



Photo LLRI/Georgina Smith

GENDER | STRENGTHENING GENDER CAPACITY OF LIVESTOCK RESEARCH AND DEVELOPMENT PARTNERS IN ETHIOPIA

KEY MESSAGES

- Gender capacity gaps constrain inclusive and equitable livestock development in Ethiopia.
- A systems approach to gender capacity development beyond training enables sustainable capacity creation and retention.
- Inclusive and participatory gender capacity development approach ensures ownership and participation of partners at all levels.
- Provision of timely post-training support for partners encourages training application through institutional experimentation based on context-specific gender development action plans.
- Gender capacity development enables research and development partners to achieve both sectoral and gender equality objectives.

This innovation brief is a guide for development practitioners to enable them to adopt a systems approach to gender capacity development at all levels. It shares lessons learned from the multi-year project under the CGIAR Research Program on Livestock that focused on gender capacity development of livestock research and development partners in Ethiopia.

INTRODUCTION

In Ethiopia, social and cultural norms constrain gender equity, and the gender gap in the agriculture sector persists despite policy actions (Aguilar et al. 2014). Furthermore, many development and research partners lack knowledge and skills to integrate gender approaches into their programs (Mulema et al. 2015). It is essential that work continues to encourage the adoption of gender approaches as they are not only essential to the achievement of gender equity but can also improve food security, nutrition and drive agricultural transformation.

The CGIAR Research Program on Livestock (Livestock CRP) followed a systems approach to gender capacity development of national research and development partners in Ethiopia. Training is only part of the solution to gender capacity gaps. Addressing gender inequity requires a systems approach beyond knowledge and skills development of value chain actors and enablers. A starting point is a participatory gender capacity assessment of national research and development partners to inform the design and implementation of strategic gender capacity development interventions at the individual, organizational and system levels.

The gender gap in agriculture persists in Ethiopia. Public policy and social and cultural norms are frequently impediments to gender equity.

THE INNOVATION

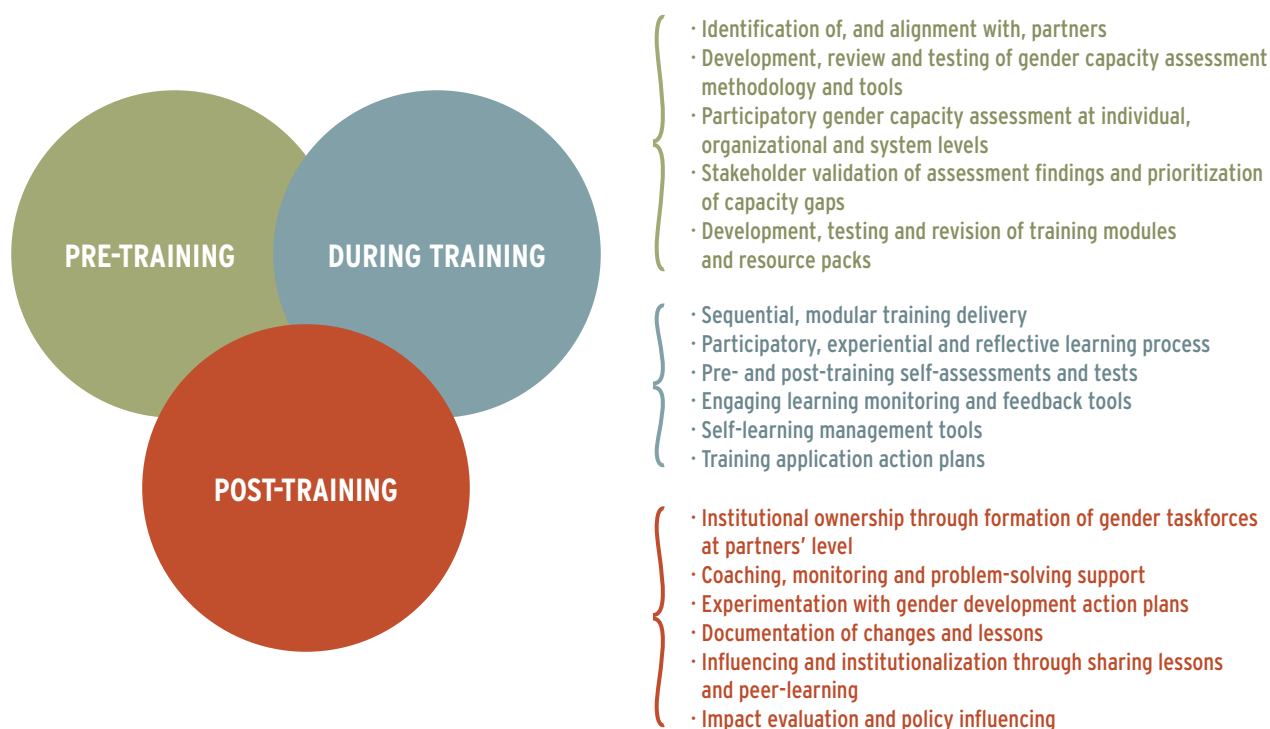
The Livestock CRP's gender capacity development program takes a systems approach to exploit the dynamic interaction among the components of a capacity development cycle and its influence on learning and learning utilization. It integrates iteratively pre-training, during training, and post-training activities to create an enabling environment for sustainable capacity creation, retention, and utilization.

The entire learning-to-performance process involves three iterative phases: 1) creating clear and valid intentionality (pre-training); 2) producing effective learning outcomes (during training); and 3) supporting sustained performance improvement (post-training). Figure 1 outlines the core elements that make up the gender capacity development approach and process.



Gender approaches in agricultural programs are essential to achieve gender equity and also can improve food security, nutrition and drive agricultural transformation. Photo ILRI/Georgina Smith

Figure 1. Overview of gender capacity development approach and process



As shown in **Figure 1**, the gender capacity development process involves:

- Review and adaptation of available gender capacity needs assessment methodologies and tools
- Review, testing and refinement of gender capacity needs assessment methodology and tools with partners
- Conducting gender capacity needs assessment on six core gender capacity areas:
 1. Gender analysis and strategic planning
 2. Partnerships and advocacy for promoting gender equality
 3. Gender responsive programming, budgeting, and implementation
 4. Knowledge management and gender responsive monitoring and evaluation

5. Gender and leadership

6. Innovation in gender responsive approaches.

- Stakeholder validation and feedback on gender capacity assessment findings and prioritization of capacity gaps
- Formation of gender focal persons and taskforces at partners' levels and clarification of expectations and roles to ensure ownership and institutionalisation from the start
- Development, testing and continuous revision of customized gender training modules and resource packs to address priority gender capacity gaps
- Sequential, participatory training delivery model covering four modules i.e., gendered value chain analysis; gender strategy development; gender responsive organizations; and gender responsive monitoring, documentation, and evaluation.

- Context-specific training transfer action plan development to facilitate gender development experimentation by partners
- Coaching, monitoring, and problem-solving support based on partners' gender development action plans
- Documentation and celebration of changes through sharing of lessons and good practices among partners
- Impact evaluation and development of policy briefs to advocate for a systems approach to gender capacity development.



Meeting with stakeholders in Debre Berhan to validate and feedback on the gender capacity assessment findings. Photo ICARDA/Wole Kinati

OUTCOMES AND EVIDENCE

- About 100 participants (21 female) drawn from twelve research and development partners received gender capacity development training and coaching support.
- The gender capacity development process brought changes in organizational and individual gender capacities of national research partners (NRP) and national development partners (NDP) (Figure 2).
- The gender capacity development process led to development of standard gender training modules and resource packs that can be adapted and used by research and development partners (Mulema et al. 2021a, b).
- Post-training coaching and monitoring support strengthened partners' capacity and motivation to implement gender development action plans and achieve gender equality objectives. For example, partners amended cooperative by-laws and employed gender-responsive membership selection criteria for the community-based breeding program in Bonga and Doyogena districts.
- The gender training materials were adapted and used by partners for staff training. For example, the Ethiopian Institute of Agricultural Research (EIAR) trained gender focal persons and breeders using the standard training materials.
- Research and development partners developed capacity for greater gender responsiveness in their organizations. For example, the EIAR hired 120 female researchers and promoted three female researchers to directorate positions to address gender gaps.

TESTIMONIAL FROM NEMOMSA FIRDISA Head, Office of Livestock Agency Horro Woreda

Nemomsa is the head of office at the Horro Livestock and Fish Development agency, who is keen to integrate greater gender awareness in the animal health activities under his responsibility, using the tools shared at the gender capacity training workshops.

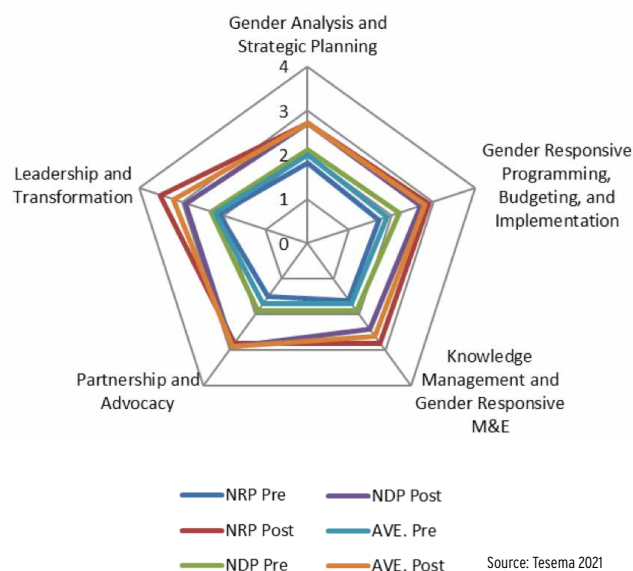
“ I have never experienced such interactive, inspiring, motivating, and well-structured trainings complemented with field experimentations. I am amazed by the engaging power of the facilitation approach adopted. I am so motivated and keen to translate the knowledge I gained and to implement what we had planned during the training workshops. ”

Nemomsa intends to encourage animal health experts to seek feedback from farmers during vaccination campaigns or treatment services. He also appreciated the follow-up strategies he received, which included coaching and mentoring.

“ The GCD trainings brought significant change among staff members in terms of bringing desired attitude and perception changes towards women at workplace. ”

Tegene Ayele, Gender focal point, Southern Agricultural Research Institute

Figure 2. Baseline and end line comparative analysis of average gender capacity changes of partners





Researchers are working with communities to address the inequitable distribution of labour in many rural households. In this photo, a husband and wife who participated in community conversations run by ICARDA and ILRI researchers are sharing in the same chores. Photo ILRI/Georgina Smith

DRIVERS AND FACTORS FOR SUCCESS

- Identification and engagement of the right partners and individuals
- Clarification of expectations and roles from the beginning
- Participatory nature of the gender capacity development process
- Shared ownership of the process by partners
- Training application action plans complemented with timely coaching, monitoring and problem-solving support for partners
- Sequential, modular training delivery allows time for partners to apply the learning in between modules and identify challenges that were then addressed through subsequent training activities.
- Multidisciplinary team managing and facilitating the gender capacity development process
- Enabling policy environment-addressing gender issues in agriculture is one of the core government agendas

References and further reading

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|| The GCD intervention enhanced the commitments of our gender committee and improved the perceptions of researchers, which altogether contributed to the development of gender sensitive monitoring and evaluation at organizational level. Gender issues are now being carefully incorporated in our research and development works. ||

Ahmed Mohammed, Head of Center, Yabello Dryland Agricultural Research

LESSONS LEARNED AND SCALING CONSIDERATIONS

- Developing gender capacities of partners requires continuous engagement to influence mindsets, approaches and practices.
- A proper gender capacity assessment helps identify priority gender gaps and should be a prerequisite for training programs.
- Validation of capacity assessment findings with partners provides opportunity to further fill information gaps, clarify capacity development needs and ensure ownership of the process.
- As training is not the only solution to address gender capacity gaps, capacity development training must be complemented with post-training support activities for partners to apply new knowledge and skills and achieve equality objectives.
- Sequential training delivery models allow participants time to apply the learning.
- Organizational ownership and support of gender development action plans are key factors for enhancing training application and achieving gender equality objectives.

YouTube video: Strengthening gender capacities for organizational effectiveness, Jan 2019 <https://www.youtube.com/watch?v=SqmdKhSL2P4>

Partners

The SmarT-Ethiopia project is led by ICARDA in close collaboration with ILRI, Ethiopian NARS and other international partners.



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