and reports checked on gender sensitivity? Who checks them?)		
	Do reports reflect implementation of gender responsive actions?		
B.II.2	The capacity to effectively link research and development	I	There is no effective linkage as a result there is confusion how to work with research centres. As such, sometimes we cannot implement research outputs. Example, there was nutrition research output meant to be implemented by woreda for pregnant women. The program assumed agriculture produce the food but the health office supports the nutritional components/ingredients. This has created confusion and raised question of ownership, which ultimately affected the translation of the program in gender responsive manner.
	For Development Partners: Does the organization use the outcomes from research to develop or adjust gender responsive programs? (Which studies have been used? Are research outcomes from the LAF partners used? How relevant is research done in LAF program for the organization?)		
	For Research 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 the previous year. Do development actors and service providers request for specific gender responsive research?		
	For Research Partners: To what extent are research outcomes sufficiently translated into relevant and useful products for development actors and service providers? Give a specific example for the previous year.		
	For Research Partners: To what extent have you used feedback from development interventions to develop and undertake new gender responsive research? Give an example.		

B.II.3	Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	3	There is policy and strategy; reporting is usually done by each sector office in gender disaggregated manner. The WCYA office has gender aware human resources and other sector offices do not have. Generally, at the woreda level there is no adequate manpower to ensure quality and adequate gender programs.
	Has the organization developed a gender policy or strategy? (a gender policy is a statement/intention on gender equality. A gender strategy is a strategic roadmap, with clear indications on what needs to be done and how. Therefore, having a strategy is better than only a policy. Ask the organization to describe and/or share documentation)		
	Is the gender policy or strategy actually implemented? (Does everyone know and understand the gender policy?)		
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?		
	Do reports reflect implementation of gender responsive actions?		
	Are adequate financial and human resources available to implement the policy or strategy? (is there a special budget to undertake gender-related activities?)		
B.II.4	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	2	There is no gender focal person or expert that is responsible for gender mainstreaming except WYCA whose primary mandate is gender mainstreaming in small ruminant value chain. There is no any task regarding this in job description either.
	How strong is the presence and mandate of dedicated gender staff, if available? (if no staff is responsible for gender, the capacity is not available (score 1). If the organization has dedicated gender staff (experts and/or focal points) in place, are they mandated to ensure gender is mainstreamed? Is the gender staff in a position to actually mainstream gender? Do they have clear responsibilities and time allocation? Are they gender experts, skilled for their responsibilities? Are they part of the staff or subcontracted for specific tasks?)		
	Are other staff members (also) responsible for integrating gender in their work (is their responsibility formalized, e.g. in their job descriptions? Is only the gender staff responsible for gender mainstreaming or is this responsibility shared with other staff and balanced?)		

Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyse sex-disaggregated data, to monitor, document and report on gender responsive programming, specific gender outputs and outcomes, ensuring wide outreach on gender responsive programming and its results.		
FGD	Make sure that everyone understands the definition of gender responsive M&E: Gender responsive monitoring and evaluation systems are central to learning and documenting the gender-related outcomes of interventions. They should track changes in: the material conditions and social positions of women and men participating in the chain; gender attitudes and practices of chain actors; and chain level performance, including women's and men's shares in chain employment and income across nodes. In order to carry out gender-sensitive monitoring, sex-disaggregated data (statistics disaggregated by sex or gender) within and beyond the household, is required and combined with the collection of indicators that capture gender-related changes. Discuss to what extent the organization uses sex-disaggregated data and how it is used for analysis and knowledge management.	Current score (1–5)	All woreda sector offices undertake plans and reports in sex-disaggregated manner. The woreda collect data, analyse and report accordingly. However, the extent to which sex-disaggregated data is questionable. The offices are not using indicators as key aspect of intervention but it is mealy putting data as male and female. i.e. no action is taken afterword if there is difference in proportion of male and female in their interventions.

C.II.1	The capacity to collect, interpret and report on sex-disaggregated data	4	There is a good capacity. Yet, further development is needed on analysis and interpretations.
	Does the organization collect sex-disaggregated data?		
	Does the organization have mechanisms in place to ensure that all data collected is sex-disaggregated? (What are they?)		
	(To what extent) is sex-disaggregated data not only collected, but also interpreted/analysed and reported on? (How many projects reported this in the previous year? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in the previous year? What analysis was conducted on the data? By whom (qualification?)		
C.II.2	Existence and quality of a gender responsive M&E system and ability to use it	3	There is clear gender M&E systems and abilities to use it. There is weak gender responsive M&E. There is feedback process from WCYA office to other sector offices and reporting to Zonal offices. Similarly, feedback mechanism is stretched from the zone to the woreda from the woreda to the kebele/community.
	Is the M&E system gender responsive? (Give a specific example or evidence)		
	Do reports include information on changes in gender norms and relations? (Please explain briefly and if available share a gender responsive M&E report and the tools used to collect the data used in the report.)		
	Does the organization have guidelines, tools and methods in place for gender responsive M&E?		
C.II.3	Access to and production of knowledge documents and publications on gender	2	There are quarter reports and feedbacks produced every quarter by gender. Moreover, best practices are documents from the households and sometimes leaflets are produced. e.g. occasion of March 8
	Does the organization produce documents and publications on gender? (Does it collect, develop and make such knowledge documents accessible to others? How many did you publish in the previous year? Who provided the gender expertise for each? Can you explain briefly their content and share one or two copies?)		

Partnerships and advocacy			
Definition	The capacity to build coalitions, to influence government and external partners and to advocate for gender equality.		
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)	There are some partners such as ICARDA, Integrated Landscape Management, ORDA- GRAD-II, PSNP promoting/working on gender responsive small ruminant value chain. In addition, the woreda has partnership with Civil Society Organization (Women Forum, Amhara Women Association, Women Forum, women league, cooperatives/ saving and credit associations). Yet, the capacity to advocate gender equality at woreda level is, however, limited to WCYA office. The capacity to create new partners and coalitions is poor.
D.II.1	The capacity to advocate for gender equality in the value chain	1	There is no capacity and mechanism for gender advocacy but the organization is working with NGOs and other government bodies
	Does the organization advocate for gender equality? (Does the organization aim to influence governmental policies, or on regulatory frameworks at local, national levels with regard to gender equality in the value chain? Please explain briefly and provide documented evidence for such efforts. The organization can either take the lead or simply participate in a coalition. How effective is the organization?)		
	For (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?		
	For Research Partners: To what extent are gender research outcomes used by other partners to advocate for gender equality in the value chain? Give an example from the previous year.		

D.II.2	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	I	Not at all
	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? Are partnerships with government used for influencing policies? Give an example from the previous year		
	For (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships? (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? Give an example from the previous year		
D.II.3	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	I	Not at all
	Is gender equality central to the partnerships that the organization maintains? (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?)		
	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))		
	Does the organization promote gender equality among its partners? (Give specific examples from the previous year)		

Leadership and transformation			
Definition	Leadership and commitment to gender equality and the transformation of gender (power) relations.		
FGD	Gender transformative approaches explicitly aim to change gender norms and relations in order to promote gender equality. Does the organization have any experience with gender accommodating or gender transformative approaches? Does it seek to challenge gender power relations and is it committed to gender equality? Is it taking leadership in transforming gender relations? Give examples.	Current score (1–5)	The government is supporting more girls and women to attend school. The Civil Services law provides 3% affirmative action for recruitment. Woreda internal policies provided 30% to join higher education for women, 5% for higher position /leadership. Sometimes, women are connected to Debre Birhan University. The Government aims to attain 50+ women in all sectors in the woreda. Most women do not like leadership posts, as there are no sufficient support and set back in terms of education level and norms of the community to empower women.
E.II.1	Organization's proven commitment to gender equality and transforming gender power relations	3	Currently, 9 of the woreda cabinets are women out of the total 20. In other words, they constitute 45% of leadership position.
	Is the organization's leadership/management committed to gender equality and the transformation of power relations? (Give two specific examples of clear and explicit commitment, such as actions taken, public statements, allocated resources)		
	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? )		
	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.)		
E.II.2	Organization's vision towards gender equality and transforming gender power relations	2	There is little efforts though there is vision.
	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?)		

E.II.3	The capacity to develop strategies that strengthen women's position and decision-making power	2	There is programs such as PSNSP, HABP that are being implemented but it is not meant to change power relationship between men and women. It just considers women as beneficiaries.
	For Development Partners: To what extent does the organization develop and implement programs/projects on women's position (in the household, community, organizations, society) and decision-making power? (Give an example from the previous year)		
	For Research Partners: To what extent does the organization undertake research on women's decision-making power and their role in leadership positions? Give an example from the previous year.		
E.II.4	The capacity to sensitize communities on gender issues	3	There is some efforts so far via, women associations/forum/ league/cooperative but the manpower as well as financial capacity is limited.
	For Development Partners: Does the organization develop and implement interventions to sensitize women about their rights?		
	For Development Partners: Does the organization develop and implement interventions to sensitize communities on gender issues and gender norms? (What kind of interventions, e.g. training? With what effect? Are men engaged?)		
	For Research Partners: is research undertaken into community awareness of gender issues?		
E.II.5	The capacity to develop and experiment with gender transformative approaches	2	The experience of Awuramba Community (equal gender labour division in the society) was tried in 016 kebele but does not sustain/ interrupted due to limitation of capacity to advocate on changing power relationship in terms of gender division of labour.
	Does the organization understand the different gender responsive approaches (operating along the continuum from gender accommodating to gender transformative. Are the concepts known and understood?)		
	Does the organization experiment with different gender responsive approaches, in particular with transformative approaches? (Does the organization test out (new) approaches? Give specific examples from the previous year. Share and write down some transformative approaches.)		

Gender at the workplace			
Definition	The capacity to promote a gender responsive workplace with equal opportunities and benefits for women and men.		
FGD	<p>Make sure that everyone understands organizational gender issues:</p> <ul style="list-style-type: none"> <li>Gender balance within the organization</li> <li>Affirmative action towards a better gender balance in the organization</li> <li>Organizational norms and values</li> <li>Gender-sensitive workplace (equal pay, equal opportunities to promotion and training, access to childcare, flexible work schedule, safe workplace, prohibition of discrimination, women friendly equipment and facilities, etc)</li> <li>The adjustment of internal policies and procedures to make them more gender responsive</li> </ul> <p>Discussion: what are gender dynamics in the organization? What are the organization's gender-responsive practices and performances?</p>	Current score (1–5)	The women constituent 45% of leadership positions in the Woreda. Still, the number of women in higher technical post is lower than men. During recruitment, 3% affirmative action is provided for women. Some women do not need affirmative action at all as they feel confident and additional support is embracement. There is no special treatment for women to come to leadership as it is political decision at woreda level. Generally, there is no discrimination in workplace except affirmative actions. The undeniable is fact is strong commitment in the woreda to increase gender balance; no child caring services, no separate gender responsive sanitation facilities. i.e. no separate toilets facilities for men and women in the woreda offices.

F.II.1	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	3	There are about 7 women (of 20 represent) in the kebele council as community representative. There are also nearly 30% of women in woreda council members
	Does the organization understand internal gender dynamics and does it develop strategies to deal with these? (examples are the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance. Are affirmative actions necessary and to what extent? Are gender analysis tools and frameworks used? Which ones?)		
F.II.2	The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	1	Not at all
	Does the organization implement actions towards a more gender responsive organization and provide equal opportunities and benefits for women and men (incl work family balance)? (Give specific examples of actions implemented in the previous years and with what results?)		
	Does the organization have policies and procedures in place to ensure gender equality in the workplace?		
F.II.3	Effectiveness in hiring women as staff members and to acquire gender balance	3	There is a case when only women are recruited in addition to 3% and women are always encouraged in internal offices' policies.
	Is the organization balanced in terms of female and male representation at all levels?		
F.II.4	Presence of women in leadership (management) and balanced representation	2	45% and not sufficient.
	Is the organization balanced in terms of female and male representation at management and middle management level? (What are the numbers of men and women at leadership positions?)		
	Does the organization have mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?		

## Adiyo Woreda

Basic information		
Ethiopia		
Adiyo Woreda		
01/10/2020		
Scoring gender capacities		
	Org	Ind
Gender analysis and strategic planning	2.0	1.9
Gender responsive programming, budgeting and implementation	2.5	2.3
Knowledge management and gender responsive M&E	2.0	2.5
Partnerships and advocacy	1.3	1.6
Leadership and transformation	1.4	2.8
Gender at the workplace	2.3	2.7

Top 10 best developed parameters (or all with score 5)		Score
1	The capacity to effectively link research and development	4
2	The capacity to analyse gender dynamics within the value chain	3
3	The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	3
4	Effectiveness in hiring women as staff members and to acquire gender balance	3
5	Access to and production of knowledge documents and publications on gender	2
6	The capacity to advocate for gender equality in the value chain	2
7	The capacity to sensitize communities on gender issues	2
8	The capacity to develop and experiment with gender transformative approaches	2
9	Presence of women in leadership (management) and balanced representation	2

Least developed parameters (or all with score 1)		Score
1	Providing access to gender (analysis) training for staff	1
2	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	1
3	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	1
4	Organization's proven commitment to gender equality and transforming gender power relations	1
5	The capacity to develop strategies that strengthen women's position and decision-making power	1
6	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	1
7	The capacity to develop strategies to address gender dynamics in the value chain	2
8	The capacity to apply gender analysis tools and frameworks	2
9	The capacity to collect, interpret and report on sex-disaggregated data	2
10	Existence and quality of a gender responsive M&E system and ability to use it	2

#### Narrative (summary of the assessment by the consultants)

The organization has low or very low capacity in all the parameters. The capacity is consistently low and needs capacity development.

Priority parameters to maintain or develop		Current score	Desired score
1	Providing access to gender (analysis) training for staff	1	3
2	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	1	3
3	Organization's proven commitment to gender equality and transforming gender power relations	1	3
4	The capacity to develop strategies that strengthen women's position and decision-making power	1	3
5	The capacity to apply gender analysis tools and frameworks	2	4
6	The capacity to collect, interpret and report on sex-disaggregated data	2	4
7	Existence and quality of a gender responsive M&E system and ability to use it	2	4
8	The capacity to advocate for gender equality in the value chain	2	4
9	The capacity to sensitize communities on gender issues	2	4
10	The capacity to develop and experiment with gender transformative approaches	2	4

#### Proposal for capacity development

Capacity development is required on gender analysis and cascading for staff, effective partnership to promote gender equality; transformative approaches to gender relationships, developing strategies that strengthen women's position and decision-making power; application of gender analysis tools and frameworks, M&E of gender responsive activities, collecting, interpreting and reporting sex-disaggregated data.



Basic data		Scoring gender capacities
Country:	Ethiopia	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
Organization:	Adiyo Woreda	
Staff	1) Seifu G/Medhin, Cooperative Development and Promotion Office coordinator, male 2) Getachew W/Mariam, Agricultural Office team leader, male 3) Melaku Mamo, Livestock and Fishery Development Agency Gender Focal Person, male 4) Demanech Demato, Cooperative Development and Promotion Office gender focal person, female 5) Bahiru Eshatu, Livestock and Fishery Development Agency animal production expert, male 6) Melese Mengesha, Public Service Office, HR manager, male 7) Tenkir Derese, Women, Children and Youth Affair Office gender mainstreaming team leader, male	
Interviewer	Reta Hailu and Abiro Tigabie	
Date	01/10/2020	
Time	2 hours and 45 minutes	
Notes	Write down anything specific that happened before or during the interview that may have influenced the assessment	



Gender analysis and strategic planning				
	Definition			
FGD	<p>The capacity to apply gender analytical tools and frameworks and to conduct gender analysis that is relevant for the value chain context and to use gender analytical data to formulate new research and program activities</p>			
	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools. Gender analysis explores and highlights the relationships of women and men in society and the inequalities in those relationships, by asking: who does what? Who has what? Who decides? How? Who gains? Who loses? Gender analytical tools are components of gender analytical methodologies or frameworks. Discussion: what are gender issues in the targeted value chain? (not more than 10 min)</p> <ul style="list-style-type: none"> <li>• Gender division of labour and roles (productive, reproductive, community);</li> <li>• Gender differences in access to markets and control resources, technologies, labour, power and the benefits of their work, including financial resources;</li> <li>• Gender differences in decision-making and leadership;</li> <li>• Nature and level of participation of men and women in livestock and fish value chains;</li> <li>• Gender differences in educational level and technical knowledge</li> </ul> <p>Give some examples.</p> <p>Are these gender issues analysed by the organization?</p>	Current score (1–5)	<p>Some offices such as cooperative office supports gender equality, there are Women Saving and Credit Association. There are about 3 Women SCA in Adiyo Woreda. There are 94000 cooperative members only less than 1000 are women. In the livestock value chain, women are less access to market, control resources.</p> <p>In the offices, there are internal policies to support gender inequality in the form of affirmative action. 4 points (4%) and 5% (5 point) for education and production, etc. However, on 5 are women out of 56 women are in different leadership posts in Adiye. The number of women in woreda cabinet and council is also limited. This is due to the cultural backlogs. The decision-making power of women are dominated by men. Men's voices are more counted. In the society women are not coming to meeting. When they come, they cannot allow speaking.</p> <p>Most productive activities are under the control of men and women are mostly limited to reproductive activities. They have no control over resources and hence women are poor. Due to the cultural norms men's voice heard, women do not have a say. There is societal perception and discouragement of women, power delegation is given to men, usually only a few women participate in the meetings. Women are less advantageous in terms of education that only a few women are on leadership</p> <p>The offices often carry out gender analysis in planning (in sex-disaggregated manner). The cooperative offices organized women in the cooperative (small ruminant rearing and fattening). All sector offices include gender issues in their annual plan. However, there is no clear strategy on how to address gender equality that at the end of the plan, it ends with gender blind accomplishment. There is no sufficient awareness raising training. Sometimes organizing women are considered as a strategy to address gender gaps. Seldom, monitoring of activities is gender responsive. The woreda administration lacks commitment to allocate budget in gender responsive manner. Most plans are a mere plan.</p> <p>There is no any support committed to gender analysis to gender analysis except splitting into male and female in the plan and ultimately the plan is not realized. Some efforts like reducing the criteria of joining CBBP (2 sheep for women to be a member) are underway to be gender responsive.</p>	

A.II.1	The capacity to analyse gender dynamics within the value chain	3	There is a capacity as there are either gender expert or gender focal
	Does the organization analyse and understand gender dynamics within the value chain, e.g. gender roles and responsibilities, gendered access and control, differences in decision-making etc? (Based on the FGD, the consultant can guide the organization in assessing its capacities)		
	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?)		
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	2	There are beginning but it is not properly addressed. There is system and procedures but not properly addressed.
	Does the organization use gender analysis to develop strategies to address gender dynamics in the value chain?		
	Are systems and procedures in place to ensure that information from analysis is used to guide strategic program development?		
A.II.3	The capacity to apply gender analysis tools and frameworks	2	There is checklist for monitoring of each sector offices. These tools are usually used as a framework to analyses gender dynamics but there is adequately developed capacity in the woreda.
	Does the organization apply gender analytical frameworks and tools? (Which frameworks and tools are normally used?)		
	Are the gender analytical frameworks and tools that are used, relevant to the work and scope of the organization? Are they used to identify and address gender-based constraints and opportunities in the targeted value chains?		
	Does the organization make use of a toolkit or inventory of tools? (Which toolkit?)		
A.II.4	Providing access to gender (analysis) training for staff	1	There is no training for staff.
	Does the organization provide training for its staff on gender (analysis)? If not, does it enable or support staff to be trained externally?		

Gender responsive programming, budgeting and implementation			
Definition	The capacity and commitment to implement gender responsive programs, to mainstream gender throughout all operations and programs and allocate financial and human resources for it.		
FGD	Gender responsive programming considers gender roles and relations and responds to these, either through gender accommodating or through gender transformative approaches. Discuss the kind of programs 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, labour, 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)	The participation in livestock value chain is low. The number of women in CBBP is less than 10%. Women have less sheep (less than 4). Now the number is to be lower to 2 sheep. The membership to cooperative benefits the women. Women and men prefer female breed sheep.
B.II.1	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	2	There is limited capacity to implement the plan though it is gradually improved. For example, out of 28 kebeles only in three kebeles are targeted in gender responsive manner.
	Does the organization develop and implement gender responsive (research) programs? (How many projects/programs implemented in the previous year have an explicit focus on gender? What kind of programs (examples))		
	Do women and men participate equally in activities? (Give examples)		
	Does the organization make sure women and men benefit equally from its interventions? (Interventions can be provision of services, inputs, training and technologies. How does the organization make sure women and men benefit equally from interventions?)		
	Does the organization have systems, procedures and incentives in place to ensure that all interventions are gender responsive? (Give specific examples of each that was used last year. Are proposals and reports checked on gender sensitivity? Who checks them?)		
	Do reports reflect implementation of gender responsive actions?		
B.II.2	The capacity to effectively link research and development	4	We have capacity to implement research activities into development. For example, CBBP is the result of research implemented in Boka Shuta. The other is implementation of cluster sowing of wheat
	For Development Partners: Does the organization use the outcomes from research to develop or adjust gender responsive programs? (Which studies have been used? Are research outcomes from the LAF partners used? How relevant is research done in LAF program for the organization?)		
	For Research 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 the previous year. Do development actors and service providers request for specific gender responsive research?		
	For Research Partners: To what extent are research outcomes sufficiently translated into relevant and useful products for development actors and service providers? Give a specific example for the previous year.		
	For Research Partners: To what extent have you used feedback from development interventions to develop and undertake new gender responsive research? Give an example.		

B.II.3	Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	2	There is manpower and gender mainstreaming activities but not supported by budget.
	Has the organization developed a gender policy or strategy? (a gender policy is a statement/intention on gender equality. A gender strategy is a strategic roadmap, with clear indications on what needs to be done and how. Therefore, having a strategy is better than only a policy. Ask the organization to describe and/or share documentation)		
	Is the gender policy or strategy actually implemented? (Does everyone know and understand the gender policy?)		
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?		
	Do reports reflect implementation of gender responsive actions?		
	Are adequate financial and human resources available to implement the policy or strategy? (is there a special budget to undertake gender-related activities?)		
B.II.4	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	2	There are focal persons but male dominated
	How strong is the presence and mandate of dedicated gender staff, if available? (if no staff is responsible for gender, the capacity is not available (score 1). If the organization has dedicated gender staff (experts and/or focal points) in place, are they mandated to ensure gender is mainstreamed? Is the gender staff in a position to actually mainstream gender? Do they have clear responsibilities and time allocation? Are they gender experts, skilled for their responsibilities? Are they part of the staff or subcontracted for specific tasks?)		
	Are other staff members (also) responsible for integrating gender in their work (is their responsibility formalized, e.g. in their job descriptions? Is only the gender staff responsible for gender mainstreaming or is this responsibility shared with other staff and balanced?)		

## Knowledge management and gender responsive M&amp;E

Definition	The capacity to collect and analyse sex-disaggregated data, to monitor, document and report on gender responsive programming, specific gender outputs and outcomes, ensuring wide outreach on gender responsive programming and its results.		
FGD	Make sure that everyone understands the definition of gender responsive M&E: Gender responsive monitoring and evaluation systems are central to learning and documenting the gender-related outcomes of interventions. They should track changes in: the material conditions and social positions of women and men participating in the chain; gender attitudes and practices of chain actors; and chain level performance, including women's and men's shares in chain employment and income across nodes. In order to carry out gender-sensitive monitoring, sex-disaggregated data (statistics disaggregated by sex or gender) within and beyond the household, is required and combined with the collection of indicators that capture gender-related changes. Discuss to what extent the organization uses sex-disaggregated data and how it is used for analysis and knowledge management.	Current score (1–5)	All sector offices plan in sex-disaggregated manner but they are not working in gender equality addressing. This is only for the sake of disaggregated. There is often not interpreted. There is no gender auditing.
C.II.1	The capacity to collect, interpret and report on sex-disaggregated data	2	Sex-disaggregated data collected, reports produced not interpreted
	Does the organization collect sex-disaggregated data?		
	Does the organization have mechanisms in place to ensure that all data collected is sex-disaggregated? (What are they?)		
	(To what extent) is sex-disaggregated data not only collected, but also interpreted/analysed and reported on? (How many projects reported this in the previous year? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in the previous year? What analysis was conducted on the data? By whom (qualification)?)		

C.II.2	Existence and quality of a gender responsive M&E system and ability to use it	2	There is monitoring mechanism and evaluation but the result is not used. E.g. checklists are available and used in every sector but not inform gender equality; there is also feedback mechanism but not properly used
	Is the M&E system gender responsive? (Give a specific example or evidence)		
	Do reports include information on changes in gender norms and relations? (Please explain briefly and if available share a gender responsive M&E report and the tools used to collect the data used in the report.)		
	Does the organization have guidelines, tools and methods in place for gender responsive M&E?		
C.II.3	Access to and production of knowledge documents and publications on gender	2	There is some documentation but not published/ produced and distributed
	Does the organization produce documents and publications on gender? (Does it collect, develop and make such knowledge documents accessible to others? How many did you publish in the previous year? Who provided the gender expertise for each? Can you explain briefly their content and share one or two copies?)		

Partnerships and advocacy			
Definition	The capacity to build coalitions, to influence government and external partners and to advocate for gender equality.		
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)	There is steering committees all 14 sector office head; Woreda Head; WCYA office vice chairperson, etc. About 12 of them are women. The committee is not CVM (Community Volunteer). RLLP (Resilience, Land and Livelihood program), ICARDA, BARC, Cooperative, Saving and Credit association, Omo Micro Finance, Women Association, Women Federation, Women Forum, etc. There is; limited level of advocacy is low and no such capacity to realize.
D.II.1	The capacity to advocate for gender equality in the value chain	2	Not adequate capacity. There is little glimpse, just as part of normal activities not gender responsive
	Does the organization advocate for gender equality? (Does the organization aim to influence governmental policies, or on regulatory frameworks at local, national levels with regard to gender equality in the value chain? Please explain briefly and provide documented evidence for such efforts. The organization can either take the lead or simply participate in a coalition. How effective is the organization?)		
	For (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?		
	For Research Partners: To what extent are gender research outcomes used by other partners to advocate for gender equality in the value chain? Give an example from the previous year.		

D.II.2	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	I	No influence.
	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? Are partnerships with government used for influencing policies? Give an example from the previous year)		
	For (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships? (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? Give an example from the previous year)		
D.II.3	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	I	No capacity at all.
	Is gender equality central to the partnerships that the organization maintains? (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?)		
	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))		
	Does the organization promote gender equality among its partners? (Give specific examples from the previous year)		

Leadership and transformation			
Definition	Leadership and commitment to gender equality and the transformation of gender (power) relations.		
FGD	Gender transformative approaches explicitly aim to change gender norms and relations in order to promote gender equality. Does the organization have any experience with gender accommodating or gender transformative approaches? Does it seek to challenge gender power relations and is it committed to gender equality? Is it taking leadership in transforming gender relations? Give examples.	Current score (1–5)	There is no government commitment at woreda level. However, at the national level there is strong commitment. It is not supported by budget [ capacity development, training and creating enabling environment]
E.II.1	Organization's proven commitment to gender equality and transforming gender power relations	I	Not at all
	Is the organization's leadership/management committed to gender equality and the transformation of power relations? (Give two specific examples of clear and explicit commitment, such as actions taken, public statements, allocated resources)		
	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? )		
	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.)		
E.II.2	Organization's vision towards gender equality and transforming gender power relations	I	Not at all
	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?)		
E.II.3	The capacity to develop strategies that strengthen women's position and decision-making power	I	Not at all
	For Development Partners: To what extent does the organization develop and implement programs/projects on women's position (in the household, community, organizations, society) and decision-making power? (Give an example from the previous year)		
	For Research Partners: To what extent does the organization undertake research on women's decision-making power and their role in leadership positions? Give an example from the previous year.		

E.II.4	The capacity to sensitize communities on gender issues	2	There are effort by sector offices and partners such as women SCA, CBBP
	For Development Partners: Does the organization develop and implement interventions to sensitize women about their rights?		
	For Development Partners: Does the organization develop and implement interventions to sensitize communities on gender issues and gender norms? (What kind of interventions, e.g. training? With what effect? Are men engaged?)		
	For Research Partners: is research undertaken into community awareness of gender issues?		
E.II.5	The capacity to develop and experiment with gender transformative approaches	2	In the Cooperatives, there are Women Saving Credit Groups, women and men groups; etc. Women group are more efficient, there are cases when women are becoming self-esteemed and empowered. However, the concepts ate not understood and work in a continuum.
	Does the organization understand the different gender responsive approaches (operating along the continuum from gender accommodating to gender transformative. Are the concepts known and understood?)		
	Does the organization experiment with different gender responsive approaches, in particular with transformative approaches? (Does the organization test out (new) approaches? Give specific examples from the previous year. Share and write down some transformative approaches.)		

Gender at the workplace			
Definition	The capacity to promote a gender responsive workplace with equal opportunities and benefits for women and men.		
FGD	<p>Make sure that everyone understands organizational gender issues:</p> <ul style="list-style-type: none"> <li>Gender balance within the organization</li> <li>Affirmative action towards a better gender balance in the organization</li> <li>Organizational norms and values</li> <li>Gender-sensitive workplace (equal pay, equal opportunities to promotion and training, access to childcare, flexible work schedule, safe workplace, prohibition of discrimination, women friendly equipment and facilities, etc)</li> <li>The adjustment of internal policies and procedures to make them more gender responsive</li> </ul> <p>Discussion: what are gender dynamics in the organization? What are the organization's gender-responsive practices and performances?</p>	Current score (1–5)	There only 16% women and the remaining are men. For example, any educated/graduated women can be recruited. However, because the worda is remote area. There is equal pay, affirmative actions for women in recruitment, education and position. The internal policies are gender friendly. There is no gender-sensitive toilets, no childcare facilities.
F.II.1	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	I	Not at all. The routine thing is to put plan on the proper and no strategic implementations.
	Does the organization understand internal gender dynamics and does it develop strategies to deal with these? (examples are the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance. Are affirmative actions necessary and to what extent? Are gender analysis tools and frameworks used? Which ones?)		
F.II.2	The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	3	There are flexible internal policies such as affirmative action but there is no budget.
	Does the organization implement actions towards a more gender responsive organization and provide equal opportunities and benefits for women and men (incl work family balance)? (Give specific examples of actions implemented in the previous years and with what results?)		
	Does the organization have policies and procedures in place to ensure gender equality in the workplace?		
F.II.3	Effectiveness in hiring women as staff members and to acquire gender balance	3	Women apply and recruited but due to backlog the balance is still un
	Is the organization balanced in terms of female and male representation at all levels?		



F.II.4	Presence of women in leadership (management) and balanced representation	2	Not sufficient it is only a few.
	Is the organization balanced in terms of female and male representation at management and middle management level? (What are the numbers of men and women at leadership positions?)		
	Does the organization have mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?		

## Ziquala Woreda

Basic information
Ethiopia
Ziquala Woreda
24/01/2020

Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	2.5	1.5
Gender responsive programming, budgeting and implementation	3.0	2.3
Knowledge management and gender responsive M&E	3.3	1.9
Partnerships and advocacy	2.0	1.7
Leadership and transformation	1.8	2.0
Gender at the workplace	3.0	2.4

Top 10 best developed parameters (or all with score 5)		Score
1	Providing access to gender (analysis) training for staff	4
2	The capacity to collect, interpret and report on sex-disaggregated data	4
3	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	4
4	Effectiveness in hiring women as staff members and to acquire gender balance	4
5	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	3
6	The capacity to effectively link research and development	3
7	Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	3
8	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	3
9	Existence and quality of a gender responsive M&E system and ability to use it	3
10	Access to and production of knowledge documents and publications on gender	3

Least developed parameters (or all with score 1)		Score
1	The capacity to apply gender analysis tools and frameworks	1
2	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	1
3	Organization's proven commitment to gender equality and transforming gender power relations	1
4	Organization's vision towards gender equality and transforming gender power relations	1
5	Presence of women in leadership (management) and balanced representation	1
6	The capacity to develop strategies to address gender dynamics in the value chain	2
7	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	2
8	The capacity to develop strategies that strengthen women's position and decision-making power	2
9	The capacity to develop and experiment with gender transformative approaches	2
10	The capacity to advocate for gender equality in the value chain	3



## Narrative (summary of the assessment by the consultant)

The organization has very weak capacity to apply gender analysis tools and frameworks, poor partnership with government and in influencing policies. There is no commitment to gender equality and to transforming gender power relations, there is imbalance in gender representation, weak strategy for developing or maintaining gender dynamism, no experimenting with gender transformation and partially developed capacity to advocate for gender equality in the value chain.

Priority parameters to maintain or develop		Current score	Desired score
1	The capacity to apply gender analysis tools and frameworks	1	3
2	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	1	3
3	The capacity to develop strategies to address gender dynamics in the value chain	2	4
4	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	2	4
5	The capacity to develop strategies that strengthen women's position and decision-making power	2	4
6	The capacity to develop and experiment with gender transformative approaches	2	4
7	The capacity to advocate for gender equality in the value chain	3	4
8	Providing access to gender (analysis) training for staff	4	5
9	The capacity to collect, interpret and report on sex-disaggregated data	4	5
10	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	4	5

## Proposal for capacity development

The gender capacity of the organization is weak and not gender responsive. The key parameters are need to be strengthened through training. Thus, training of staff on gender analysis tools and frameworks; gender disaggregated data collection, analysis, interpreting and reporting; analysis of gender dynamics and develop strategies; gender transformative approach; and advocate for gender quality.

Basic data		Scoring gender capacities
Country:	Ethiopia	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
Organization:	Ziquala Woreda	
Staff	Lijalem Abera, gender expert, male Yohanis Alemu, human resources expert, male Misganew Birhanu, gender focal person, male Zenebe Gebeyahu, gender focal person, male Belete Mesfin, gender mainstreaming expert, male Aklil Abay, livestock extension expert, male Ababaw Argaw, agricultural extension communication expert, male	
Interviewer	N Reta Hailu, Abiro Tigabie and Abdi Efa	
Date	24/01/2020	
Time	9:51AM–1:30PM [3:29]	
Notes	n/a	

Gender analysis and strategic planning			
Definition	The capacity to apply gender analytical tools and frameworks and to conduct gender analysis that is relevant for the value chain context and to use gender analytical data to formulate new research and program activities		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools. Gender analysis explores and highlights the relationships of women and men in society and the inequalities in those relationships, by asking: who does what? Who has what? Who decides? How? Who gains? Who loses? Gender analytical tools are components of gender analytical methodologies or frameworks.</p> <p>Discussion: what are gender issues in the targeted value chain? (not more than 10 min)</p> <ul style="list-style-type: none"> <li>Gender division of labour and roles (productive, reproductive, community);</li> <li>Gender differences in access to markets and control resources, technologies, labour, power and the benefits of their work, including financial resources;</li> <li>Gender differences in decision-making and leadership;</li> <li>Nature and level of participation of men and women in livestock and fish value chains;</li> <li>Gender differences in educational level and technical knowledge</li> </ul> <p>Give some examples.</p> <p>Are these gender issues analysed by the organization?</p>	Current score (1–5)	
A.II.1	The capacity to analyse gender dynamics within the value chain	3	There is not only beginning nor developed. There is limited capacity development to analyse it. There are organized groups sex-disaggregated. The women are given better attention than before. We understand the gender dynamism. Men still dominate the resources.
	Does the organization analyse and understand gender dynamics within the value chain, e.g. gender roles and responsibilities, gendered access and control, differences in decision-making etc? (Based on the FGD, the consultant can guide the organization in assessing its capacities)		
	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?)		
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	2	We have strategies to address gender dynamism but there is limited capacity to implement the strategy. There is turn over human resources usually. This capacity needs further developed.
	Does the organization use gender analysis to develop strategies to address gender dynamics in the value chain?		
	Are systems and procedures in place to ensure that information from analysis is used to guide strategic program development?		
A.II.3	The capacity to apply gender analysis tools and frameworks	1	The staff is trained on the analytical tool called leveling tools but it does not implement at all
	Does the organization apply gender analytical frameworks and tools? (Which frameworks and tools are normally used?)		
	Are the gender analytical frameworks and tools that are used, relevant to the work and scope of the organization? Are they used to identify and address gender-based constraints and opportunities in the targeted value chains?		
	Does the organization make use of a toolkit or inventory of tools? (Which toolkit?)		
A.II.4	Providing access to gender (analysis) training for staff	4	The gender experts from sector offices usually trained its staff and trained externally.
	Does the organization provide training for its staff on gender (analysis)? If not, does it enable or support staff to be trained externally?		

Gender responsive programming, budgeting and implementation			
Definition	The capacity and commitment to implement gender responsive programs, to mainstream gender throughout all operations and programs and allocate financial and human resources for it.		
EGD	<p>Gender responsive programming considers gender roles and relations and responds to these, either through gender accommodating or through gender transformative approaches. Discuss the kind of programs that this organization implements, are gender issues taken into consideration? Examples:</p> <ul style="list-style-type: none"> <li>- gendered participation in livestock and fish value chains;</li> <li>- gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations and breeds;</li> <li>- women's access to markets and control over resources, technologies, labour, power and the benefits of their work;</li> <li>- level and equity in animal source food consumption within poor households;</li> <li>- Preferences of male and female producers for certain breeds; etc.</li> </ul>	Current score (1–5)	There are gender experts in some sector offices who ensure gender responsible programming. There is no separate budget for gender responsive implementation. There is just allocation of budget at woreda level for the office. The budget is not seen from gender lens. In directly, the budget is usually inclined to women. For example, 20,000 chicken and 1860 ruminants are provided to women.
	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	3	For example, CBBP, FAO and Save the children
B.II.1	Does the organization develop and implement gender responsive (research) programs? (How many projects/programs implemented in the previous year have an explicit focus on gender? What kind of programs (examples))		
	Do women and men participate equally in activities? (Give examples)		
	Does the organization make sure women and men benefit equally from its interventions? (Interventions can be provision of services, inputs, training and technologies. How does the organization make sure women and men benefit equally from interventions?)		
	Does the organization have systems, procedures and incentives in place to ensure that all interventions are gender responsive? (Give specific examples of each that was used last year. Are proposals and reports checked on gender sensitivity? Who checks them?)		
	Do reports reflect implementation of gender responsive actions?		
B.II.2	The capacity to effectively link research and development	3	Gender issues are mainstreamed in four CBBP Cooperatives. Out of 80 members (43 are women)
	For Development Partners: Does the organization use the outcomes from research to develop or adjust gender responsive programs? (Which studies have been used? Are research outcomes from the LAF partners used? How relevant is research done in LAF program for the organization?)		
	For Research 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 the previous year. Do development actors and service providers request for specific gender responsive research?		
	For Research Partners: To what extent are research outcomes sufficiently translated into relevant and useful products for development actors and service providers? Give a specific example for the previous year.		
	For Research Partners: To what extent have you used feedback from development interventions to develop and undertake new gender responsive research? Give an example.		

B.II.3	Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	3	There is no strategy but the partners allocated. The expert follows up how the activities implemented are mainstreaming gender issues. However, there is no special budget gender-related activities.
	Has the organization developed a gender policy or strategy? (a gender policy is a statement/intention on gender equality. A gender strategy is a strategic roadmap, with clear indications on what needs to be done and how. Therefore, having a strategy is better than only a policy. Ask the organization to describe and/or share documentation)		
	Is the gender policy or strategy actually implemented? (Does everyone know and understand the gender policy?)		
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?		
	Do reports reflect implementation of gender responsive actions?		
	Are adequate financial and human resources available to implement the policy or strategy? (is there a special budget to undertake gender-related activities?)		
B.II.4	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	3	There is gender focal person in most sector offices. The expert is dedicated to
	How strong is the presence and mandate of dedicated gender staff, if available? (if no staff is responsible for gender, the capacity is not available (score 1). If the organization has dedicated gender staff (experts and/or focal points) in place, are they mandated to ensure gender is mainstreamed? Is the gender staff in a position to actually mainstream gender? Do they have clear responsibilities and time allocation? Are they gender experts, skilled for their responsibilities? Are they part of the staff or subcontracted for specific tasks?)		
	Are other staff members (also) responsible for integrating gender in their work (is their responsibility formalized, e.g. in their job descriptions? Is only the gender staff responsible for gender mainstreaming or is this responsibility shared with other staff and balanced?)		

Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyse sex-disaggregated data, to monitor, document and report on gender responsive programming, specific gender outputs and outcomes, ensuring wide outreach on gender responsive programming and its results.		
FGD	Make sure that everyone understands the definition of gender responsive M&E: Gender responsive monitoring and evaluation systems are central to learning and documenting the gender-related outcomes of interventions. They should track changes in: the material conditions and social positions of women and men participating in the chain; gender attitudes and practices of chain actors; and chain level performance, including women's and men's shares in chain employment and income across nodes. In order to carry out gender-sensitive monitoring, sex-disaggregated data (statistics disaggregated by sex or gender) within and beyond the household, is required and combined with the collection of indicators that capture gender-related changes. Discuss to what extent the organization uses sex-disaggregated data and how it is used for analysis and knowledge management.	Current score (1–5)	There is DAs at all 115 kebeles. Moreover, there is technical committees that provide technical feedback, we also document best practices and distributed, sometimes best performing according could be awarded
C.II.1	The capacity to collect, interpret and report on sex-disaggregated data	4	all plans are prepared in sex-disaggregated manner, the report is also made accordingly. Based on the reports feedback is provided. The level of interpretation is lacking.
	Does the organization collect sex-disaggregated data?		
	Does the organization have mechanisms in place to ensure that all data collected is sex-disaggregated? (What are they?)		
	(To what extent) is sex-disaggregated data not only collected, but also interpreted/analysed and reported on? (How many projects reported this in the previous year? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in the previous year? What analysis was conducted on the data? By whom (qualification)?)		

C.II.2	Existence and quality of a gender responsive M&E system and ability to use it	3	There is a system that monitoring every 6 months and provide feedback accordingly. For example, animal production experts are M&E according to its performance in provision technical supports to the livestock producers. There is tools such as checklist for gender responsive monitoring and evaluation.	
	Is the M&E system gender responsive? (Give a specific example or evidence)			
	Do reports include information on changes in gender norms and relations? (Please explain briefly and if available share a gender responsive M&E report and the tools used to collect the data used in the report.)			
	Does the organization have guidelines, tools and methods in place for gender responsive M&E?			
C.II.3	Access to and production of knowledge documents and publications on gender	3	There are documents shared by organizations such as FAO, CIF, etc, we access documents and publications available to the staff. The publication is usually not read by experts	
	Does the organization produce documents and publications on gender? (Does it collect, develop and make such knowledge documents accessible to others? How many did you publish in the previous year? Who provided the gender expertise for each? Can you explain briefly their content and share one or two copies?)			
Partnerships and advocacy				
Definition	The capacity to build coalitions, to influence government and external partners and to advocate for gender equality.			
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)	The WYCA office is working with various partners. There is committed to accomplish gender equality. Accordingly, we provide training for sector office, 58 community organizations. The partner are: ARARI, FHI, ACF, Save the Children, FAO	
D.II.1	The capacity to advocate for gender equality in the value chain	3	There is an attempt to gender advocacy and training to sector offices, community organization (women association, cooperatives, forum). The offices attempt to collaborate with sector offices and NGOs	
	Does the organization advocate for gender equality? (Does the organization aim to influence governmental policies, or on regulatory frameworks at local, national levels with regard to gender equality in the value chain? Please explain briefly and provide documented evidence for such efforts. The organization can either take the lead or simply participate in a coalition. How effective is the organization?)			
	For (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?			
	For Research Partners: To what extent are gender research outcomes used by other partners to advocate for gender equality in the value chain? Give an example from the previous year.			

D.II.2	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	1	There is limited work or underdeveloped
	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? Are partnerships with government used for influencing policies? Give an example from the previous year)		
	For (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships? (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? Give an example from the previous year)		
D.II.3	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	2	There are actors such as Save the Children, AAF, CIF, FAO, UNICEF
	Is gender equality central to the partnerships that the organization maintains? (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?)		
	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))		
	Does the organization promote gender equality among its partners? (Give specific examples from the previous year)		
Leadership and transformation			
Definition	Leadership and commitment to gender equality and the transformation of gender (power) relations.		
FGD	Gender transformative approaches explicitly aim to change gender norms and relations in order to promote gender equality. Does the organization have any experience with gender accommodating or gender transformative approaches? Does it seek to challenge gender power relations and is it committed to gender equality? Is it taking leadership in transforming gender relations? Give examples.	Current score (1–5)	There are 45 leadership positions in the office, but only 3 women office head and 3 women deputy bureau head. In the cooperatives there are a few women in leadership committee. Some are just cashers/ treasurer. The power relationship is tilted towards men. All kebele administration heads are men. There are attempts to mobilize community and provide awareness on gender issues. However, continuous and further development.
E.II.1	Organization's proven commitment to gender equality and transforming gender power relations	1	There is no commitment. There is also problem of attitude. There is also bad organizational culture to promote and transform gender equality.
	Is the organization's leadership/management committed to gender equality and the transformation of power relations? (Give two specific examples of clear and explicit commitment, such as actions taken, public statements, allocated resources)		
	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? )		
	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.)		

E.II.2	Organization's vision towards gender equality and transforming gender power relations		1	Even though there is no clearly set vision among the sector offices, there are activities such as economic empowerment to change power relationships.
	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?)			
E.II.3	The capacity to develop strategies that strengthen women's position and decision-making power		2	There is no specific projects/ programs working towards strengthening women's decision-making power.
	For Development Partners: To what extent does the organization develop and implement programs/projects on women's position (in the household, community, organizations, society) and decision-making power? (Give an example from the previous year)			
	For Research Partners: To what extent does the organization undertake research on women's decision-making power and their role in leadership positions? Give an example from the previous year.			
E.II.4	The capacity to sensitize communities on gender issues	3	There is efforts to mobilize and aware community and provide awareness on gender roles, education of women, however, there is continuous and further capacity development.	
	For Development Partners: Does the organization develop and implement interventions to sensitize women about their rights?			
	For Development Partners: Does the organization develop and implement interventions to sensitize communities on gender issues and gender norms? (What kind of interventions, e.g. training? With what effect? Are men engaged?)			
	For Research Partners: is research undertaken into community awareness of gender issues?			
E.II.5	The capacity to develop and experiment with gender transformative approaches	2	There is effort to compare men managed and men managed cooperatives. The performance of women is better in the use of resources. The other efforts are not properly set farm from gender accommodation to gender transformative efforts.	
	Does the organization understand the different gender responsive approaches (operating along the continuum from gender accommodating to gender transformative. Are the concepts known and understood?)			
	Does the organization experiment with different gender responsive approaches, in particular with transformative approaches? (Does the organization test out (new) approaches? Give specific examples from the previous year. Share and write down some transformative approaches.)			
Gender at the workplace				
Definition	The capacity to promote a gender responsive workplace with equal opportunities and benefits for women and men.			
FGD	Make sure that everyone understands organizational gender issues: <ul style="list-style-type: none"><li>Gender balance within the organization</li><li>Affirmative action towards a better gender balance in the organization</li><li>Organizational norms and values</li><li>Gender-sensitive workplace (equal pay, equal opportunities to promotion and training, access to childcare, flexible work schedule, safe workplace, prohibition of discrimination, women friendly equipment and facilities, etc)</li><li>The adjustment of internal policies and procedures to make them more gender responsive</li></ul> Discussion: what are gender dynamics in the organization? What are the organization's gender-responsive practices and performances?		Current score (1–5)	In terms of gender balance at expert level, there is a balance. In term of education, men are larger than women. There is no discrimination in the work lace at all. At workplace, recruitment of women have given a priority. There are arrangements called 20:80 and 25:75. i.e. 20% only for female while 80% for both female and male as well as 25 % only female while 75% is common for female and male. However, there limited problem to implement government regulations.



F.II.1	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	4	The affirmative action could have been 5%. But for leadership post 3%. The office follows the civil service regulations and policy.
	Does the organization understand internal gender dynamics and does it develop strategies to deal with these? (examples are the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance. Are affirmative actions necessary and to what extent? Are gender analysis tools and frameworks used? Which ones?)		
F.II.2	The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	3	There may be conflict with regulations and internal policy. But there is arrangement allowed 20:80 (for diploma level) and 25:75 arrangements (degree and above holders). Moreover, women alone recruitment
	Does the organization implement actions towards a more gender responsive organization and provide equal opportunities and benefits for women and men (incl work family balance)? (Give specific examples of actions implemented in the previous years and with what results?)		
	Does the organization have policies and procedures in place to ensure gender equality in the workplace?		
F.II.3	Effectiveness in hiring women as staff members and to acquire gender balance	4	There is very effective. Women are effectively hired.
	Is the organization balanced in terms of female and male representation at all levels?		
F.II.4	Presence of women in leadership (management) and balanced representation	1	There is no balance. 39 men and 6 women on leadership posts. Even affirmative action has not sufficiently put them in place.
	Is the organization balanced in terms of female and male representation at management and middle management level? (What are the numbers of men and women at leadership positions?)		
	Does the organization have mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?		

## Abergele Woreda

### Basic information

Ethiopia

Abergele Woreda

27/12/2020

### Scoring gender capacities

	Org	Ind
Gender analysis and strategic planning	1.5	1.9
Gender responsive programming, budgeting and implementation	1.5	2.8
Knowledge management and gender responsive M&E	2.0	2.8
Partnerships and advocacy	1.7	2.1
Leadership and transformation	2.4	2.1
Gender at the workplace	2.5	2.8

Top 10 best developed parameters (or all with score 5)		Score
1	The capacity to collect, interpret and report on sex-disaggregated data	3
2	Organization's vision towards gender equality and transforming gender power relations	3
3	The capacity to sensitize communities on gender issues	3
4	The capacity to develop and experiment with gender transformative approaches	3
5	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	3
6	The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	3



Least developed parameters (or all with score 1)		Score
1	The capacity to apply gender analysis tools and frameworks	1
2	Providing access to gender (analysis) training for staff	1
3	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	1
4	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	1
5	Access to and production of knowledge documents and publications on gender	1
6	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	1
7	Organization's proven commitment to gender equality and transforming gender power relations	1
8	The capacity to analyse gender dynamics within the value chain	2
9	The capacity to develop strategies to address gender dynamics in the value chain	2
10	The capacity to effectively link research and development	2

#### Narrative (summary of the assessment by the consultant)

The organization has limited capacity to implement gender responsive activities in its work. There is no mandated and dedicated gender expert for gender mainstreaming. The staff have no training, the capacity to access and produce knowledge on gender is limited, effective partnership is lacking and commitment to gender equality is very low. The staff ability to analyse gender dynamics and address it is weak.

Priority parameters to maintain or develop		Current score	Desired score
1	The capacity to apply gender analysis tools and frameworks	1	3
2	Providing access to gender (analysis) training for staff	1	3
3	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	1	4
4	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	1	4
5	Access to and production of knowledge documents and publications on gender	1	4
6	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	1	4
7	Organization's proven commitment to gender equality and transforming gender power relations	1	3
8	The capacity to analyse gender dynamics within the value chain	2	4
9	The capacity to develop strategies to address gender dynamics in the value chain	2	4
10	The capacity to advocate for gender equality in the value chain	2	4

#### Proposal for capacity development

Capacity development on gender analytical tools and frameworks and cascading of the same to other staff member is required. Assigning a dedicated gender focal person in the office, disseminating gender-related knowledge documents and publications, training on effective partnership and advocacy and gender transformative approaches to ensure gender equality in the value chain are all required.

Basic data		Scoring gender capacities
Country:	Ethiopia	<p>1. Very low: No evidence or only anecdotal evidence of the gender capacity</p> <p>2. Low: Gender capacity exists but has not been developed</p> <p>3. Medium: Gender capacity exists and is under development or partially developed</p> <p>4. High: Gender capacity exists, is widespread, but not comprehensive, further development is planned or needed</p> <p>5. Very high: Gender capacity exists and is fully developed and integrated into the organization – no more capacity development needed</p>
Organization:	Abergele Woreda	
Staff	<p>Belete Alfe, Livestock and Fishery Development Agency Office, value chain expert, male</p> <p>Ziwebu Kebebede, Livestock and Fishery Development Agency Office, animal production expert, male</p> <p>Asresu Wondimu, Agricultural Office, agricultural extension communication expert, male</p> <p>Bebrat Negama, Cooperative Development and Promotion Office, cooperative expert, male</p> <p>Tesfaye Wale, Women, Children and Youth Affairs Office, gender mainstreaming expert, male</p> <p>Alabachew Belay, Civil Service Office, livestock extension expert, male</p>	
Interviewer	Reta Hailu, Abiro Tigabie and Abdi Etafa	
Date	27/12/2020	
Time	3 hours 30 minutes	
Notes	Write down anything specific that happened before or during the interview that may have influenced the assessment	

Gender analysis and strategic planning			
Definition	The capacity to apply gender analytical tools and frameworks and to conduct gender analysis that is relevant for the value chain context and to use gender analytical data to formulate new research and program activities		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools. Gender analysis explores and highlights the relationships of women and men in society and the inequalities in those relationships, by asking: who does what? Who has what? Who decides? How? Who gains? Who loses? Gender analytical tools are components of gender analytical methodologies or frameworks.</p> <p>Discussion: what are gender issues in the targeted value chain? (not more than 10 min)</p> <ul style="list-style-type: none"> <li>Gender division of labour and roles (productive, reproductive, community);</li> <li>Gender differences in access to markets and control resources, technologies, labour, power and the benefits of their work, including financial resources;</li> <li>Gender differences in decision-making and leadership;</li> <li>Nature and level of participation of men and women in livestock and fish value chains;</li> <li>Gender differences in educational level and technical knowledge</li> </ul> <p>Give some examples.</p> <p>Are these gender issues analysed by the organization?</p>	Current score (1–5)	<p>At the national level, gender issues seem emphasized but at the community level, there is limited analysis so far takes place. Most activities at home are carried out by women. Men are mainly dominating the benefits from livestock and fishery. There are about 2000 fishers, of which women are 184. The women can sell the fish they catch and sell however; usually men took the income generated. Men are usually looking after livestock as they move from place to place. Women collect forage for livestock and take care of the animal at house and homestead. There are efforts to include women in livestock</p>

A.II.1	The capacity to analyse gender dynamics within the value chain	3	There is only sex-disaggregated planning; there is no analysis of gender dynamism in the value chain; there is no procedures
	Does the organization analyse and understand gender dynamics within the value chain, e.g. gender roles and responsibilities, gendered access and control, differences in decision-making etc? (Based on the FGD, the consultant can guide the organization in assessing its capacities)		
A.II.2	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?)		
	The capacity to develop strategies to address gender dynamics in the value chain	2	Particularly, women were 50% in targeting for poultry production; training specific to women and men alone. This activity is considered as women activity. Usually targeted MHH and FHH. Still. This is just initial need further developed.
A.II.3	Does the organization use gender analysis to develop strategies to address gender dynamics in the value chain?		
	Are systems and procedures in place to ensure that information from analysis is used to guide strategic program development?		
A.II.4	The capacity to apply gender analysis tools and frameworks	1	There is no tools/framework at all.
	Does the organization apply gender analytical frameworks and tools? (Which frameworks and tools are normally used?)		
A.II.4	Are the gender analytical frameworks and tools that are used, relevant to the work and scope of the organization? Are they used to identify and address gender-based constraints and opportunities in the targeted value chains?		
	Does the organization make use of a toolkit or inventory of tools? (Which toolkit?)		
A.II.4	Providing access to gender (analysis) training for staff	1	There is no such training at all.
	Does the organization provide training for its staff on gender (analysis)? If not, does it enable or support staff to be trained externally?		

Gender responsive programming, budgeting and implementation			
Definition	The capacity and commitment to implement gender responsive programs, to mainstream gender throughout all operations and programs and allocate financial and human resources for it.		
FGD	<p>Gender responsive programming considers gender roles and relations and responds to these, either through gender accommodating or through gender transformative approaches.</p> <p>Discuss the kind of programs that this organization implements, are gender issues taken into consideration? Examples:</p> <ul style="list-style-type: none"> <li>gendered participation in livestock and fish value chains;</li> <li>gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations and breeds;</li> <li>women's access to markets and control over resources, technologies, labour, power and the benefits of their work;</li> <li>level and equity in animal source food consumption within poor households;</li> <li>Preferences of male and female producers for certain breeds; etc.</li> </ul>	Current score (1–5)	In the cooperatives, at least two cooperatives committee members/ cooperatives leadership are women out of 7 committee members. Out of 2000 in 6 fish coops about 184 are women. There is no gender budgeting practices. The woreda council is not taking it into account that women could not benefit women equally.

B.II.1	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	1	No idea at all
	Does the organization develop and implement gender responsive (research) programs? (How many projects/programs implemented in the previous year have an explicit focus on gender? What kind of programs (examples))		
	Do women and men participate equally in activities? (Give examples)		
	Does the organization make sure women and men benefit equally from its interventions? (Interventions can be provision of services, inputs, training and technologies. How does the organization make sure women and men benefit equally from interventions?)		
	Does the organization have systems, procedures and incentives in place to ensure that all interventions are gender responsive? (Give specific examples of each that was used last year. Are proposals and reports checked on gender sensitivity? Who checks them?)		
	Do reports reflect implementation of gender responsive actions?		
B.II.2	The capacity to effectively link research and development	2	In CBBP, the participation of women is low 52 are men and 2 women. This is because the CBBP requires frequency of meeting and women do not control over goat/ ownership problem. Moreover, cultural/norms are playing a key role [setoch weda majat]. There are some research outputs but not effective.
	For Development Partners: Does the organization use the outcomes from research to develop or adjust gender responsive programs? (Which studies have been used? Are research outcomes from the LAF partners used? How relevant is research done in LAF program for the organization?)		
	For Research 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 the previous year. Do development actors and service providers request for specific gender responsive research?		
	For Research Partners: To what extent are research outcomes sufficiently translated into relevant and useful products for development actors and service providers? Give a specific example for the previous year.		
	For Research Partners: To what extent have you used feedback from development interventions to develop and undertake new gender responsive research? Give an example.		
B.II.2	Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	2	There is an only sex-disaggregated report by gender expert but finance is not allocated to it; the mainstreaming activities are weak.
	Has the organization developed a gender policy or strategy? (a gender policy is a statement/intention on gender equality. A gender strategy is a strategic roadmap, with clear indications on what needs to be done and how. Therefore, having a strategy is better than only a policy. Ask the organization to describe and/or share documentation)		
	Is the gender policy or strategy actually implemented? (Does everyone know and understand the gender policy?)		
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?		
	Do reports reflect implementation of gender responsive actions?		
	Are adequate financial and human resources available to implement the policy or strategy? (is there a special budget to undertake gender-related activities?)		
B.II.4	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	1	There is gender focal person in the office to report to WCYA office at woreda level. The focal person is created for reporting reason not for creating gender balance. The focal person is also not gender expert.
	How strong is the presence and mandate of dedicated gender staff, if available? (if no staff is responsible for gender, the capacity is not available (score 1). If the organization has dedicated gender staff (experts and/or focal points) in place, are they mandated to ensure gender is mainstreamed? Is the gender staff in a position to actually mainstream gender? Do they have clear responsibilities and time allocation? Are they gender experts, skilled for their responsibilities? Are they part of the staff or subcontracted for specific tasks?)		
	Are other staff members (also) responsible for integrating gender in their work (is their responsibility formalized, e.g. in their job descriptions? Is only the gender staff responsible for gender mainstreaming or is this responsibility shared with other staff and balanced?)		

Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyse sex-disaggregated data, to monitor, document and report on gender responsive programming, specific gender outputs and outcomes, ensuring wide outreach on gender responsive programming and its results.		
FGD	Make sure that everyone understands the definition of gender responsive M&E: gender responsive monitoring and evaluation systems are central to learning and documenting the gender-related outcomes of interventions. They should track changes in: the material conditions and social positions of women and men participating in the chain; gender attitudes and practices of chain actors; and chain level performance, including women's and men's shares in chain employment and income across nodes. In order to carry out gender-sensitive monitoring, sex-disaggregated data (statistics disaggregated by sex or gender) within and beyond the household, is required and combined with the collection of indicators that capture gender-related changes. Discuss to what extent the organization uses sex-disaggregated data and how it is used for analysis and knowledge management.	Current score (1–5)	There is monitoring and evaluation practices every six months; there are also checklists to monitor periodically (every week, month, six month). Every subject matter specialist is making sure to check the benefit of men and women. The monthly, quarterly, biannual and annually reports are sex-disaggregated. The data are collected, analysed and reported.
C.II.1	The capacity to collect, interpret and report on sex-disaggregated data	3	There are such practices of collecting, analysed and interpreted sex-disaggregated data in most report.
	Does the organization collect sex-disaggregated data?		
	Does the organization have mechanisms in place to ensure that all data collected is sex-disaggregated? (What are they?)		
	(To what extent) is sex-disaggregated data not only collected, but also interpreted/analysed and reported on? (How many projects reported this in the previous year? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in the previous year? What analysis was conducted on the data? By whom (qualification)?)		
C.II.2	Existence and quality of a gender responsive M&E system and ability to use it	2	All SMS report to the woreda in gender responsive manner so does the report. There are checklists and manuals. But the changes are not adequately documented. The power relationship is very slow. The quality of M&E is still poor, where there are capacity gaps.
	Is the M&E system gender responsive? (Give a specific example or evidence)		
	Do reports include information on changes in gender norms and relations? (Please explain briefly and if available share a gender responsive M&E report and the tools used to collect the data used in the report.)		
	Does the organization have guidelines, tools and methods in place for gender responsive M&E?		
C.II.3	Access to and production of knowledge documents and publications on gender	I	No such practices
	Does the organization produce documents and publications on gender? (Does it collect, develop and make such knowledge documents accessible to others? How many did you publish in the previous year? Who provided the gender expertise for each? Can you explain briefly their content and share one or two copies?)		

Partnerships and advocacy			
Definition	The capacity to build coalitions, to influence government and external partners and to advocate for gender equality.		
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)	Government partners, Action against Hunger (AAH), food Hunger Ethiopia (FHE), UNICEF, FAO, Save the Children, etc. are advocating for gender equality in the woreda and working on livestock production.
D.II.1	The capacity to advocate for gender equality in the value chain	2	There is limited gender equality advocacy. It is also not included in the place.
	Does the organization advocate for gender equality? (Does the organization aim to influence governmental policies, or on regulatory frameworks at local, national levels with regard to gender equality in the value chain? Please explain briefly and provide documented evidence for such efforts. The organization can either take the lead or simply participate in a coalition. How effective is the organization?)		
	For (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?		
	For Research Partners: To what extent are gender research outcomes used by other partners to advocate for gender equality in the value chain? Give an example from the previous year.		
D.II.2	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	2	The woreda experts are engaging with partnership but not gender responsive. It is not gender balance some only focus only on women ; some focus on men only. They want to maintain the traditional role for women.
	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? Are partnerships with government used for influencing policies? Give an example from the previous year		
	For (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships? (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? Give an example from the previous year		
D.II.3	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	1	There no gender sensitive partnership with actors. It is not reliable.
	Is gender equality central to the partnerships that the organization maintains? (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?)		
	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))		
	Does the organization promote gender equality among its partners? (Give specific examples from the previous year)		

Leadership and transformation			
Definition	Leadership and commitment to gender equality and the transformation of gender (power) relations.		
FGD	Gender transformative approaches explicitly aim to change gender norms and relations in order to promote gender equality. Does the organization have any experience with gender accommodating or gender transformative approaches? Does it seek to challenge gender power relations and is it committed to gender equality? Is it taking leadership in transforming gender relations? Give examples.	Current score (1–5)	The gender mainstreaming is so slow that leadership are not developed and transformation. Women are not educated compared to men. In the woreda, 85 % of men are qualified for their jobs but only 15 % men. Out of 25 leadership posts in the woreda, women occupied 4 posts. As a result, women leadership are low and so far, no any interventions that keep gender balance. At household level, women are still stick to traditional household activities and dominated by men. They have no say or voice in the community and their household.
E.II.1	Organization's proven commitment to gender equality and transforming gender power relations	1	There is no such specific commitment. Even there is no gender responsive behavior such as an attitude toward women is that women could not lead. There are only 4 women on leadership though women can meet the criteria.
	Is the organization's leadership/management committed to gender equality and the transformation of power relations? (Give two specific examples of clear and explicit commitment, such as actions taken, public statements, allocated resources)		
	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? )		
	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.)		
E.II.2	Organization's vision towards gender equality and transforming gender power relations	3	The WYCA office has the vision to promote gender quality.
	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?)		
E.II.3	The capacity to develop strategies that strengthen women's position and decision-making power	2	In the cooperatives, 51 coops, there is at least 2 women in leadership positions; in some households men consulted women to make decision. The culture still favors men. The decision-making power of women is low. In some cases, the awareness is growing.
	For Development Partners: To what extent does the organization develop and implement programs/projects on women's position (in the household, community, organizations, society) and decision-making power? (Give an example from the previous year)		
	For Research Partners: To what extent does the organization undertake research on women's decision-making power and their role in leadership positions? Give an example from the previous year.		
E.II.4	The capacity to sensitize communities on gender issues	3	The woreda conduct community sensitization e once or twice per month. However, this is not happening due to budget/logistics limitations. Various sectors are also carrying out gender sensitization.
	For Development Partners: Does the organization develop and implement interventions to sensitize women about their rights?		
	For Development Partners: Does the organization develop and implement interventions to sensitize communities on gender issues and gender norms? (What kind of interventions, e.g. training? With what effect? Are men engaged?)		
	For Research Partners: is research undertaken into community awareness of gender issues?		
E.II.5	The capacity to develop and experiment with gender transformative approaches	3	The woreda tried in poultry production as poultry income can transform women economically. Similarly, cooperatives have attempted. Generally, the existing activities are not transformative.
	Does the organization understand the different gender responsive approaches (operating along the continuum from gender accommodating to gender transformative. Are the concepts known and understood?)		
	Does the organization experiment with different gender responsive approaches, in particular with transformative approaches? (Does the organization test out (new) approaches? Give specific examples from the previous year. Share and write down some transformative approaches.)		



Gender at the workplace			
Definition	The capacity to promote a gender responsive workplace with equal opportunities and benefits for women and men.		
FGD	<p>Make sure that everyone understands organizational gender issues:</p> <ul style="list-style-type: none"> <li>Gender balance within the organization</li> <li>Affirmative action towards a better gender balance in the organization</li> <li>Organizational norms and values</li> <li>Gender-sensitive workplace (equal pay, equal opportunities to promotion and training, access to childcare, flexible work schedule, safe workplace, prohibition of discrimination, women friendly equipment and facilities, etc)</li> <li>The adjustment of internal policies and procedures to make them more gender responsive</li> </ul> <p>Discussion: what are gender dynamics in the organization? What are the organization's gender-responsive practices and performances?</p>	Current score (1–5)	There is no gender balance at the workplace. There are 25 leadership posts but women are only 4. In the woreda, there 474 men and 274 women staff.
F.II.1	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	3	There is no analysis. They only follow the procedure and legislation set by federal government. The affirmative action for recruitment is 3%; 10% for short term but 5 for long term training. Still, women researchers are small.
	Does the organization understand internal gender dynamics and does it develop strategies to deal with these? (examples are the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance. Are affirmative actions necessary and to what extent? Are gender analysis tools and frameworks used? Which ones?)		
F.II.2	The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	3	There are attempts to share the legislation to the local context. E.g. Women are not deployed to remote areas as the area has some hardship.
	Does the organization implement actions towards a more gender responsive organization and provide equal opportunities and benefits for women and men (incl work family balance)? (Give specific examples of actions implemented in the previous years and with what results?)		
	Does the organization have policies and procedures in place to ensure gender equality in the workplace?		
F.II.3	Effectiveness in hiring women as staff members and to acquire gender balance	2	Not effective and is not ensuring gender balance. The environment is not attracting women to the area. There are 474 men and 274 women in the woreda
	Is the organization balanced in terms of female and male representation at all levels?		
F.II.4	Presence of women in leadership (management) and balanced representation	2	It is not balanced; there are only 16% women in leadership posts while the number is 50% at national level.
	Is the organization balanced in terms of female and male representation at management and middle management level? (What are the numbers of men and women at leadership positions?)		
	Does the organization have mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?		



## Tanqua Abergele Woreda

Basic information		
Ethiopia		
Tanqua Abergele Woreda		
28/01/2020		
Scoring gender capacities	Org	Ind
Gender analysis and strategic planning	2.8	2.6
Gender responsive programming, budgeting and implementation	2.3	3.0
Knowledge management and gender responsive M&E	2.3	2.7
Partnerships and advocacy	2.7	2.6
Leadership and transformation	2.0	2.9
Gender at the workplace	2.5	3.6

Top 10 best developed parameters (or all with score 5)		Score
1	The capacity to develop strategies to address gender dynamics in the value chain	4
2	Presence of women in leadership (management) and balanced representation	4
3	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	3
4	The capacity to collect, interpret and report on sex-disaggregated data	3
5	Existence and quality of a gender responsive M&E system and ability to use it	3
6	The capacity to advocate for gender equality in the value chain	3
7	The capacity to analyse gender dynamics within the value chain	3
8	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	3
9	Organization's vision towards gender equality and transforming gender power relations	3
10	Effectiveness in hiring women as staff members and to acquire gender balance	3

Least developed parameters (or all with score 1)		Score
1	Access to and production of knowledge documents and publications on gender	1
2	The capacity to develop and experiment with gender transformative approaches	1
3	The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	1
4	The capacity to apply gender analysis tools and frameworks	2
5	Providing access to gender (analysis) training for staff	2
6	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	2
7	Organization's proven commitment to gender equality and transforming gender power relations	2
8	The capacity to develop strategies that strengthen women's position and decision-making power	2
9	The capacity to sensitize communities on gender issues	2
10	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	2

### Narrative (summary of the assessment by the consultant)

The capacity of the organization to access and produce knowledge documents and publications, ability to develop and experiment with gender transformative approaches and flexibility of internal HR policies is non-existent or no evidence of it was found. Moreover, regarding the capacity to apply gender analytical tools and frameworks, training staff, establishing and maintaining effective partnership, commitment of the local government, ability to sensitize community on gender issues and analysing gender dynamics and developing strategy for it are generally weak.

Priority parameters to maintain or develop		Current score	Desired score
1	Access to and production of knowledge documents and publications on gender	1	3
2	The capacity to develop and experiment with gender transformative approaches	1	3
3	The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	1	3
4	The capacity to apply gender analysis tools and frameworks	2	4
5	Providing access to gender (analysis) training for staff	2	4
6	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	2	4
7	Organization's proven commitment to gender equality and transforming gender power relations	2	4
8	The capacity to develop strategies that strengthen women's position and decision-making power	2	4
9	The capacity to sensitize communities on gender issues	2	4
10	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	2	4

#### Proposal for capacity development

As the capacities in the above parameters are either low or very low, capacity development for each parameter that could be categorized under the core gender capacities are important to bring about the desired capacity level.

Basic data		Scoring gender capacities
Country:	Ethiopia	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
Organization:	Tanqua Abergele Woreda	
Staff	Atseda Hadera, Animal Extension Coordinator, Female G/Mariam G/Tsadiq, Gender Expert, Male Tewolde Aregawi, Animal Production Expert, Male H/Micheal Halefom, Cooperative Expert, Male Mulu G/Mariam, WYCA Office Deputy Head, Female Kindaye G/Kidan Human Resource expert, Male	
Interviewer	Reta Hailu; Abiro Tigabie, Abdi Etafa	
Date	28/01/2020	
Time	3 hour 15 minutes	
Notes	The discussants were come 90 minutes after appointed time. Some of them were rushing as they are busy with other routine office tasks.	

Gender analysis and strategic planning			
Definition	The capacity to apply gender analytical tools and frameworks and to conduct gender analysis that is relevant for the value chain context and to use gender analytical data to formulate new research and program activities		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools. Gender analysis explores and highlights the relationships of women and men in society and the inequalities in those relationships, by asking: who does what? Who has what? Who decides? How? Who gains? Who loses? Gender analytical tools are components of gender analytical methodologies or frameworks.</p> <p>Discussion: what are gender issues in the targeted value chain? (not more than 10 min)</p> <p>Gender division of labour and roles (productive, reproductive, community);</p> <ul style="list-style-type: none"> <li>Gender differences in access to markets and control resources, technologies, labour, power and the benefits of their work, including financial resources;</li> <li>Gender differences in decision-making and leadership;</li> <li>Nature and level of participation of men and women in livestock and fish value chains;</li> <li>Gender differences in educational level and technical knowledge</li> </ul> <p>Give some examples.</p> <p>Are these gender issues analysed by the organization?</p>	Current score (1–5)	<p>The major agricultural activity in the woreda and it is dry land. Women are plowing sometimes. Women are engaging in livestock id enormous. The cultural norms are changing women, like men, are access to agricultural technology (improved breed, inputs, irrigation activities). The participation is high but the benefit from the value chain is minimal. Women also access to credit but the interest rate is now getting higher (about 17%). This is not accessible for resource poor women. This also affect equal access to technology as the cost of technology is often through loan arrangement. The woreda is potentially high in small ruminants. Women are engaged in these activities. Moreover, women are engaged in poultry more than men. The level of decision-making is still lower. About 30% of women participated in livestock and fishery. Both men and women are benefiting from marketing of livestock and livestock by products. There are also women who are emerging in dairy farm and benefiting from it. Of the total 2580 staff in the woreda, about 1057 workers are women. The women participation and decision-making is decreasing as we move from region to woreda and to kebele then household as women are busy in household chores. They are still responsible to collect water from a far; busy with livestock care, children rising; etc. There is no affirmative or other gender responsive arrangement at community level. The power relationship is tilting to men. 36 woreda leaders, 36% are women. The levels of participation of women in the cooperatives are still low. There are 26 livestock and fishery cooperatives, only 20–30% are women. This is below set standard by woreda to make 50:50. The capacity development for women is minimal as most women are still by far disadvantaged compared to men. There has to be differential arrangement for women. The problem of gender equality is understandable but do not properly analyse in the woreda sector offices.</p>

A.II.1	The capacity to analyse gender dynamics within the value chain	3	Most staff in the organization are not gender discipline. It is like a free post; mostly the staff just depends on manual. They are not consistent.
	Does the organization analyse and understand gender dynamics within the value chain, e.g. gender roles and responsibilities, gendered access and control, differences in decision-making etc? (Based on the FGD, the consultant can guide the organization in assessing its capacities)		
	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?)		
A.II.2	The capacity to develop strategies to address gender dynamics in the value chain	4	The strategic planning are made but not realized.
	Does the organization use gender analysis to develop strategies to address gender dynamics in the value chain?		
	Are systems and procedures in place to ensure that information from analysis is used to guide strategic program development?		

A.II.3	The capacity to apply gender analysis tools and frameworks	2	There are beginning but not satisfactory. There is checklist, reports and site monitoring
	Does the organization apply gender analytical frameworks and tools? (Which frameworks and tools are normally used?)		
	Are the gender analytical frameworks and tools that are used, relevant to the work and scope of the organization? Are they used to identify and address gender-based constraints and opportunities in the targeted value chains?		
	Does the organization make use of a toolkit or inventory of tools? (Which toolkit?)		
A.II.4	Providing access to gender (analysis) training for staff	2	There are focal persons who usually trained. The training remains within the focal person. The staff are not specifically trained on gender analysis.
	Does the organization provide training for its staff on gender (analysis)? If not, does it enable or support staff to be trained externally?		

Gender responsive programming, budgeting and implementation			
Definition	The capacity and commitment to implement gender responsive programs, to mainstream gender throughout all operations and programs and allocate financial and human resources for it.		
FGD	<p>Gender responsive programming considers gender roles and relations and responds to these, either through gender accommodating or through gender transformative approaches.</p> <p>Discuss the kind of programs that this organization implements, are gender issues taken into consideration? Examples:</p> <ul style="list-style-type: none"> <li>gendered participation in livestock and fish value chains;</li> <li>gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations and breeds;</li> <li>women's access to markets and control over resources, technologies, labour, power and the benefits of their work;</li> <li>level and equity in animal source food consumption within poor households;</li> <li>Preferences of male and female producers for certain breeds; etc</li> </ul>	Current score (1–5)	The program takes into gender issues. While the government is not allocation in gender responsive budget and thus the implementation of gender responsive activities are lacking.
B.II.1	The capacity to implement gender responsive (research) programs and to ensure that interventions benefit women and men equally	3	The government is trying but not mixed. The programs are often gender neutral. The benefits is often attempting to address gender gaps.
	Does the organization develop and implement gender responsive (research) programs? (How many projects/programs implemented in the previous year have an explicit focus on gender? What kind of programs (examples))		
	Do women and men participate equally in activities? (Give examples)		
	Does the organization make sure women and men benefit equally from its interventions? (Interventions can be provision of services, inputs, training and technologies. How does the organization make sure women and men benefit equally from interventions?)		
	Does the organization have systems, procedures and incentives in place to ensure that all interventions are gender responsive? (Give specific examples of each that was used last year. Are proposals and reports checked on gender sensitivity? Who checks them?)		
	Do reports reflect implementation of gender responsive actions?		

B.II.2	The capacity to effectively link research and development	2	There is limitation- CBBP, dairy farm, fishing, etc. However, still much has to be done.
	For Development Partners: Does the organization use the outcomes from research to develop or adjust gender responsive programs? (Which studies have been used? Are research outcomes from the LAF partners used? How relevant is research done in LAF program for the organization?)		
	For Research 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 the previous year. Do development actors and service providers request for specific gender responsive research?		
	For Research Partners: To what extent are research outcomes sufficiently translated into relevant and useful products for development actors and service providers? Give a specific example for the previous year.		
	For Research Partners: To what extent have you used feedback from development interventions to develop and undertake new gender responsive research? Give an example.		
B.II.2	Existence, quality and scope of a programmatic gender (mainstreaming) strategy including financial and human resource allocation	2	The gender program is peripheral. Sometimes, there is no structure to allocate adequate budget and human resources. There are gender focal person.
	Has the organization developed a gender policy or strategy? (a gender policy is a statement/intention on gender equality. A gender strategy is a strategic roadmap, with clear indications on what needs to be done and how. Therefore, having a strategy is better than only a policy. Ask the organization to describe and/or share documentation)		
	Is the gender policy or strategy actually implemented? (Does everyone know and understand the gender policy?)		
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?		
	Do reports reflect implementation of gender responsive actions?		
	Are adequate financial and human resources available to implement the policy or strategy? (is there a special budget to undertake gender-related activities?)		
B.II.4	Presence and mandate of dedicated gender staff (expert or focal point) and the balance between responsibilities of gender experts and general staff members on gender mainstreaming	2	There is focal person but not dedicated. The is no balance is responsibilities of the expert. Experts are assigned from other discipline
	How strong is the presence and mandate of dedicated gender staff, if available? (if no staff is responsible for gender, the capacity is not available (score 1). If the organization has dedicated gender staff (experts and/or focal points) in place, are they mandated to ensure gender is mainstreamed? Is the gender staff in a position to actually mainstream gender? Do they have clear responsibilities and time allocation? Are they gender experts, skilled for their responsibilities? Are they part of the staff or subcontracted for specific tasks?)		
	Are other staff members (also) responsible for integrating gender in their work (is their responsibility formalized, e.g. in their job descriptions? Is only the gender staff responsible for gender mainstreaming or is this responsibility shared with other staff and balanced?)		

Knowledge management and gender responsive M&E		
Definition	The capacity to collect and analyse sex-disaggregated data, to monitor, document and report on gender responsive programming, specific gender outputs and outcomes, ensuring wide outreach on gender responsive programming and its results.	

EGD	Make sure that everyone understands the definition of gender responsive M&E: Gender responsive monitoring and evaluation systems are central to learning and documenting the gender-related outcomes of interventions.They should track changes in: the material conditions and social positions of women and men participating in the chain; gender attitudes and practices of chain actors; and chain level performance, including women's and men's shares in chain employment and income across nodes. In order to carry out gender-sensitive monitoring, sex-disaggregated data (statistics disaggregated by sex or gender) within and beyond the household, is required and combined with the collection of indicators that capture gender-related changes. Discuss to what extent the organization uses sex-disaggregated data and how it is used for analysis and knowledge management.		Current score (1–5)	The capacity of the woreda to manage and document knowledge is minimal.
C.II.1	The capacity to collect, interpret and report on sex-disaggregated data		3	The data collection is sex-disaggregated, analysed and reported. Moreover, we compare male and female and interpreted.
	Does the organization collect sex-disaggregated data?			
	Does the organization have mechanisms in place to ensure that all data collected is sex-disaggregated? (What are they?)			
	(To what extent) is sex-disaggregated data not only collected, but also interpreted/analysed and reported on? (How many projects reported this in the previous year? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in the previous year? What analysis was conducted on the data? By whom (qualification?)			
C.II.2	Existence and quality of a gender responsive M&E system and ability to use it	3	There is periodic monitoring and evaluation every quarter; there is checklist for data collection; reported; feedback mechanism. But more has to be done.	
	Is the M&E system gender responsive? (Give a specific example or evidence)			
	Do reports include information on changes in gender norms and relations? (Please explain briefly and if available share a gender responsive M&E report and the tools used to collect the data used in the report.)			
	Does the organization have guidelines, tools and methods in place for gender responsive M&E?			
C.II.3	Access to and production of knowledge documents and publications on gender	I	Not at all.	
	Does the organization produce documents and publications on gender? (Does it collect, develop and make such knowledge documents accessible to others? How many did you publish in the previous year? Who provided the gender expertise for each? Can you explain briefly their content and share one or two copies?)			

Partnerships and advocacy			
Definition	The capacity to build coalitions, to influence government and external partners and to advocate for gender equality.		
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)	The partners are Save the children; Irish Aid; government sector offices; IFAD 9 livelihoods); multiagency programs (such as PSNP), Tigray Development Agency, among other are working on gender equality to promote gender equality.
D.II.1	The capacity to advocate for gender equality in the value chain	3	There is strong collaboration with partners to advocate gender equality. Still, much more has to be done.
	Does the organization advocate for gender equality? (Does the organization aim to influence governmental policies, or on regulatory frameworks at local, national levels with regard to gender equality in the value chain? Please explain briefly and provide documented evidence for such efforts. The organization can either take the lead or simply participate in a coalition. How effective is the organization?)		
	For (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?		
	For Research Partners: To what extent are gender research outcomes used by other partners to advocate for gender equality in the value chain? Give an example from the previous year.		
D.II.2	The capacity to develop and maintain effective partnerships with the government and influence policies being more gender equitable	3	There is strong interest but due to budget/logistics limitations it is not effective. There is also lack of commitment among the partners.
	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? Are partnerships with government used for influencing policies? Give an example from the previous year		
	For (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships? (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? Give an example from the previous year		
D.II.3	The capacity to develop and maintain effective partnerships with different actors (civil society, research organizations and private sector) for promoting gender equality along the VC	2	There is partners but not effective.
	Is gender equality central to the partnerships that the organization maintains? (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?)		
	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))		
	Does the organization promote gender equality among its partners? (Give specific examples from the previous year)		



Leadership and transformation			
Definition	Leadership and commitment to gender equality and the transformation of gender (power) relations.		
FGD	Gender transformative approaches explicitly aim to change gender norms and relations in order to promote gender equality. Does the organization have any experience with gender accommodating or gender transformative approaches? Does it seek to challenge gender power relations and is it committed to gender equality? Is it taking leadership in transforming gender relations? Give examples.	Current score (1–5)	The share of women in the leadership of woreda is 36 %. There are some experiences but not adequate to change gender power relationship.
E.II.1	Organization's proven commitment to gender equality and transforming gender power relations	2	The government commitment is lacking; no childcare centre; not allocating gender expert and allocate budget for it.
	Is the organization's leadership/management committed to gender equality and the transformation of power relations? (Give two specific examples of clear and explicit commitment, such as actions taken, public statements, allocated resources)		
	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? )		
	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.)		
E.II.2	Organization's vision towards gender equality and transforming gender power relations	3	There is vision and mission statement
	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?)		
E.II.3	The capacity to develop strategies that strengthen women's position and decision-making power	2	Women saving credit but more have to be done.
	For Development Partners: To what extent does the organization develop and implement programs/projects on women's position (in the household, community, organizations, society) and decision-making power? (Give an example from the previous year)		
	For Research Partners: To what extent does the organization undertake research on women's decision-making power and their role in leadership positions? Give an example from the previous year.		
E.II.4	The capacity to sensitize communities on gender issues	2	There sensitization work in the community but the job is externalized and restricted to WCYA or the gender issue is not main issue but sideline issue. Limited time is given; women are not adequately participating in the meeting as men do.
	For Development Partners: Does the organization develop and implement interventions to sensitize women about their rights?		
	For Development Partners: Does the organization develop and implement interventions to sensitize communities on gender issues and gender norms? (What kind of interventions, e.g. training? With what effect? Are men engaged?)		
	For Research Partners: is research undertaken into community awareness of gender issues?		
E.II.5	The capacity to develop and experiment with gender transformative approaches	1	So far gender responsive approach is eclectic not seen along accommodation to gender responsive approach.
	Does the organization understand the different gender responsive approaches (operating along the continuum from gender accommodating to gender transformative. Are the concepts known and understood?)		
	Does the organization experiment with different gender responsive approaches, in particular with transformative approaches? (Does the organization test out (new) approaches? Give specific examples from the previous year. Share and write down some transformative approaches.)		



Gender at the workplace			
Definition	The capacity to promote a gender responsive workplace with equal opportunities and benefits for women and men.		
FGD	<p>Make sure that everyone understands organizational gender issues:</p> <ul style="list-style-type: none"> <li>Gender balance within the organization</li> <li>Affirmative action towards a better gender balance in the organization</li> <li>Organizational norms and values</li> <li>Gender-sensitive workplace (equal pay, equal opportunities to promotion and training, access to childcare, flexible work schedule, safe workplace, prohibition of discrimination, women friendly equipment and facilities, etc)</li> <li>The adjustment of internal policies and procedures to make them more gender responsive</li> </ul> <p>Discussion: what are gender dynamics in the organization? What are the organization's gender-responsive practices and performances?</p>	Current score (1–5)	At workplace, there is more or less gender equal. Of the total 2580 staff in the woreda, about 1057 workers are women. There is affirmative action: 5% for women candidate following civil service law. There is no special treatment in promotion and leadership post; 5% for higher education. Equal pay; no childcare services; separate toilet sanitation services. There is generally no discrimination.
F.II.1	The capacity to analyse gender dynamics in the organization and to develop strategies to deal with these	2	There is affirmative action (5%); there is no strategies developed for analysed gender gaps. Often; civil services regulations are strictly followed.
	Does the organization understand internal gender dynamics and does it develop strategies to deal with these? (examples are the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance. Are affirmative actions necessary and to what extent? Are gender analysis tools and frameworks used? Which ones?)		
F.II.2	The capacity to adjust and implement internal (HR) policies and procedures to make the organization more gender responsive	1	There are no actions so far implemented.
	Does the organization implement actions towards a more gender responsive organization and provide equal opportunities and benefits for women and men (incl work family balance)? (Give specific examples of actions implemented in the previous years and with what results?)		
	Does the organization have policies and procedures in place to ensure gender equality in the workplace?		
F.II.3	Effectiveness in hiring women as staff members and to acquire gender balance	3	Of 46 women recruited in 2019/2020 in the woreda; only 17 are women despite the affirmation action.
	Is the organization balanced in terms of female and male representation at all levels?		
F.II.4	Presence of women in leadership (management) and balanced representation	4	36% (16) women and 56 Posts are in leadership post; in management posts
	Is the organization balanced in terms of female and male representation at management and middle management level? (What are the numbers of men and women at leadership positions?)		
	Does the organization have mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?		

## Annex C: List of participants/informants/respondents

S/n	Name	Organization	Position	Sex
1	Eniyew Alemnew	DBARC	Researcher	Male
2	Yahola Kassa	DBARC	Researcher	Male
3	Zerihun Kebede	DBARC	Researcher	Male
4	Shankute Goshu	DBARC	Researcher	Male
5	Yifrew Worku	DBARC	Researcher	Male
6	Woinishet Mohammed	DBARC	Researcher	Male
7	Tesfa Getachew	DBARC	HR manager	Female
8	Ayele Dessalegn	DBARC	Researcher	Male
9	Genent Wubetu	Menz Gera Midir Woreda	Gender mainstreaming M&E officer	Female
10	Yisfa Belete	Menz Gera Midir Woreda	Cooperative expert	Male
11	Abere Belete	Menz Gera Midir Woreda	Animal resource development Expert	Male
12	Dejene Legesse	Menz Gera Midir Woreda	Agricultural Extension Department team leader	Male
13	Senait Nigussie	Menz Gera Midir Woreda	Marketing team leader	Female
14	Tesfaye Tafesse	Menz Mama Midir woreda	Marketing expert	Male
15	Abraham Shankute	Menz Gera Midir Woreda	Agricultural office head	Male
16	Wondimageny Addisu	BARC	Researcher	Male
17	Tesfaye Gafaro	BARC	Researcher	Male
18	Ashanafi Abraham	BARC	Researcher	Male
19	Asmall ruminantat Arke	BARC	Researcher	Male
20	Zelalem Abate	BARC	Researcher	Male
21	Muluken Zeleke	BARC	Researcher and centre director	Male
22	Melaku Tarekegn	BARC	HR manager	Male
23	Abebe Tachibale	Menz Mama Medir Woreda	HR administration team leader	Male
24	Adefris G/Meskel	Menz Mama Medir Woreda	Animal production expert	Male
25	Legesse Asfew	Menz Mama Medir Woreda	Gender expert	Male
26	Lemlem Negash	Menz Mama Medir Woreda	Gender affair team leader	Female
27	Aberash G/Tsadik	Menz Mama Medir Woreda	Value chain expert	Female
28	Amtate Gebaye	Menz Mama Medir Woreda	Agriculture extension team leader	Male
29	Seifu G/Medhin	Adiyo Woreda	Cooperative development coordinator	Male
30	Getachew W/Mariam	Adiyo Woreda	Team leader	Male
31	Melaku Mamo	Adiyo Woreda	Gender focal person	Male
32	Demanech Demato	Adiyo Woreda	Gender focal person	Female
33	Bahiru Eshatu	Adiyo Woreda	Animal production expert	Male
34	Melese Mengesha	Adiyo Woreda	HR manager	Male
35	Tenkir Derese	Adiyo Woreda	Gender mainstreaming team leader	Male
36	Lijalem Abera	Ziqual Woreda	Gender expert	Male
37	Yohanis Alemu	Ziqual Woreda	Human resources expert	Male
38	Misganew Birhanu	Ziqual Woreda	Gender focal person	Male

S/n	Name	Organization	Position	Sex
39	Zenebe Gebeyahu	Ziqual Woreda	Gender focal person	Male
40	Belete Mesfin	Ziqual Woreda	Gender mainstreaming expert	Male
41	Aklil Abay	Ziqual Woreda	Livestock extension expert	Male
42	Ababaw Argaw	Ziqual Woreda	Agricultural extension communication expert	Male
43	Belete Alfe	Abergele Woreda	Value chain expert	Male
44	Ziwebu Kebebede	Abergele Woreda	Animal production expert	Male
45	Asresu Wondimu	Abergele Woreda	Agricultural extension expert	Male
46	Bebrat Negama	Abergele Woreda	Cooperative expert	Male
47	Tesfaye Wale	Abergele Woreda	Gender mainstreaming expert	Male
48	Alabachew Belay	Abergele Woreda	Livestock extension expert	Male
49	Adane Wubet	SDRAC	Research assistant-II	Male
50	Girma Nigussie	SDRAC	Associate researcher	Male
51	Birhan Abebe	SDRAC	Human resource expert	Male
52	Yeshwas Walle	SDRAC	Assistant researcher/small ruminant breeding	Male
53	Eshetu Alemu	SDRAC	Animal nutrition researcher	Male
54	Wubeshet Beshir	SDRAC	Associate researcher	Male
55	Adane Wubet	SDRAC	Research assistant-II	Male
56	Girma Nigussie	SDRAC	Associate researcher	Male
57	Birhan Abebe	SDRAC	Human resource expert	Male
58	Yeshwas Walle	SDRAC	Assistant researcher/small ruminant breeding	Male
59	Eshetu Alemu	SDRAC	Animal nutrition researcher	Male
60	Wubeshet Beshir	SDRAC	Associate researcher	Male
61	Guash Abay	ARAC	Associate researcher–animal health	Male
62	Destu Tekle	ARAC	Animal nutrition researcher-I	Male
63	Hintsa Meresa	ARAC	Associate researcher dryland agronomy	Male
64	Gebre Brhane	ARAC	Extension researcher	Male
65	Mebrahatom Hagazi	ARAC	Animal breeding researcher	Male
66	Merese W/Silassie	ARAC	Soil and water conservation researcher	Male
67	G/Tinsae Mezgebe	ARAC	Researcher, animal breeding and CBBP focal person	Male
68	G/Silassie Hiluf	ARAC	Finance and administration team leader	Male
69	Atseda Hadera	Tanqua Abergele Woreda	Animal extension coordinator	Female
70	G/Mariam G/Tsadik	Tanqua Abergele Woreda	Gender expert	Male
71	Tewolde Aregawi	Tanqua Abergele Woreda	Animal production expert	Male
72	H/Micheal Halefom	Tanqua Abergele Woreda	Cooperative expert	Male
73	Mulu G/Mariam	Tanqua Abergele Woreda	WYCA office deputy head	Female
74	Kindaye G/Kidan	Tanqua Abergele Woreda	Human resource expert	Male