

Gender capacity assessment of the African chicken genetic gains project partners in Tanzania



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Gender capacity assessment of the African chicken genetic gains project partners in Tanzania

Marije van Lidth de Jeude


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Contents

Tables	vi
Figures	vii
Acknowledgements	viii
Acronyms	x
Executive summary	xiii
Background	xiii
General findings	xiii
Gender analysis and strategic planning	xiv
Gender responsive programming, budgeting, and implementation	xiv
Knowledge management and gender responsive monitoring and evaluation	xiv
Partnerships and advocacy	xv
Leadership and transformation	xv
Gender at the workplace	xv
Recommendations for gender capacity development	xv
1. Introduction to the capacity assessment	i
1.1 Introduction	i
1.2 The program set up in Tanzania	i
2. Methodology and process of the capacity assessment	3
3. The (dis)enabling environment	6
3.1 Gender issues in the Tanzania poultry sector	6
3.2 Institutional framework	13
3.3 ILRI and the ACGG Program	14
4. General findings	17
5. Findings per core gender capacity	21

5.1	Gender analysis and strategic planning	21
5.2	Gender responsive programming, budgeting, and implementation	25
5.3	Knowledge management and gender responsive M&E	29
5.4	Partnerships and advocacy	33
5.5	Leadership and transformation	36
5.6	Gender at the workplace	39
6.	Capacity development	45
6.1	Desired future capacities	45
6.2	Recommendations for the gender capacity development process	46
	References	50
7.	Annexes	52
7.1	Agenda of meetings	52
7.2	Mini organizational and individual assessment tool	53
7.3	Guidelines for subnational coordinators for mini-organizational assessment	55
7.4	Tool for conducting focus groups discussions with farmers	57

Tables

Table 1:	Data collection tools and number of participants	4
Table 2:	Sources of data and number of participants in each community	4
Table 3:	Average ranking of core gender capacities	17
Table 4:	Ranking of core gender capacities in the assessed organizations	18
Table 5:	Comparison of individual gender capacities between male, female and gender staff	19
Table 6:	Average ranking of individual core gender capacities	20
Table 7:	Average score of individual level parameters of gender at the workplace for men and women	43

Figures

Figure 1:	Individual and organizational levels for each core gender capacities	17
Figure 2:	Average ranking of all six core gender capacities in the five assessed organizations	18
Figure 3:	Comparison of organizational and individual level gender capacities in assessed organizations	19
Figure 4:	Average scores for the parameters of core gender capacity, gender analysis and strategic planning	22
Figure 5:	Average scores for the parameters of core gender capacity, gender responsive programming, budgeting, and implementation	26
Figure 6:	Average scores for the parameters of core gender capacity, knowledge management and gender responsive M&E	30
Figure 7:	Average scores for the parameters of core gender capacity, partnerships and advocacy	33
Figure 8:	Average scores for the parameters of core gender capacity, leadership and transformation	37
Figure 9:	Average scores for the parameters of core gender capacity, gender at the workplace	40

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Focus group discussions conducted by Margaret Kingamkono (left) and Rehema Mwateba (right) with male and female farmers and community members of Chalinze village.
Credit: Marije van Lidth de Jeude, 23 January 2017

Acronyms

ACGG	African Chicken Genetic Gains
ATONU	Improving Nutrition Outcomes through Optimized Agricultural Investment
BMGF	Bill & Melinda Gates Foundation
CIAT	International Centre for Tropical Agriculture
Co-PI	Co-principal investigator
CRP	CGIAR Research Program
FAO	Food and Agriculture Organization of the United Nations
FGD	Focus group discussion
ILRI	International Livestock Research Institute
IP	Innovation platform
KII	Key informant interview
KIT	Royal Tropical Institute
LGA	Local Government Authorities
LRO	Livestock research officer
MHH	Male-headed households
MoALF	Ministry of Agriculture, Livestock and Fisheries
MoHCDGEC	Ministry of Health, Community Development, Gender, Elderly and Children
M&E	Monitoring and Evaluation
NGO	Non-governmental organization
NARS	National Agricultural Research System
NPC	National project coordinator
NSI	Nutrition sensitive interventions

PAT	Project advisory team
PC	Project coordinator
PI	Principal investigator
PICO-EA	Institute for People, Innovation and Change in Organisations-Eastern Africa
PIT	Project implementation team
PPP	Public-private partnership
SNC	Subnational coordinator
SUA	Sokoine University of Agriculture
TALIRI	Tanzania Livestock Research Institute
TASO	Tanzania Agriculture Society
TAWLEA	Tanzania Women Leaders in Environment and Agriculture
TGNP	Tanzania Gender Networking Programme
TI	Transition International
TPBA	Tanzania Poultry Breeders Association
UNDP	United Nations Development Programme
VC	Value chain
WUR	Wageningen University & Research



A male farmer and his wife feeding their ACGG chicken in Konga village

Credit: Marije van Lidth de Jeude, 25 January 2017

Executive summary

Background

The gender capacity assessment in Tanzania, which took place in January 2017, analysed the current gender capacities against desired future gender capacities of the ACGG partners. It measured six core gender capacities at the organizational and individual (staff) levels, of five of the six engaged national and regional research institutes. These capacities are assessed in relation to the environmental (contextual) level: the institutional and policy environment that enables or disables the other capacities. For the latter, public and private sector partners of the African Chicken Genetic Gains (ACGG) Program implementers, including gender experts, were interviewed.

General findings

Women are predominantly found in the production part of the poultry value chain, but only at the level of small-scale production where income is very little. There are many barriers for women if they want to move up in the value chain (in other processes or by increasing their production), and those who do improve their business run a great risk of losing their say over the business or not being able to decide over income derived from it. Women have less access to inputs, services, information, and markets than men. They are hardly represented in relevant fora and their voices are often not heard, which means their needs and interests may not be known or taken into consideration.

The Ministry of Agriculture, Livestock and Fisheries (MoALF) does not have a gender policy and gender is only mentioned in very general terms in the National Livestock Policy of 2006 (11 years old). Implementation is lagging behind due to a lack of funds and human resources. This is also the case for the national strategy for gender development published by the Ministry of Health, Community Development, Gender, Elderly and Children (MoHCDGEC) in 2008 as well as other gender policies and guidelines. Each of the departments of the MoALF has a gender focal person appointed, who is responsible for coordination of gender mainstreaming activities of the ministry. The gender focal persons are selected from among the MoALF's personnel and do not have specific gender training. The MoALF has livestock field officers located within villages, including those where ACGG is active, but these do not deal with gender issues.

The program has good intentions when it comes to engaging women and considering their needs and interests, but gender has not been fully mainstreamed. Although this assessment and other consultancies that have been undertaken will contribute to strengthening gender mainstreaming, the current lack of a gender strategy, guidelines, training, and advisory/ technical support in ACGG is not supporting the development of gender capacities in the program.

All core gender capacities in Tanzania are insufficiently or under developed (between 2.0 and 2.5 on a scale of 1 - 5). Gender at the workplace is the best-developed capacity and stands out from the other capacities with a score of 2.5. All other capacities are insufficiently developed with minimal difference (2.0-2.2).

The Sokoine University of Agriculture (SUA) has the best-developed gender-related capacities, which can be explained by the fact that as an agricultural university they deal with more than just the so-called 'hard sciences' (e.g. animal science), which are still considered 'male' sciences. The university has a gender policy, gender committee and provides gender training to staff and students. The differences in scores between TALIRI zonal offices (between 1.6 and 2.6) are difficult to explain. The relatively high score of TALIRI Southern Zone could be influenced by the fact that this was the only TALIRI where the centre's director participated in the organizational assessment. This director, who is also principal investigator (PI) of ACGG, seems quite committed to gender equality and has recently followed an extensive gender training provided by the ATONU program.

The following are the main findings for each core gender capacity:

Gender analysis and strategic planning

In the assessed organizations, the core gender capacity for gender analysis and strategic planning is insufficiently developed and it is one of the least developed capacities of all six gender capacities. Organizations do not systematically conduct gender analyses nor do they use it for the development of strategies, they also hardly provide gender (analysis) training for staff (except for SUA) and they do not make gender analysis tools and framework available to their staff. Manuals and toolkits are also not available within the national agriculture system, but have to be looked for on the internet.

Gender responsive programming, budgeting, and implementation

Governmental policies do not provide a clear framework for gender mainstreaming within the National Agricultural Research Systems (NARS). TALIRI follows governmental guidelines and has not developed its own gender mainstreaming policies. Gender expertise is limited in these institutions. SUA does have gender experts in-house, as well as a gender policy and committee.

Women's participation in ACGG activities is relatively high, however this is more a reflection of the existing gender dynamics (70% of poultry producers in sub-Saharan Africa are women) and the target set in the ACGG Program proposal, than of the capacities of the institutions to implement program activities in a gender responsive way. The capacity to ensure that women's interests and needs are considered in research is insufficient as it is largely assumed that women do not have different interests and research normally does not distinguish between men and women and the different categories of women.

Knowledge management and gender responsive monitoring and evaluation

This capacity received the second-best ranking but is still considered quite low and insufficiently developed. This is mostly due to the insufficient gender responsiveness of monitoring and evaluation (M&E) systems, including the one from ACGG. Monitoring and evaluation in the assessed organizations is not gender responsive. Gender is only systematically monitored if research is aimed at gender. Also, although organizations collect sex-disaggregated data, they limit reporting to only reflecting the number of women and men participating and do not use the collected data for analysing strategic results for women and men. Gender responsive documents are practically absent.

Partnerships and advocacy

Together with gender analysis and strategic planning, partnerships and advocacy is the least-developed core gender capacity of all six. Similar to previously mentioned capacities, individual level partnerships and advocacy capacities are somewhat better developed than organizational ones. The difference is especially large between the organizational capacity to build gender responsive partnerships and staff individual ability to do the same. This seems to indicate that most partnerships depend on personal relationships rather than organizational agreements.

The assessed organizations have a low capacity to achieve the program's objective to ensure full participation of women at community-level and in the national innovation platform (IP). The IP meetings are not sufficiently gender responsive and the representation of women and their organizations is very low, despite attempts to target them specifically.

Leadership and transformation

Staff in the assessed organizations have very positive attitudes towards gender equality but the actual commitment from management remains debatable in view of the low overall scores and the tendency to not want 'to exclude' men. The capacity to implement strategies that strengthen women's position and power and the capacity to develop and experiment with gender transformative approaches are insufficiently developed; these are not common practices in the organizations.

Gender at the workplace

According to the assessments, gender at the workplace is the best-developed core gender capacity of all six and is on its way to being medium developed. It is also the core gender capacity with the most variation between individual level, where it was scored slightly higher than medium, and at organizational level, where it is considered low. This shows that respondents are of the opinion that their organizations can do more about gender equity, especially regarding the low percentage of female managers and other colleagues, but also regarding the lack of organizational gender policies and guidelines.

Governmental guidelines state that equal opportunities must be provided to female and male employees to reach a 50% gender balance. Even with such policies in place, there is a significant gender imbalance in the NARS, especially in management. Women's possibility of getting into high positions in organizations is significantly lower than men's. Although the number of women who are qualified and interested in getting into management positions is small in Tanzania, other policies or strategies to create more women-friendly environments or to accommodate women are hardly considered.

Recommendations for gender capacity development

It is critical that ACGG finalizes its gender strategy with clear gender indicators and an action plan because there is significant need for guidance and support for women that goes beyond giving out chickens to them. There is need to focus on empowering women to enable them make decisions about poultry production. This gender strategy should be developed with the participation of ACGG staff from all levels (PI, Co-PIs, SNCs and field officers), as well as with the public and private sector partners and, not in the least, the farmers themselves.

ACGG/ILRI can work closely with gender experts and departments in the NARS and encourage the NARS to improve their gender responsiveness. Direct capacity development interventions such as training should be focused at the subnational coordinators (SNCs), enumerators and other ACGG staff, but could be open to other individuals and partner organizations. Essential capacities for SNCs and enumerators to develop are, in prioritized order: gender analysis and strategic planning, gender responsive M&E, and gender responsive programming, budgeting and implementation.

It is very important that women and their organizations are represented at all platform meetings and that their voices are heard. These capacities will need to be developed at SNCs, the national program coordinator (NPC) and other staff with support from PICO-EA and other partners.

In general, the program could make use of the gender expertise at SUA and the experience they have in providing courses on gender and development for staff. Other interesting partners for gender capacity development could include the Tanzania Gender Networking Programme (TGNP), the Tanzania Women Leaders in Environment and Agriculture (TAWLEA) and the ATONU program.

TI will support the gender capacity strengthening process with the development of a training manual. The manual will cover general issues on gender in the chicken value chain; gender strategy implementation, monitoring and documentation; and how to make organizations more gender responsive. It will include a trainer's guide and a participant pack, which will be formulated in such a way that the training can be facilitated by local gender experts without necessarily having to contract TI consultants.



ATONU national project coordinator Agnes Maheme (centre) buys eggs from an ACGG farmer at Konga village. TGNP gender expert Rehema Mwateba is photographing the transaction.

Credit: Marije van Lidth de Jeude, 25 January 2017

I. Introduction to the capacity assessment

I.1 Introduction

The African Chicken Genetic Gains (ACGG) program is funded by the Bill & Melinda Gates Foundation and led by the International Livestock Research Institute (ILRI) in collaboration with National Research Systems (NARS) as well as public and private sector partners in three countries (Ethiopia, Nigeria and Tanzania).

The development of gender capacities is crucial for the achievement of ACGG Program objectives. Women are key actors in smallholder chicken value chains and the program aims to ensure that interventions are gender-transformative through the empowerment of smallholder women chicken producers. ACGG aims to place women at the heart of its activities, from constraint identification, definition of breeding objectives, testing of improved breeds through to full participation in the (community-level) innovation platforms and in the national platforms.

Gender capacity development helps to strengthen and sustain the upgrading of the chicken value chain. It therefore needs to be integrated in program implementation, from the start to the end.

This gender capacity assessment in Tanzania analysed the current gender capacities against desired future gender capacities of the ACGG partners. The results of the assessment will be used for the formulation of a capacity development response, which aims to increase the ability of the different ACGG partners to effectively and efficiently perform functions, solve problems, and set and achieve objectives in a gender responsive manner.

The capacity assessment follows the guide for the assessment and development of gender capacities of ILRI's ACGG Program partners¹, which was tailor made by TI for ACGG and based on the experiences of assessing the capacities of the ILRI-led CGIAR Research Program on Livestock and Fish.

I.2 The program set up in Tanzania

The Tanzania Livestock Research Institute (TALIRI) is the principal national partner for the ACGG Program in Tanzania. At regional level, the program is implemented by five regional TALIRI centres in five different zones: Lake Zone, Eastern Zone, Southern Zone, Southern Highlands and Central Zone. Another partner is Sokoine University of Agriculture, based in Morogoro, which provides research and chicken production and distribution services.

The project implementation team (PIT) consists of a national project coordinator (NPC), a principal investigator (PI) and co-PI. The first two are based in TALIRI Southern Zone and the co-PI in SUA. Each regional TALIRI centre is represented by a subnational coordinator (SNC), who oversees 12 enumerators in 12 different villages (totaling 60 village at national level). These enumerators are mostly field officers from the MoALF. The SNCs are primarily responsible for implementing gender capacity development and other gender related interventions. However, a gender expert, Rehema Mwateba, from the Tanzania Gender Networking Programme (TNGP) is contracted to provide gender capacity development support.

¹ TI and ILRI 2016c

ACGG is overseen by the Ministry of Agriculture, Livestock and Fisheries (MoALF) and TALIRI is accountable to this ministry.



The ACGG national project coordinator Margaret Kingamkono, enumerator Shannie Mssindi and consultant Marije van Lidth de Jeude interviewing an ACGG farmer at her home in Konga village.

Credit: Rehema Mwateba, 25 January 2017

2. Methodology and process of the capacity assessment

The gender capacity assessment process in Tanzania started with identifying the organizations and individuals that needed to be assessed, a rapid pre-assessment (desk) review of relevant documents and the preparation and agreement of an agenda.

The assessment was conducted between the 21–26 January 2017. The methodology and process described in the capacity assessment guide for ACGG was largely followed. The biggest deviation from the original planning was in the assessments of three of the regional TALIRI centres.

Originally, the capacities of each selected organization were to be assessed during a workshop with a select group of staff members, guided by the TI consultant. This session assesses the capacities at organizational level through a discussion and questionnaire, and immediately after the organizational assessment, the same individuals filled in a short questionnaire to assess their individual-level capacities. This process was followed for the TALIRI centre in the Central Zone (where the national TALIRI is also based) and for SUA in Morogoro.

The regional TALIRI centres of Lake Zone, Eastern Zone, Southern Zone and Southern Highlands are located in other regions and due to resource limitations, the consultant was unable to travel to all these locations to assess each of the organizations. The methodology was changed to allow bilateral sessions with each SNC in Dar es Salaam to assess both organizational and individual-level capacities. The SNCs thus represented their organization for the organizational capacity assessment.

The SNCs did not always feel completely confident in their answers, and preferred more participation and input from their colleagues. Therefore, a mini assessment tool (Annex 7.2) and guidance note (Annex 7.3) were designed for SNCs that enabled them to facilitate a discussion with members of their organization on the capacities and collect data, both quantitative and qualitative.

This has improved the reliability of the data as more staff members participated in the assessment, although not all parameters were discussed due to the lack of a more skilled and knowledgeable facilitator.² Only the SNC from Eastern Zone was not interviewed in Dar es Salaam, due to time limitations and because assessing 4 out of 5 TALIRI centres was considered representative enough. An informal interview was conducted with her instead.

2. This might also have led to respondents not understanding all questions fully. In a few cases, the scores of some of the respondents were adjusted to make them consistent with the explanation given for the scoring.

Table 1: Data collection tools and number of participants

Data collection tool	Male	Female	Total	Female (%)	Observations
Individual questionnaire	13	9	22	41	PI participated in assessment but did not fill in the questionnaire
Organizational assessment			5		
Environmental	5	9	14	64	From 9 different institutions
FGD farmers	15	21	36	58	
Informal interviews	1	4	5	80	SNC Eastern Zone and field officers from ACGG and ATONU

In total, 5 organizations were assessed: 4 TALIRIs (of the 5 that are part of the project) and 1 university. From these organizations 22 individuals were assessed, 59% male 41% female. This (individual level) sample was not representative. Respondents were selected purposively to include the SNC and different staff levels as well as others that could inform the assessment on gender aspects: senior and middle management, operational staff and gender experts, if available. The actual sample included a wide range of staff members: 1 co-PI, 4 SNCs, 4 gender experts, 4 lecturers / professors, 1 human resource management expert, 1 veterinary researcher officer, research directors, and a majority of livestock research officers.

The ACGG Program team initially to conduct a full organizational and individual level capacity assessment with one of the community or regional level innovation platforms, but since these platforms are not actual organizations, this was not feasible. Instead, focus groups discussions (FGDs) were done with female and male farmers separately. This was only done in Tanzania and Nigeria, not in Ethiopia. A specific, and new tool was developed for this (Annex 7.4) and added to the toolkit. In Tanzania, two villages were visited in two different regions (Central and Eastern Zone). In total 15 men and 21 women participated in these FGDs (i.e. 58% women). Also 2 female farmers and 1 male farmer were visited at their homes for observation and informal interview purposes. Informal interviews were also done with the ACGG enumerators and ATONU field officers who work in the two villages (see Table 2).

Table 2: Sources of data and number of participants in each community

Data source	Community 1	Community 2
Village	Chalinze	Konga
Male group	10 men, age 27-68	5 men, age 30-46
Female group	17 women, age 23-57	4 women, age 30-51
Farmer interviews and observations	1 female farmer	1 male and 1 female farmer
Other informal interviews	Male enumerator ACGG Mohammed Mbarouk and female field officer ATONU: Mpagale Mwanampalila	Female enumerator ACGG Shannie Mssindi and female field officer ATONU Elizabeth Mkori

For the environmental level assessment, key informants were interviewed and documentation revised. Seven interviews were held with 14 individuals (64% women) from 9 different institutions. Gender experts who are part of the program and/or either operational, development or research partners were interviewed. The consultant interviewed representatives from the Ministry of Agriculture, Livestock and Fisheries (6 people participated, 1 man); a private company that provides feed, medicine, veterinary services and chicken, a member of the national IP as well as the Tanzania Poultry Breeders Association (TPBA); the gender expert of ACGG representing the TGNP; the NPC of ATONU; a SUA PhD student who is working on a gender study for ACGG; 2 male directors of TALIRI National and Central; as well as the co-PI and NPC of ACGG. It was not possible to interview the representatives of the Hatchers Producer Association (UFUKUDA) and the Feeding Manufacture Association (TAFMA) because they canceled on the day the interviews were scheduled. Therefore, information from experts was somewhat limited and not representing the full sample. However, the interview with the private sector and TPBA representative also covers issues on feeding and hatching in which the company is engaged.

Additionally, the ACGG coordinator at ILRI, two consultants from KIT (who are developing the ACGG gender strategy) and a representative of PICO-EA (in charge of organizing the IPs) were interviewed via Skype.

The agenda implemented in Tanzania is annexed to this report (Annex 7.1). Overall, the information obtained was considered sufficient for the assessment and to develop a comprehensive capacity development response. The consultant spent more time in the field than originally planned, covering all but one of the ACGG implementing organizations and interviewing a diversity of experts and partners. Moreover, additional FGDs were done with farmers.

3. The (dis)enabling environment

Information in this chapter is based largely on a document review (referenced in footnotes and listed in the bibliography section), including the Gender Capacity Assessment done by TI for the Livestock and Fish program in 2015³, program documents as well as interviews with key informants. The key informants were not fully representing the smallholder poultry sector.

3.1 Gender issues in the Tanzania poultry sector

As pointed out in the ACGG proposal to the Bill & Melinda Gates Foundation (BMGF)⁴, women are key actors in smallholder chicken value chains. They own approximately 70% of the chickens in sub-Saharan Africa, manage the flocks and are the traders in chickens and chicken products. This is also the case for Tanzania.

Galiè et al revealed complex patterns of resource ownership mediated by gender, marital status, age, wealth, ethnicity, geographical location, among other factors. In Tanzania, male and female respondents in the research stated men were generally the owners of larger types of livestock and larger areas of land; widows owned large and small types of livestock; and married women owned smaller livestock (e.g., chickens). Young unmarried women and men generally owned resources together with their parents. Smaller livestock—and chickens in particular—were also generally said by the men to belong to the whole family.⁵

Galiè et al also found that ownership was associated with the division of labour, i.e. ownership was considered to be shared (joint ownership) when carrying out complementary roles in raising the livestock (e.g. husbands being responsible for selling and buying livestock, children herding and watering the animals, and the women gathering grasses and residues to feed the livestock kept around the homestead).⁶

The fact that women own and manage chicken production does not mean that they will automatically benefit from development interventions such as improved breeds. Women are more over-burdened than men because of the fact that they bear both farming operations and domestic (household) work while the latter is almost nil for men. Therefore, they have serious time limitations.

Decision-making was a recurrent theme in discussions about ownership. In the village of Viti, Tanzania, the female respondents in Galiè's research stated that women owned chickens because they managed both the chickens and the revenues derived from them. They specified that they could ask the men to help with looking after the chickens but that this would not change ownership⁷. In the agro-pastoral systems of Iringa, Mara, and Mwanza in Tanzania, World Bank 2008 found that women could not sell or slaughter their (bigger) animals without consulting their husbands, but they could sell or exchange their poultry without seeking their husband's

3. ILRI 2015

4. ILRI 2014

5. Galiè et al. 2015: 6-7

6. Galiè et al. 2015: 9-10

7. *ibid*: 9

permission. However, it is important to note that in the intensive systems of Kilimanjaro, milk, which was once under women's control, came under women's and men's control as it became a key source of household income⁸.

According to the key informants consulted in this assessment, also in poultry the decision to sell or slaughter a chicken is taken by the man, especially in cases where production is scaled up and financial gains increase. Men also decide on how to spend the money earned. Moreover, informants explained that regarding domestic consumption it is common practice that chicken meat is mostly consumed by the men in the household; children and women get little. Moreover, it is tradition to give the best part of the meat to visiting family members such as parents in law.⁹

Women are mostly active in the production phase: taking care of the chicken, feeding them, cleaning the poultry house. Their husbands might be in charge of getting inputs (such as vaccinations and feed) as it is difficult for women to mobilize themselves due to their gender roles: they have too much to do at home and face restrictions to travel and participate in the public realm. The key informants explained that climate change affects women especially because they take more time fetching water and firewood. Moreover, there is less amount of chicken feed (e.g. maize) available. This is also related to the bad economic situation of rural families. Women have to decide to feed the children or the chicken. It is however a negative spiral: when chicken are not fat enough they do not lay eggs, thus reducing the availability of nutritious food for the children.¹⁰ The boxes below show the cases of two villages that were visited during this assessment.

Case study 1: Chalinze village

Focus group discussion with women^a—Kuku wa kisasa (modern chicken)

Participants reported they like the 'kuku wa kisasa' (modern chicken) from ACGG because of 'their big size and their weight'. They explained that this translates into a higher income through sales: ACGG cocks can be sold for TZS 18,000-20,000 versus TZS 10,000-15,000 for local varieties. The eggs are bigger in size and sell for TZS 300/400 compared to TZS 250 for local varieties.



The women said one difference they are observing is a shift in the market. With local varieties, they had to move out to look for customers but with the project chicken customers come looking to buy from them. One woman expressed: 'I used to take my eggs to a shopkeeper who paid me just TZS 200 per egg or exchanged eggs with oil. Now I am getting cash!' When asked what exactly has caused the shift in the market, her response was: Our neighbours would like to have stock of large-sized chicken and eggs. They are buying cocks to fertilize their local hens and are buying eggs to give to their local variety chicken to sit on.

Since the price is known and customers come to the houses, anyone at home (children, father or mother) can sell cocks and eggs. The earned money is spent on school requirements and food for the family and the chickens. One participant reported that she had exchanged a cock for labour to construct a house.

Some women said that they choose what to buy with the money earned and also make decisions on when to slaughter or cook a cock/chicken as well as on distributing the cooked chicken portions among family members.

Participants reported that in local chicken production, women do all the work and men do the spending earned from sales of the chicken. When it comes to the ACGG chicken all household members (men, women and children of eight years or older) construct the chicken house, feed the chicken and pick the eggs, but the cleaning of the chicken house and taking care of the chicken is done only by the women and children. The ACGG project has taught the farmers how to manage the chicken and construct the chicken houses.

^aBased on notes taken by Rehema Mwateba who facilitated this focus group, 23 January 2017.

8. World Bank 2008:602–603

9. KII with Gender expert ACGG, PhD student ACGG, NPCs from ACGG and ATONU, 24 January 2017

10. KII with Gender expert ACGG, PhD student ACGG, NPCs from ACGG and ATONU, 24 January 2017

Case study 2: Konga Village

Focus group discussion with women⁴ – Participating in ACGG to improve family livelihoods

Men moreover buy feeds and drugs for the chicken and pay for these as the project is not generating yet the income to cover these kinds of investments and women do not have other financial sources. They expressed that local varieties have no expenses in keeping them because they scavenge for food, but the project chickens eat a lot (but we noted, when visiting a female farmer, that the chicken that were scavenging around the house were picking out all the recently planted maize seeds, which is also a cost because her maize production is likely to be reduced).

Participants reported that currently there is a drought and maize bran, a major chicken feed, is out of stock, because it is being used for human food. The moral question farmers are facing is whether 'to feed their children or chicken' with the available resources. Some women said they travel long distances to pick tender grass to supplement the available chicken feed.

Although the project chicken were given to women, some of the men have demanded that they plan together on how to spend the money earned from keeping the birds. It was reported that most of the men have, however, also 'chipped' in after being surprised by the economic benefits of the improved chicken. For example, the (potential) income from with the sale of one improved cock can purchase a small goat.



Organizational capacity: There are three groups in the village: two for ACGG chicken keepers and a third that existed before ACGG that takes care of local chicken. The group is known as 'Wanawake na Maendeleo' (women for development) and the chairperson is a woman. The group's pressing need was to organize to meet drug and travel expenses for their local chicken varieties. Afterwards, an NGO distributed 100 chicks to each of the 30 group members. The group has been registered, has a bank account and is recognized by the district council. The groups for 'modern chicken' help farmers in accessing information and knowledge, guidance, sharing experiences, and accessing drugs.

On the negative side, the chicken keepers are constrained by chicken diseases; air tract infections (cough and cold), diarrhoea, leg wasting, leg swelling and some, when dissected after death, showed clotted blood. Others lost chicken due to street accidents or theft.

An unexpected positive effect of the ACGG Project can be in reducing gender-based violence. Respondents indicated that when women have their own income and do not need to ask money from their husbands, violence against them will decrease ('If I have money why will he beat me'; 'Discrimination and unequal gender relations start when soliciting money for household expenses').

Photos:

1: An ACGG female farmer standing in front of the hen house at her home in Chalinze village

2: ACGG chicken scavenging in the maize field around the house of the same female farmer in Chalinze village.

Credit: Marije van Lidth de Jeude, 23 January 2017

Case study 1: Chalinze Village

Focus group discussion with men^b– ‘Women own the least productive resources such as chicken’

The farmers in this FDG got to know ACGG through the extension staff in the community who was looking for farmers with a long experience in poultry keeping. They agreed to participate because they know chickens are profitable and to learn how to improve their poultry husbandry.

Gendered division of tasks: According to the male respondents, chicken farming is a shared undertaking by all the family members. However, women perform the majority (70%) of the activities related to general husbandry of the chickens and utilization of the products (feeding, cleaning of the utensils and the general hygiene of the chicken coops, fetching water, contributing money to buy feed and drugs, selling of eggs and chickens, and cooking).

Men contribute 20% through buying feed or contributing money for feed, constructing the chicken coops, consulting the extension staff on diseases and the drugs to buy and how to use them and cleaning of the chicken coops (when women cannot do it for any reason).

Children contribute the rest 10% with cleaning, feeding, and controlling the movement of the chickens within the household compound for security.

This division of labour is considered traditional and is not influenced by ACGG. What is influenced by ACGG is the fact that ACGG chicken require more investments, e.g. in the constructing the coops, drugs and supplementing feed (local breeds feed through scavenging only). The financial resources for this are often provided by the men, which augments their decision-making power and makes the women depend on them.

Men also own and control the major income productive resources such as land and cattle, the family house, and motorcycles. Women own and control the least productive resources, such as chickens, chicken utensils, eggs, milk from the cattle and small stock in general. Food crops usually belong to women and cash crops are controlled by the men, who also get the accrued income.^c

In general, men earn more money than women, but in some cases ‘women make some good money’ and they can earn more in the future through the ACGG project. Regarding decision-making, the wife and husband dialogue and make joint decisions on what to sell, the price and how to utilize the income.

Project benefits are that the project birds are more productive and relevant knowledge was acquired in managing and selling them and their eggs. Farmers’ knowledge on rearing indigenous chicken was acquired through experience and observations. The ACGG enumerator had trained them in many aspects of poultry management including feeding, disease control, and marketing. No specific training had been conducted for men and women separately.

Another influence from the project is on household nutrition because ACGG and ATONU are promoting eating more eggs and meat. Farmers are advised to eat or sell the cocks when they are 20 weeks old and to keep the hens for eggs. They are also advised on the minimum prices for the chickens and the eggs.

Organizational capacity: The FDG members reported that they are part of farmer groups formed after ACGG. The enumerator in the community advised them to form a group for collective decision-making, e.g. on prices and marketing of the products. There are two groups so far: ‘Umoja’ (Unity) and ‘Tujindeleze’ (Let us progress together).



Photo:ACGG enumerator Mohammed Mbarouk (in the front) and male farmers and community members of Chalinze village at the introduction meeting of the assessment team, before conducting the FGD with them. Credit: Marije van Lidth de Jeude, 23 January 2017

^bBased on notes taken by Margaret Kingamkono who facilitated this focus group on 23 January 2017.

^cThe situations described here are referring to male-headed households. It was indicated that in female-headed households, women are the key decision makers

Case study 2: Konga Villag

Focus group discussion with men^d– Being at the right place at the right time (uchakaramu wa kuwahi)

The men reported that 10 men and eight women received project chicken*. When asked how this is possible in a project that focuses on women, there was laughter. They responded that it had to do with the action and motivation of being on time at a place one is required to be at ('uchakaramu wa kuwahi'). 'You see', explained one male farmer, 'women would say 'I am breast feeding', or 'I am preparing breakfast and so on'. They have many reasons for not being on time at the required destination.'

The participants said that one man was forced to receive chicken from the project because he argued that he is the one with 'voice/authority' ('sauti'). He refused to hand over the chicken to his wife, but is also is not getting her cooperation to care for the chicken.

The men like the ACGG chicken because the birds are different from what they are used to and they are happy with the flock increases they have seen. The disadvantage, is that, unlike the improved birds, the local chicken varieties have no expenses in keeping them, but the project chicken eat a lot and require frequent treatment because they often get diseases (e.g. air tract infections, diarrhoea). Moreover, it is easy for thieves to catch and steal them because 'they are sluggish' and do not run away from people.

The local chickens do not involve much labour. In the morning, the farmers just open the chicken house door for the birds to go out to scavenge. With the project chicken, however, more work is involved, with tasks such as cleaning the chicken house, picking eggs, selling chicken, looking for customers (task done by the men), constructing the chicken house (also done by men), fetching water (women). Although, the men expressed that in the framework of the ACGG project they have witnessed women use a hammer when participating in construction (thus reflecting a possible change in traditional gender roles, influenced by ACGG).



The men also said that 'some women look down upon their husbands because they now have cash'. A cock sells at TZS 20,000-30,000, but one participant also pointed out that the chickens eat for more than TZS 20,000 in a month. They relate these high costs of chicken feed to climate change, indicating that the cost of a 20 litre bucket of maize bran went up from TZS 1,500 to TZS 4,500, which is eaten by the birds in just 2-3 days. According to them the project chicken are not generating profit but loss.

Although the women said that no ACGG groups have been formed, the men pointed out the benefits of belonging to the 'ACGG group' such as collectively purchasing medicines and the scale they received for weighing chicken and eggs. They did however express a need for more leadership structures in the ACGG project, among other needs, because they foresee a need for collective marketing of the chicken. Participants proposed to register the group as a means to access loans from the local government. Some groups have managed to get loans of TZS 1– 1.5 million. To register a group of 5-30 members, TZS 80,000 is needed for its constitution and opening an account.

They do not recognize the support provided by the enumerator as knowledge transfer or education. When asked they say they have not received any information or education from ACGG; 'only officer Shannie [the enumerator] came to look at the chicken houses'. They would like her to visit them more often, just as the enumerator from the ATONU Project does. FGD participants were informed they will get skills from ATONU on how to cultivate vegetables in containers using little water. ATONU will further integrate project activities in their everyday life. 'Community members will get information on nutrition, eating three meals per day, balanced diet, gender equality, division of labour and planning according to income and that society should not be scared at seeing husbands sharing household chores with their wives'.

*Note: According to the ACGG enumerator in this village, 16 women and 6 men received improved chicken from but in practice this does not mean that it is the women that decide on how they are managed or how income from them is used. In one household, the husband sold all the chicken without asking his wife. Overall, the men are more in charge of the chicken as they cover the cost of keeping them (e.g. buying feed, drugs, building chicken houses). The women decide on the use of eggs, as the men do not (yet) know how profitable they are. Moreover, the enumerator said that men had expressed the desire to be the main receivers of the next batch that is given out to the remaining 18 households, but she explained that this is against the objectives of the program. She is, however, of the opinion that 'chicken should not be the cause of separation between men and women' and tries to involve both spouses in all activities, indicating that this is why men and women cooperate.

Photo: A male farmer is feeding his ACGG chicken in the yard of his home in Konga village, 25 January 2017. Credit: Marije van Lidth de Jeude

^dBased on notes taken by Margaret Kingamkono who facilitated this focus group on 25 January 2017.

Case study 2: Konga Village

Focus group discussion with women—Participating in ACGG to improve family livelihoods

‘We are happy to take part in the project particularly because we want to improve the livelihoods of our families.’

Among women farmers in Konga village, the division of labour in the community and the project is traditional based on customs and traditions of the Waluguru, the major ethnic group in the area. They are long time poultry keepers and that experience qualified them to take part in the program. Specifically, men contribute around 40% through daily management especially feeding and cleaning of the coop; farm operations; ensuring security of the chickens; assisting women in collecting firewood. Women contribute around 50% mostly in household chores; general management of the chickens; farm operations (in rice, maize and bean farming); fetching water and collecting firewood. Children contribute 10% by supporting in household chores; cleaning the chicken coop and utensils; feeding the chickens and controlling movement of the chickens (for security).

There are no gender-specific activities within the ACGG project ‘Everything is inclusive of both women and men’ and ‘both women and men are normally involved in whatever the project does. ‘There is no discrimination’. [Thus, there is no specific focus on women either].

Regarding ownership and control of assets, men own and control most of the family assets in male-headed households while the women and children can access them. This is particularly the case for major productive (e.g. income generating) assets such as land, family house, large animals, bicycle, radio, and cash crops. Women, on the other hand, own (and to some extent control) the least productive resources, e.g. food crops and small animals such as chicken. Men decide on when to sell or slaughter a chicken.⁶ In other words, while women might ‘own’ the chickens, the decision makers on how to utilize them are men. Women have a say on crops for family consumption but when it comes to selling the men get involved. Women have to report on what has been sold and the amount of money earned.

Men earn more as they own the more income generating assets. However, in some cases women are involved in the decisions. Some of the women are members of a saving and credit group. Both men and women participate in these meetings. No groups have been formed in the ACGG framework, nor have they participated in IP meetings.

Due to their experience with rearing indigenous chicken, the women recognize when a bird is ill, know how to vaccinate, make compound feeds for the birds using locally available ingredients, and how to maintain hygiene. In addition, the ACGG Program is sensitizing them to change the way they keep chickens; both male and female farmers have plans to improve poultry husbandry, increase chicken production and increase their earnings.



Photo: ATONU NPC Agnes Maheme buys eggs from an ACGG female farmer at Konga village, 25 January 2017. Credit: Marije van Lidth de Jeude

⁶For female-headed households the resources are owned and controlled by the woman family head.

Case study 2: Konga Village

Focus group discussion with men^f –Being at the right place at the right time (uchakaramu wa kuwahi)

The men reported that 10 men and eight women received project chicken*. When asked how this is possible in a project that focuses on women, there was laughter. They responded that it had to do with the action and motivation of being on time at a place one is required to be at ('uchakaramu wa kuwahi'). 'You see', explained one male farmer, 'women would say 'I am breast feeding', or 'I am preparing breakfast and so on'. They have many reasons for not being on time at the required destination.'

The participants said that one man was forced to receive chicken from the project because he argued that he is the one with 'voice / authority' ('sauti'). He refused to hand over the chicken to his wife, but is also not getting her cooperation to care for the chicken.

The men like the ACGG chicken because the birds are different from what they are used to and they are happy with the flock increases they have seen. The disadvantage, is that, unlike the improved birds, the local chicken varieties have no expenses in keeping them, but the project chicken eat a lot and require frequent treatment because they often get diseases (e.g. air tract infections, diarrhoea). Moreover, it is easy for thieves to catch and steal them because 'they are sluggish' and do not run away from people.

The local chickens do not involve much labour. In the morning, the farmers just open the chicken house door for the birds to go out to scavenge. With the project chicken, however, more work is involved, with tasks such as cleaning the chicken house, picking eggs, selling chicken, looking for customers (task done by the men), constructing the chicken house (also done by men), fetching water (women). Although, the men expressed that in the framework of the ACGG project they have witnessed women use a hammer when participating in construction (thus reflecting a possible change in traditional gender roles, influenced by ACGG).

The men also said that 'some women look down upon their husbands because they now have cash'. A cock sells at TZS 20,000-30,000, but one participant also pointed out that the chickens eat for more than TZS 20,000 in a month. They relate these high costs of chicken feed to climate change, indicating that the cost of a 20 litre bucket of maize bran went up from TZS 1,500 to TZS 4,500, which is eaten by the birds in just 2-3 days. According to them the project chicken are not generating profit but loss.



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[†]Based on notes taken by Rehema Mwateba who facilitated this focus group, 25 January 2017.

As a conclusion, women are predominantly found in the production part of the poultry value chain and only at the level of small-scale production where income is very little. There are many barriers for women if they want to move up in the value chain (in other processes or increasing their production), and women who improve their business run a great risk of losing their say over the business or not being able to decide over the income derived from it. Women have less access to inputs, services, information, and markets than men. Women are hardly represented in relevant fora and their voices are often not heard, which means their needs and interests may not be known or taken into consideration.

3.2 Institutional framework

The Government of Tanzania has three levels: central, regional, and local. At the central level, decisions are made and policies are developed, but they need to be implemented mainly at the local level. As TI already reported in 2015, Local Government Authorities (LGAs) may be more influential and supportive, but they lack the capacity to implement policies. Different departments such as livestock and gender do not work together and do not communicate properly. Although gender focal persons have been institutionalized in the Ministry of Livestock, other ministries and LGAs, they are not well connected and are hence, unable to fulfill their mandate.¹¹

The Ministry of Livestock was recently integrated into the Ministry of Agriculture, Livestock and Fisheries (MoALF). Each of the departments of the MoALF has a gender focal person appointed, who is responsible for coordination of gender mainstreaming activities of the ministry. Due to the institutional reforms, these gender focal persons have recently changed and no meetings with the new team have yet taken place. They are selected from among the ministry's personnel and do not have specific gender training. The MoALF has livestock field officers located within villages, including those where ACGG is active. They do not deal with gender issues.¹²

The National Agricultural Research System (NARS) in Tanzania consists of the Tanzania Livestock Research Institute (TALIRI), which was established in 2012 and has its headquarters in Mpwapwa. TALIRI has seven research centres,

11. ILRI 2015

12. Based on interviews with ACGG enumerators and SNCs.

namely in Mpwapwa and Kongwa (Central Zone), Mabuki (Lake Zone), Naliendele (Southern Zone), Tanga (Eastern Zone), Uyole (Southern Highlands) and West Kilimanjaro (Northern Zone).¹³ Gender capacities in four of the TALIRI centres are discussed in chapter 4.

Development organizations are very active in the livestock sector in Tanzania. In particular, the Tanzania Gender Networking Programme (TGNP) and other women's rights organizations have supported women's land rights, implemented training on gender, and women's entrepreneurship programs including training female animal health workers. Apart from grass roots work, TGNP also influences policies and contributes to knowledge creation on gender in Tanzania through academic publications.

Finally, an important project for ACGG is the Improving Nutrition Outcomes through Optimized Agricultural Investment (ATONU) program which is led by the South Africa-based Food, Agriculture and Natural Resources Policy Analysis Network (FANRPAN)¹⁴. This six-year project (2014-2020) is also supported by BMGF and focuses on how agriculture can deliver positive nutrition outcomes to smallholder farming families in the three ACGG countries (Ethiopia, Nigeria and Tanzania). ATONU is a sister project of ACGG (by co-PI of ACGG) which aims to create synergies between the two BMGF financed programs. ATONU can be a key stakeholder in the efforts of integrating gender more specifically in ACGG since one of the main outcomes in the ATONU theory of change is 'Empowerment of women as agents'¹⁵ and one of the three nutrition sensitive interventions (NSIs) is to 'Enhance gender and equity in chicken value chains'.¹⁶ Specific action towards these goals has already been taken in this field. In December 2016, a one-week gender training was given by international and national gender experts. The ACGG PI participated, as he is also the PI of ATONU due to his position as director of TALIRI (in the Southern Zone), the implementing agency of ATONU in Tanzania. ATONU field officers hold information meetings every Friday with mostly female but also male members of the communities (ACGG farmers are targeted specifically) in which they inform about nutrition and hygiene, but also integrate gender issues. Unfortunately, the program is only active in three of the five ACGG regions: Southern Highlands, Central and Eastern.¹⁷

Women's empowerment in ATONU[§]:

As a way of increasing women's capacity to decide on the use of household resources, especially income realized from sale of agriculture products, the project has deliberately designed activity interventions that would enhance women's decision-making power. The interventions include men involvement and understanding of the nutrition needs of family members especially women and children, joint planning and budgeting sessions, and gender sensitization of local leadership and its subjects. The women's empowerment is delivered along the nutrition and hygiene education nutrition sensitive interventions (NSI).

[§] ATONU 2016

3.3 ILRI and the ACGG Program

The International Livestock Research Institute (ILRI) is the lead institution for ACGG; the institute designed the program and is responsible for the program's management.

A gender strategy for the program is being developed with support from the Royal Tropical Institute (KIT). Since the start of ACGG in 2015, there has been limited support in terms of gender policy guidance from ILRI to the NARS.

¹³. <http://www.erails.net/TZ/taliri-mpwapwa>

¹⁴. <http://fanrpan.org/projects/atonu/about/>

¹⁵. Based on a two-page flyer provided by the ATONU NPC during the KII conducted in the framework of this assessment. For more information see: <http://fanrpan.org/projects/atonu/about>

¹⁶. The other two are: 'provide nutrition and hygiene education' and 'promote household vegetable and fruits production'. Document provided by ATONU NPC during the KII on 24 January 2017 with title 'ATONU Delivery of the nutrition sensitive interventions, September 2016.

¹⁷. Based on interviews conducted with ATONU NPC and field officers, as well as ACGG staff (PI, co-PI and NPC).

It was initially planned that each country team would have a gender specialist, at the level of the NARS. Although a gender specialist is part of the ACGG Tanzania project advisory team (PAT), her proposal for integrating gender in the program¹⁸ has not been adopted. A similar situation has happened in Nigeria. It is not clear why, but it could be related to financial limitations (in both countries the PI/NPC indicated there is no specific budget for gender) and the national ACGG teams wanting to see what will be done on gender for all three countries supported by ILRI (i.e. TI and KIT assignments). The Tanzania gender expert attends IP meetings and they also participated in all activities of this assessment. At ILRI Ethiopia, from where the ACGG is managed, there is no gender specialist available to support the program. ILRI's Livelihood and Gender team (now the Policies, Institutions and Livelihood team), which is based in Nairobi gives minimal gender support to the country programs. This team supported the design and analysis of the baseline survey.

PICO-EA is responsible for the facilitation of the IP meetings and it has some experience with integrating gender, but according to them giving gender support is not part of their deliverables. Other partners are Wageningen University & Research (WUR) and Koepon. The latter is a co-funder of ACGG; most of their funds have gone directly to WUR for implementation.

Some observations regarding the gender responsiveness of the program design, as far as can be assessed from documentation, include the following:

The program follows a women-centred approach. As key actors in the value chain, women are (rightly) the main beneficiaries. The program design takes into account that women and men have different needs and constraints; data collection is sex-disaggregated, and women's interests as producers are included in on-farm testing. Targets have been set to include women equally in activities and as staff, and it is aimed (without clear numeric targets or strategies however) to include women as value chain actors and in national platforms. Some important risks associated with an intervention such as the ACGG, are not mentioned and may therefore not be taken into consideration, such as the fact that improvement of breeds and the subsequent targeted increase in income might lead to men taking over the activities from women. Several gender issues are taken into account in the project risk matrix and ILRI is working with KIT on how to better monitor these gender risks.

In the program logic, the women-centred approach appears as one of the approaches and women's empowerment is one of the outcomes, but women as a category disappear in the other objectives, approaches and outcomes. There is also no objective or goal focused on women's empowerment specifically. Gender and gender issues are mentioned in the BMGF proposal but, at the time of this assessment, not in other program documentation such as information on the website¹⁹ and project profile. Men are not mentioned and there are no specific activities targeted at men, male involvement or awareness/support. Some words that could be considered gender neutral, such as 'farmers' and 'smallholders', carry the risk that the different positions men and women have within such terms will become/remain invisible.

In the studied documentation for the ACGG Program in Tanzania, gender issues are mentioned but not extensively. Technical reports refer mostly to activities that have not (yet) been implemented such as sensitization of farmers (to be done by SNCs after they have been trained) or to women as a target group (83% of farmers selected to participate in the program are women, but only 49% of the enumerators are).²⁰ The first and third IP meeting hardly addressed gender issues. However, at the second IP meeting a presentation on gender in the ACGG project was given by the gender specialist and discussed. This brought forward several of the present challenges on integrating gender in the ACGG project.²¹

Overall, the program has good intentions when it comes to engaging women and considering their needs and interests, but gender has not been fully mainstreamed and the program may not be transformative if gender concerns are not integrated more explicitly in its interventions. The lack of a gender strategy, guidelines, gender sensitive

¹⁸ Mwateba 2015a

¹⁹ <https://africacgg.net>

²⁰ All ACGG Tanzania technical reports and IP reports. Statistical data from ACGG Tanzania 2016a

²¹ ACGG 2016a

monitoring and evaluation system, tools, training, clearly allocated budget and advisory/technical support from ILRI's side is not supporting the development of gender capacities in the program, which makes it hard to achieve gender equity goals.



ACGG chicken eating maize in the yard of a female farmer's home in Konga village.

Credit: Marije van Lidth de Jeude, 25 January 2017.

4. General findings

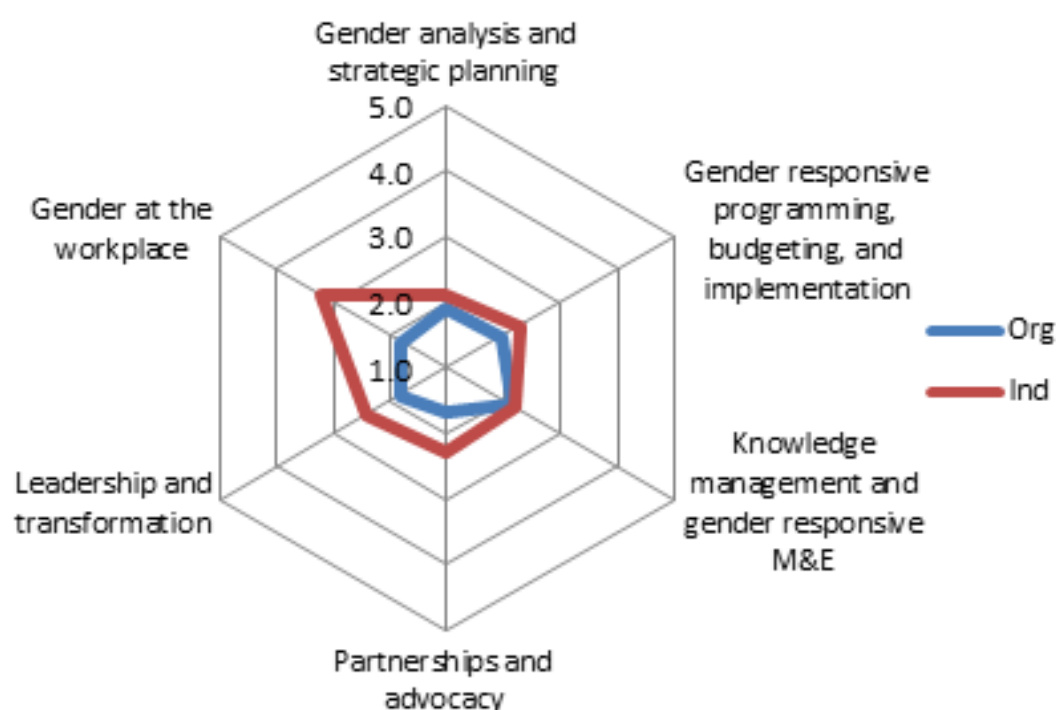
The following table shows the average ranking of all assessed organizations and individuals, per core gender capacity. All core capacities rank between 2.0 and 2.5; which means that all capacities are insufficiently or underdeveloped. Gender at the workplace is the best-developed capacity and stands out from the other capacities with an average score of 2.5. All other capacities are insufficiently developed with minimal difference between the lowest (gender analysis and strategic planning; partnerships and advocacy) and the remaining three capacities.

Table 3: Average ranking of core gender capacities

Core gender capacities (organizational and individual)	Average score
Gender analysis and strategic planning	2.0
Gender responsive programming, budgeting, and implementation	2.1
Knowledge management and gender responsive M&E	2.2
Partnerships and advocacy	2.0
Leadership and transformation	2.1
Gender at the workplace	2.5
Overall	2.2

This spider chart in Figure 1 gives an overview of the individual and organizational levels for each core gender capacity:

Figure 1: Individual and organizational levels for each core gender capacities



In all cases, individual level capacities (red) are better developed than the organizational level capacities (blue). This may have to do with the fact that gender experts and relatively more gender sensitive staff were included, who have better developed capacities and are also more critical of their organizations.

Figure 2: Average ranking of all six core gender capacities in the five assessed organizations

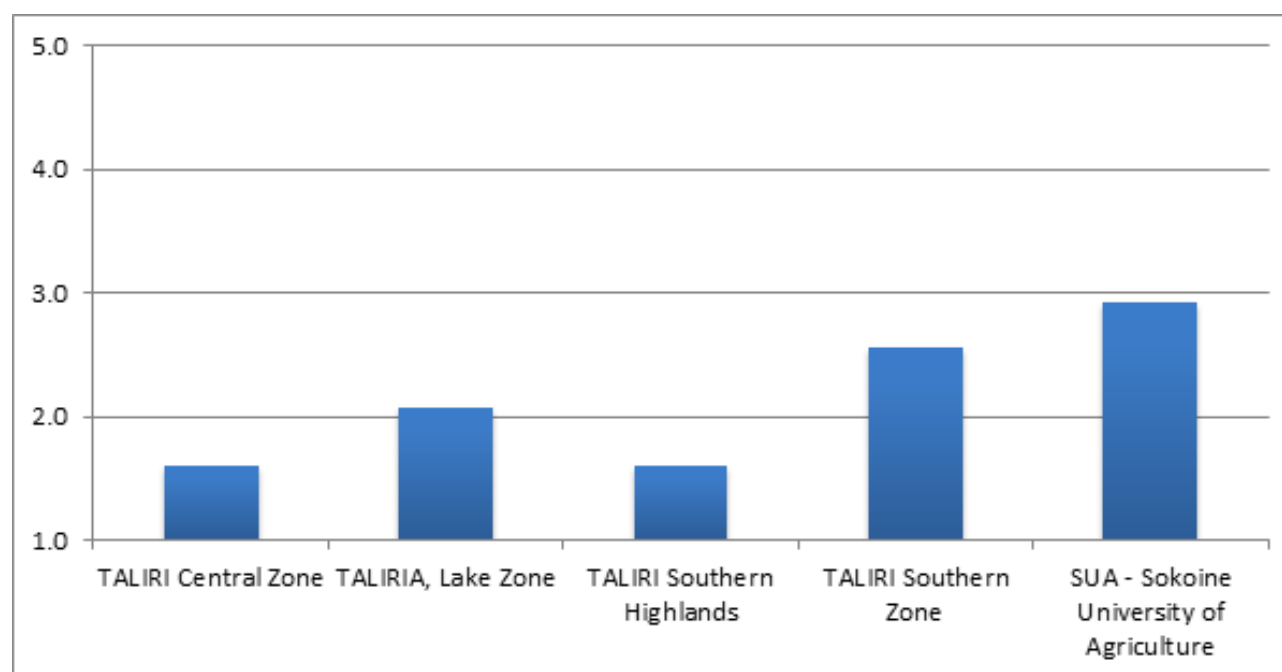


Table 4: Ranking of core gender capacities in the assessed organizations

Core gender capacities (organization and individual)	Average	TALIRI Central Zone	TALIRI, Lake Zone	TALIRI Southern Highlands	TALIRI Southern Zone	SUA
Gender analysis and strategic planning	2.0	1.6	1.6	1.3	2.5	2.9
Gender responsive programming, budgeting, and implementation	2.1	1.3	2.1	1.5	2.3	3.4
Knowledge management and gender responsive M&E	2.2	1.6	2.2	1.5	2.4	3.0
Partnerships and advocacy	2.0	1.3	2.0	1.6	2.8	2.1
Leadership and transformation	2.1	1.5	2.0	1.7	2.5	3.1
Gender at the workplace	2.5	2.3	2.5	2.0	2.8	3.0
Overall	2.2	1.6	2.1	1.6	2.6	2.9

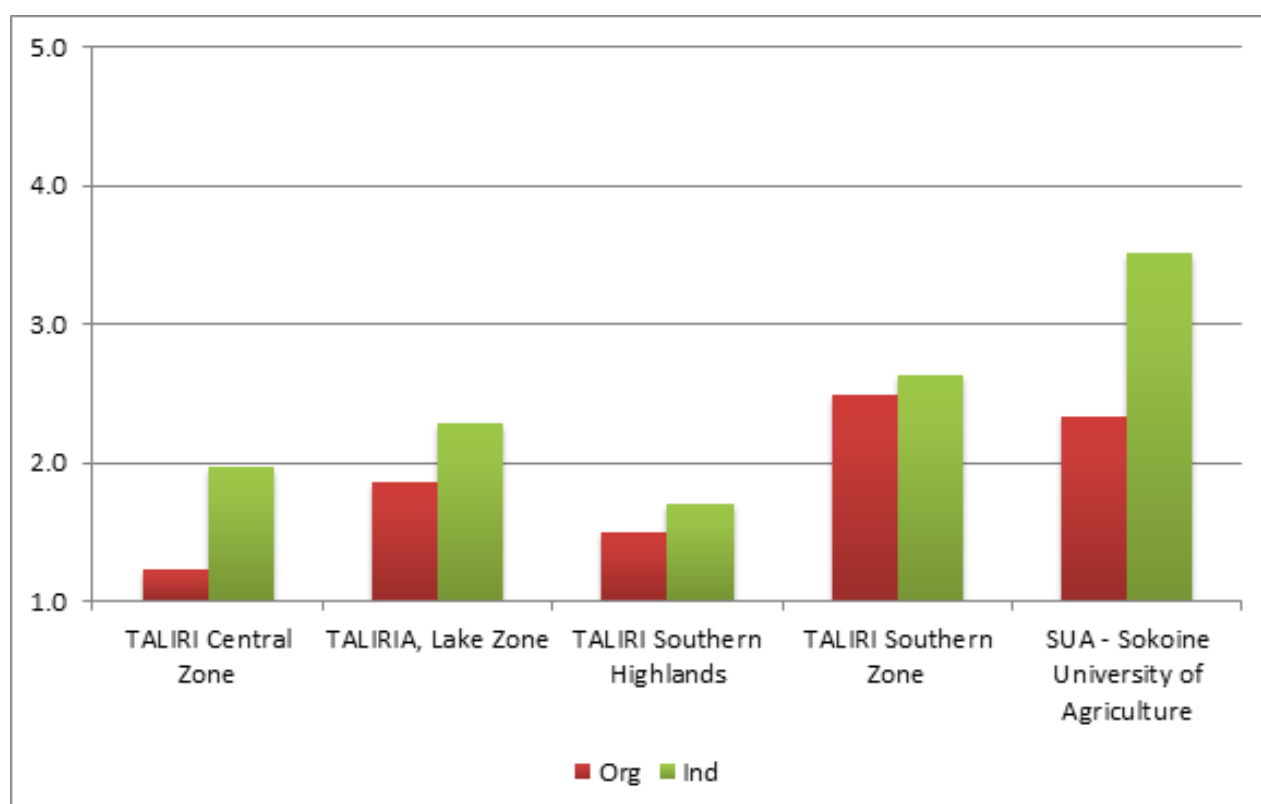
SUA has the best-developed capacities, which can be explained by the fact that as an agricultural university they deal with more than just the so-called 'hard sciences' (this term was used by the SUA gender experts at the organizational assessment to refer to animal sciences, which are still considered male sciences). The university has a gender policy, gender committee and provides gender training to staff and students.

The differences between the TALIRI centres are more difficult to explain. The relatively high score of TALIRI Southern Zone could be explained by the fact that this was the only one where the centre's director participated in the organizational assessment. Moreover, this director, who is also PI of ACGG, seems quite committed to gender equality and has recently followed an extensive gender training provided by the ATONU program.

SUA scores higher in all capacities at the individual level (3.5 on average) but is second in organizational level capacities (2.3 average). This can be explained by the fact that three of the four participants were gender experts or focal persons. They therefore have a higher individual score on gender capacities than other people at the university and at the same time were

able to give a critical review of gender at the institute (a similar situation happened at TALIRI Central where there was one person with gender expertise, which might have influenced the big variation between individual and organizational scores). The fact that they still score higher than the other TALIRIs has been explained above.

Figure 3: Comparison of organizational and individual level gender capacities in assessed organizations



Another interesting observation is that the male staff members assess themselves more positively than the female when excluding the gender experts (who are all female). The men and women have similar level positions (most are livestock research officers), so it is unlikely that this will have influenced the results. An explanation could be that men, in general, tend to rate their skills and experience higher than women. Only the logical high score of the gender experts brings the average of all female respondents to a slightly higher score:

Table 5: Comparison of individual gender capacities between male, female and gender staff

Core gender capacity	Male (13)	Female (5) excluding 4 gender experts	Female (9) Including 4 gender experts	Gender experts (4)
Gender analysis and strategic planning	1.8	1.2	2.4	3.9
Gender responsive programming, budgeting, and implementation	2.1	1.2	2.4	4.0
Knowledge management and gender responsive M&E	1.9	1.5	2.5	3.8
Partnerships and advocacy	2.3	1.2	1.9	2.9
Leadership and transformation	2.3	1.9	2.6	3.4
Gender at the workplace	3.3	2.5	3.1	3.9
Average	2.3	1.6	2.5	3.6

When comparing SNCs / co-PIs (of which 4 of the 5 are male) and the other staff members, the first group rate lower than the rest of the respondents. They only rank higher on partnerships and advocacy, which falls directly under their responsibility as coordinators of their respective ACCG teams.

Table 6: Average ranking of individual core gender capacities

Core gender capacity	All (22)	SNC / Co-PI (5)	Non-SNC / Co-PI (17)
Gender analysis and strategic planning	2.0	1.6	2.2
Gender responsive programming, budgeting, and implementation	2.2	2.0	2.3
Knowledge management and gender responsive M&E	2.2	1.8	2.2
Partnerships and advocacy	2.2	2.6	2.0
Leadership and transformation	2.4	2.2	2.4
Gender at the workplace	3.2	3.2	3.2
Average	2.4	2.2	2.4



Focus group discussion conducted by Rehema Mwateba (TGNP) with female ACGG farmers of Chalinze village. Credit: Marije van Lidth de Jeude, 23 January 2017.

5. Findings per core gender capacity

5.1 Gender analysis and strategic planning

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.

Introduction to this core gender capacity

The analysis of gender dynamics which constrain women and men from participating in and benefiting from value chains is essential to the success of all agricultural value chain development projects including for the ACGG Program. Well-conducted gender analysis at the start and throughout the program helps to identify different needs and constraints for women and men. For example, women may have interests in other chicken breeds than men. Gender analysis is key to understand how existing gender relations affect the achievement of program results; as well as how the proposed interventions affect the relative status of men and women. Results from gender analysis should be used for strategic planning and policy development. In order to conduct gender analysis, specific frameworks and tools can be applied including for value chain analysis²².

General outcome of the assessment

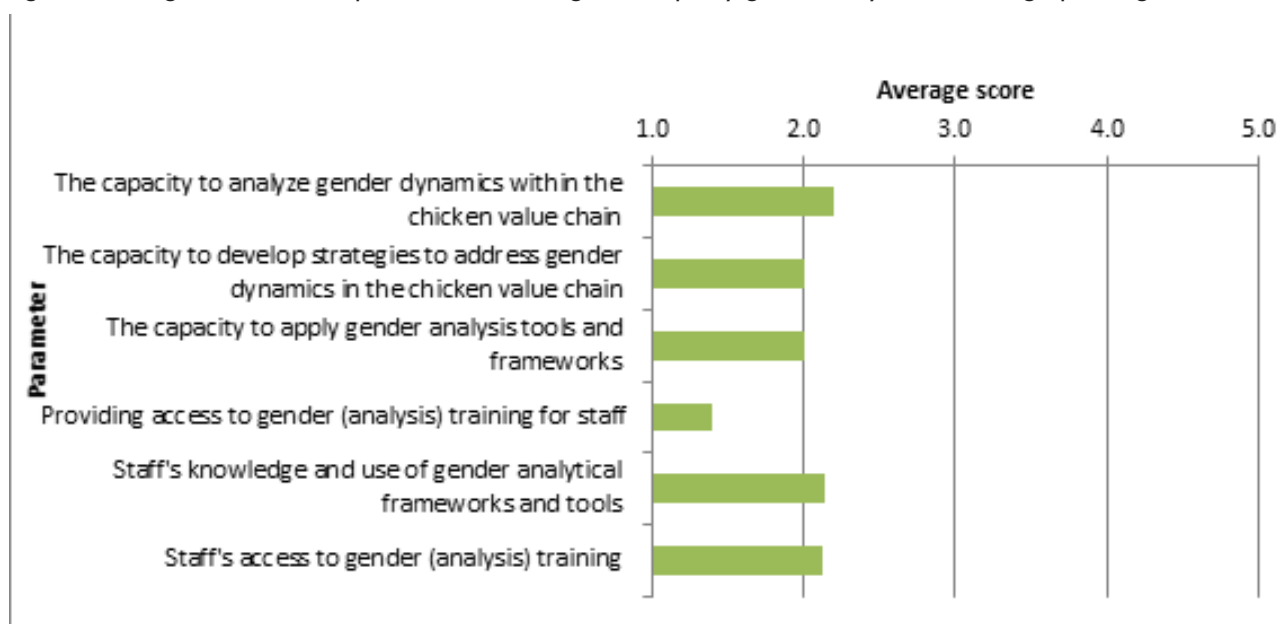
In the assessed organizations, the core gender capacity for gender analysis and strategic planning is one of the two least developed capacities and it is insufficiently developed, with an average ranking of 2.0 (i.e. 'low: gender capacity exists but has not been developed') out of 5.

The capacity is better developed at the individual level than at organizational level with an average ranking of 2.1 and 1.9, respectively. It is noticeable that organizations hardly provide gender (analysis) training for staff (1.4), but individuals that were assessed have had some training with an average ranking of 2.1. This is mostly due to the fact that gender focal persons from SUA scored high on this topic; they were trained by other entities. However, they do give training at SUA, making it the only partner organization that provides gender training internally.

Between the five participating organizations, there is quite some variation with TALIRI Southern Highlands ranking lowest (1.3), and SUA highest (2.9) – which is in line with their overall capacity assessment. TALIRI Central, Lake Zone and Southern Highlands centres have insufficiently developed capacities rating between low and very low.

22. For further reading, see TI and ILRI 2016b

Figure 4: Average scores for the parameters of core gender capacity, gender analysis and strategic planning



Detailed information per level and parameter

The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the ACGG partners' capacity to conduct gender analysis and to formulate strategic planning.

The TALIRI centres work under the direction of the MoALF and follow its policies and guidelines. This includes the national policy requiring a 50% gender parity in government as stated in the 14th Amendment to the Constitution (2004).²³ In practice, however, this requirement has not met by any of the centres.

The MoALF does not have a gender policy and gender is only mentioned in very general terms in the 11-year-old National Livestock Policy of 2006. Among others objectives, it states that 'The Government will promote technical support services on gender mainstreaming in the livestock industry' and 'The Government will strengthen gender mainstreaming in the livestock industry in collaboration with other institutions.'²⁴ Implementation is however lacking due to limited funds and human resources.²⁵ Other gender policies and guidelines including the national strategy for gender development published by the Ministry of Health, Community Development, Gender, Elderly and Children (MoHCDGEC)²⁶ in 2008 are also poorly implemented despite the existence of documents of these policies and guidelines in offices of national and even some local governments and NGOs.²⁷

Therefore, the policy and institutional environment is not hindering ACGG partners' organizations or SNCs' capacity to conduct gender analysis and to formulate strategic planning, but does not strengthen it either. The ACGG Program itself, has a similar effect on the partners' capacity.

Generally, in the ACGG Program documentation²⁸, gender inequalities that hamper the development of the value chain are described and the program takes into account that women and men have different needs and constraints. Some important gender-based constraints and possible negative effects of intervention on women's relative position are however not mentioned in the program documentation and may therefore not be taken into consideration. For

23. OECD-SIGI 2014.

24. Ministry of Livestock Development 2006.

25. Even though some staff from the ministry received gender training some years ago, MoALF does not do gender analysis. (Group interview with MoALF 26 January 2017)

26. The MoHCDGEC was not visited for this assessment; they are also not involved in the program and do not attend (IP) meetings.

27. KII Gender Expert

28. ILRI 2014

example, although women are predominantly producers, they may not benefit as much in other stages of the value chain (as processors, traders, etc.). With the expected increase of productivity and incomes, men may take over businesses previously owned by women, which limits the possibility to achieve the ACGG objective of women's empowerment. Women may also lose out if services are not gender sensitive. Women may actually end up doing more work, without increase of benefits.

Another important issue is who collects the data, who analyses it and how it is used. According to the ACGG gender expert: 'ACGG collected a lot of baseline data that could have helped to design some initial interventions but to date we do not know what information was collected. This information could be used for designing interventions. However, we are working only with anecdotal information.' She sees it as a missed chance that chicken were given to the farmers before conducting gender sensitization within the communities. The SUA gender focal person informed her that during the baseline study in the Southern Highlands they saw clear gender inequalities in the chicken value chain with women doing all the rearing work but not being allowed to make decisions about when to slaughter, or whom to give or sell the meat to.²⁹

The capacities of the NARS to analyse gender dynamics within the chicken value chain, including possible negative effects of market-oriented development on the position of women are low. Gender analysis is the responsibility of the socio-economic department and is not done by the whole organization or by the livestock / poultry researchers. It is not a common practice that is routinely done for every project nor in the ACGG.

More capacity is available at SUA due to the presence of specific gender focal persons and departments that deal with gender. However, this is not the case in the animal science department, which is the one most related to ACGG. Moreover, practical experience is lacking and the gender focal person indicated they need more high-quality training specifically on interpreting, reporting and developing strategies to address gender dynamics.

Most of the respondents from the TALIRI centres focus on a balanced representation of women and men in activities when referring to gender analysis ('We normally involve men and women in the FGDs.' - TALIRI Central). However, some also touch upon key gender-based constraints and possible negative effects of interventions on women's relative position, such as 'men taking over when the chicken business becomes very lucrative.' Nevertheless, although they might mention these issues when asked about it, in practice gender analysis is not being applied. Only respondents of TALIRI Southern mentioned that their socio-economists conduct gender research as a common practice when doing the baseline study for each project. This statement and the quality of these gender studies cannot be validated as none of these research documents were shared with the TI consultant.

In SUA, most research is donor driven and donors require gender to be integrated in the donor supported initiatives. Some research staff can carry out gender analysis, but most look to team up with SUA gender experts. This is an adequate strategy, except for the cases where it led to only including some lines about gender in the proposal without really taking gender into account during the implementation of the project. Although SUA staff might be 'aware they should mainstream gender, they do not know how' and others simply 'don't believe in gender'.

One key output of the ACGG Program is a baseline survey that should define and characterize current smallholder chicken production systems, chicken ecotypes, productivity, practices, and the socio-economic status of poor smallholder farmers in Ethiopia Nigeria and Tanzania ³⁰. Gender has been integrated in the household survey design, as interviews are supposed to be done with men and women, data is disaggregated and the survey looks into some relevant gender topics.³¹ However, the TALIRI centres were only involved in collecting the data; analysis was done by ILRI for all three countries together. Therefore, no capacities were strengthened within TALIRI regarding gender analysis based on the baseline data, and results are not readily available at national level.

29. KII 24 January 2017 with ACGG gender expert, ACGG NPC, ATONU NPC and ACGG-SUA PHD student.

30. ILRI 2014

31. ACGG Producer level baseline survey training manual.

The capacities to develop strategies to address gender dynamics in the chicken value chain are also low. The respondents mentioned that they follow TALIRI headquarters' guidelines and strategies, which follow those of the government. However, these guidelines not informed by TALIRI staff analyses, nor do TALIRI staff consult them. In summary, TALIRI centres have not developed strategies that address gender dynamics. Respondents also indicated that it is difficult to implement gender strategies because communities are not gender sensitive.

SUA has a gender policy (2nd edition, June 2012) and an overall SUA strategy is being developed, which includes a gender component. According to the gender focal persons, the gender policy and SUA institutional strategy are of good quality. The TI consultant only had access to the gender policy, which is a comprehensive document of 26 pages that includes a contextual framework with a reference to the number of women at SUA, a vision and mission statement with objectives on four levels (training; research, extension and outreach; community services; institutional development and supporting infrastructures), policy statements and strategies for actual implementation, as well as an implementation and M&E framework with roles and responsibilities. Overall, the gender policy stays very general and provides mostly an add-on to the SUA policy / strategy. Integration of gender into the SUA institutional strategy with practical examples and support for implementation is necessary.

The capacity to apply gender analysis tools and frameworks is also low. Gender analysis tools or manuals are known and used by the gender experts (they mention specifically Harvard, Moser and Sara Longwe Gender Analytical Frameworks as well as gender sensitive value chain mapping), but they are not available, let alone distributed, within the NARS and most staff do not know or use these tools. This is valid in TALIRI as well as in SUA. Even the gender experts indicated that more practical application within projects and research in the field is necessary.

Although organizations do not sufficiently distribute or, even less, apply gender analytical tools and frameworks, individual respondents indicated they can access them on the internet if necessary and some even claimed to have moderate knowledge and use of such tools. This knowledge is mostly acquired from sporadic seminars or training on gender analysis tools. They did however indicate that more training is needed to be able them to apply the tools adequately. In the few experiences, application of gender analysis tools was done in alliance with gender experts.

TALIRI hardly provides gender (analysis) training for staff. Nevertheless, a few individual respondents have received some sort of gender training from other entities such as the university where they studied or from TGNP, including the gender experts, although most of them said the training was insufficient in quantity, too general or too theoretical and not applicable in their work. In general, it was often questioned if gender is relevant for the type of research they do (e.g. technical animal science).

At SUA, courses on gender and development are given for staff and undergraduate and postgraduate students in most of the degree programs. However, these courses are not obligatory for all faculties and most animal science students do not take them (nor are they promoted by their professors or other faculty staff). All instructors have to participate in a gender sensitization course and a course on how to develop a gender sensitive curriculum but in practice they do not integrate it. The gender focal person from SUA also gives a one-day seminar for researchers about analysing gender in their projects in one of the practical applications of the university's policy to mainstream gender in research. This has led to some implementing gender mainstreaming in their research but not necessarily in their other activities. Even management team members trained to integrate gender in their daily work, but as the gender focal persons indicated, gender training are too short and 'one gender sensitization is not enough. It needs to be repeated over a long time, as there are a lot of stereotypes.' Overall, they say 'the university is not allocating sufficient resources to implement gender training, nor for the gender policy implementation committee to function fully.' Many more people need to be trained on a regular basis.

Regarding the ACGG team, the project's gender expert has adapted a facilitator's guide that is available in Kiswahili³². This guide is however not used by ACGG staff. The PI (who is also PI of ATONU) participated in the ATONU gender training in December 2016. According to the co-PI no gender training was given in ACGG as it was not written in the proposal, though it was included in the ATONU program proposal.³³

32. Mwateba 2015b.

33. KII co-PI, 24 January 2017.

The effect of the ACGG partners' work on other stakeholders' (government, civil society, research organizations, private sector) capacity to conduct gender analysis and formulate strategic planning is difficult to assess but probably low as the capacity of ACGG partners is insufficient and as a result the program may therefore not affect much the capacities of the other stakeholders.



ACGG chicken left out of their housing at the home of a female farmer in Konga village.

Credit: Marije van Lidth de Jeude, 25 January 2017

5.2 Gender responsive programming, budgeting, and implementation

The capacity and commitment to implement gender responsive programs, mainstream gender throughout all operations and programs and allocate financial and human resources for it.

Introduction to this core gender capacity

Gender responsive programming considers gender roles and relations, and responds to these by developing strategies and taking actions that enable women and men to participate in the program and benefit from its results.

Gender mainstreaming is a strategy for making women's, as well as men's, concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programs in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality³⁴. On the one hand, specific measures must be taken that target women's empowerment and gender equality –the stand-alone track, and on the other hand, gender equality has to be integrated as a cross-cutting issue into all policies and programs –the gender mainstreaming track. Gender budgeting is part of a gender mainstreaming strategy. It is based on gender analysis and aimed at an equality-oriented distribution of resources.

For the assessed organizations, gender responsive programming refers mostly to the capacity to conduct gender responsive research and to a lesser extent to extension and other services, as this is within their mandate.

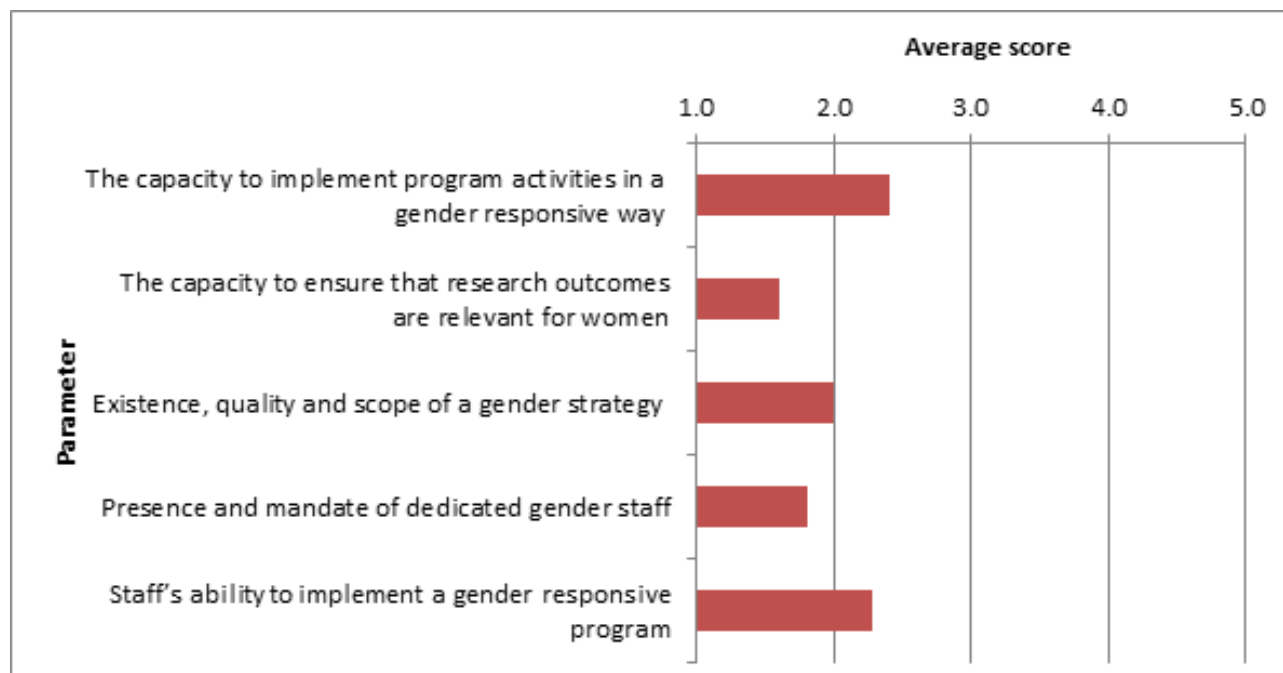
34. UN 1997 in TI and ILRI 2016

General outcome of the assessment

With an overall ranking of 2.1 out of 5, this capacity is low. There is not much difference between individual and organizational level capacities. There is however a high variation between the five organizations, the highest of all core capacities. TALIRI Central has the least developed capacities (1.3) directly followed by TALIRI Southern Highlands (1.5) and SUA the highest (3.4), which is in line with their overall capacity assessment.

Among the five measured individual and organizational parameters, the least developed are the capacity to ensure that research outcomes are relevant for women and presence of gender expert staff.

Figure 5: Average scores for the parameters of core gender capacity, gender responsive programming, budgeting, and implementation



Detailed information per level and parameter

The environment is not very supportive to ACGG partners' capacity to implement gender responsive (research) programs:

The NARS institutions are supposed to be guided by the National Livestock Policy in which gender is mentioned but only in very general terms and which is already 11 years old. According to MoALF respondents, the Ministry has a strategic plan in which gender was integrated with support of the planning department. However, it does not include gender sensitive indicators and implementation is a problem because employees do not have knowledge about gender sensitive tools, M&E, etc. The TI consultant could not verify this because the strategy could not be downloaded from the website as respondents had suggested possibly because the strategy is currently being updated.

MoALF does not have a specific gender mainstreaming strategy to guide the NARS, nor did TALIRI headquarters develop one to guide its regional institutes. The director of TALIRI Central said they have gender integrated in the TALIRI strategic plan and policy.³⁵ However, these documents were not shared with the TI consultant so verification was not possible. The Ministry of Health, Community Development, Gender, Elderly and Children (MoHCDGEC) has developed a national strategy (2008) which to ensure that gender is mainstreamed into all national programs. However, MoHCDGEC is not involved in the ACGG Program and does not attend (IP) meetings.

35. KII with acting General Director TALIRI and Director of TALIRI Central Zone, 23 January 2017.

MoALF respondents did claim that the ministry, through its Policy and Planning Department, ‘makes sure gender is mainstreamed during the preparation of a project’. However, in practice this is not always the case. At most programs have targets to reach 50% women. When gender is partially integrated, this is mostly due to the fact that the donor asked for it and supported it with gender advisory services. One respondent even said that ‘sometimes gender is integrated to attract funders’. One of the reasons to not further integrate gender is the shortage of funding. There are no guidelines or requirements for gender responsive budgeting. In general, implementation of gender strategies is considered the biggest obstacle.

Although the ACGG Program has an intention to mainstream gender, a detailed gender strategy for the program has not yet been developed. The lack of a gender strategy or guidelines from ILRI’s side has led to an absence of support for development of gender capacities in the program. The gender assessment and the contracting of KIT to develop a gender strategy are responses to this gap. The current targets include a focus on women in the on-farm testing component, at least 70% of the farmers are supposed to be women, and 50% of the beneficiaries for MSc and PhD training (in various aspects of chicken science), village level enumerators, regional and national project coordinators, are supposed to be women. It is aimed (without clear targets or strategies) to include women as value chain actors and in national platforms. In practice, it has not been possible to even achieve 50% women at the IP meetings, although women were targeted specifically.

It is hard to say if there is an effect of the ACGG partners’ work on policies/legislations and gender responsive programs on other stakeholders (the government, civil society, research organizations, the private sector). The TALIRI centres as part of the government should contribute to the policies, but most respondents were not aware of national policies on gender and or any specific contribution related to gender that took place, perhaps due to the limited capacities of TALIRI staff on this subject. The gender focal person from MoALF indicated that it is her role to make sure that programs such as ACGG are integrated into government policies.³⁶

Another limitation is the lack of a specific line for gender within the ACGG budget. The NPC indicated that the budget is generalized and there is nothing related to gender, leaving it to the gender sensitiveness of the team to address gender issues and allocate funding.³⁷

The focus of ACGG on gender was, however, perceived by the private sector respondent who was interviewed. He indicated that gender and women’s empowerment was dealt with at (IP) meetings and poultry fairs organized by ACGG with TPBA and MoALF. He mentioned that many women were empowered but was not able to explain in what way, although he did emphasize that ‘through receiving chicken they gain income and experience’.³⁸

The capacities of the NARS organizations to implement program activities in a gender responsive way is between low and medium developed. Organizations gave themselves scores that range from 1 to 4. TALIRI Lake Zone scored itself a 4, mostly because ‘all sex are allowed to participate’ and, although at present female participation is low, they think that in the future they will be able to reach equal participation as staff is interested to be trained and can sensitize the communities. They did however emphasize the necessity of having a gender expert in their team.

In practice, there is an under-representation of women both among program participants and research staff in all organizations. Respondents find it hard to implement programs in a gender responsive way due to ‘taboos in the communities’, such as women being expected to not talk in meetings or even allowed to participate. Apart from the gender experts, most institutions are not applying methods to try to involve women more. All TALIRI centres indicated that gender training is required to strengthen this capacity.

Overall, the 50% target of women participation established by the government is hardly ever met. An exception is ACGG where around 83% of the farmers that were given chicken are women who are specifically targeted because ‘this is a guideline from the program’. This means that in households where a man and woman are present, preference

36. Group interview with MoALF, 26 January 2017.

37. KII with NPC ACGG, NPC ATONU, GE ACGG and PDH student ACGG, 24 January 2017.

38. CEO Nzua Enterprises and member of TPBA.

was given to the woman. The high level of female participation is, however, not very surprising because many women are to be found in this chicken value chain as small-scale producers. The organizations are working within these existing gender dynamics. Respondents said that the participation of women is much lower when they work with other value chains (less than 20% in cattle and not even 25% in goat), and hardly any specific actions are taken to improve their participation.

Moreover, it is unknown if women are fully benefiting from the ACGG interventions. The SNC of the Lake Zone indicates that 'it is difficult to make sure the women will reap the financial benefits', which is one of the key elements in achieving women's empowerment. He thinks that maximum 3% of women have a 'mandate to sell the chicken without asking her husband.'³⁹ As the gender focal person of MoALF indicated based on a revision of the documentation of the project: 'to make sure women continue to benefit, the marketing channel has to be improved. [...] if the marketing is not well defined, problems can arise; middlemen can take chicken without paying.' Moreover, 'when chicken is beginning to make more money, men take over'.⁴⁰ At present, the program is not generating data to monitor women involvement at different levels of the value chain.

Even within SUA, which was scored medium level by the gender focal persons participating in the assessment, there are some studies done with a gender focus but most researchers only report on the number of women participating, although the gender policy of the university states that they also must report on the benefits for men and women, as well as on the use of resources. The gender focal persons indicate that this is difficult because the knowledge and experience is lacking and often gender issues are not included in programs from the beginning.

Staff abilities to implement a gender responsive program is ranked a lower than the organizational parameter and is thus also insufficiently developed. With the exception of a few experts, the majority of staff assume that they give equal opportunities to men and women by not excluding anybody specifically. There is a low awareness that in order to make programs gender responsive, affirmative action or at least active targeting, might sometimes be required. At most, respondents try to ensure an equal participation of men and women in certain activities, but in practice this is hardly ever met. Even the gender focal persons at SUA indicate that they have the skills and knowledge but little experience in program implementation. Also, specific knowledge on gender in the poultry or other agricultural value chains is lacking. Overall, respondents indicate that training on this issue is necessary.

The organizational capacity to ensure women's interests and needs are central to research and research outcomes are relevant had the lowest score of all parameters in this capacity (1.6). Some were questioning if women and men have indeed different needs or interests when it comes to the technical topics that they are investigating. They mentioned that ACGG is trying to get the best breed, focusing on improved productivity in meat and egg production, which should be interesting for any farmer, male or female. The CEO of Nzua Enterprises (an ACGG private partner) who works mostly with small-scale poultry farmers indicated that both men and women prefer Kuroiler as the chicken can scavenge, their laying percentage and growth rate is high and they are disease resistant. However, he also said that, overall, men prefer chicken that quickly produce enough meat, which allows them to sell the whole batch and get another one. 'They go for the big money'. Women on the other hand prefer eggs as this provides them with a daily income: 'They call it an ATM; when they want money, they take the eggs, sell them and get money'.

The PI indicated that ACGG does put women's needs at the centre by selecting female farmers and involving them fully in the execution of project activities, including training on how to manage the chicken. Small-scale farmers and women are, however, not well represented in the IP meetings (see chapter 5.4), which contributes to an under-representation of women in decision-making and subsequently to outcomes being less relevant to them.

The existence, quality and scope of a programmatic gender (mainstreaming) strategy, including financial and human resource allocation, is ranked low. TALIRI does not develop gender mainstreaming strategies for its programs, nor does it have gender experts in the team, let alone a specific budget allocated for gender. Interviewed directors of TALIRI indicated they have never allocated budget for gender, nor did they seem open to include it in the future or

39. SNC TALIRI Lake Zone

40. Group interview MoALF, 26 January 2017.

to make room for it in pre-established budget lines such as training, technical assistance or research.⁴¹ The Policy and Planning Department MoALF is supposed to make sure that gender is integrated in all programs but in practice they are lacking financial and human resources to do this. Most TALIRI respondents mentioned there is no gender policy or strategy, let alone financial and human resources for gender; they are not aware of the gender issues that are integrated in the MoALF policy and strategy.

SUA is the only organization that scores high in this capacity (4 out of 5; all TALIRI centres scored between 1 and 2). Apart from the fact that SUA has a gender policy and a specific gender strategy is being developed, the general strategy of the university includes a gender component and there is budget allocated to it; although it is not always available. There is, moreover, a gender committee to ensure its implementation. This committee consists of gender experts and non-experts, representing the different faculties, to ensure implementation. The gender policy and SUA institutional strategy are of good quality according to the gender focal person. However, the budget of the university is structurally too low to implement its complete strategic plan; they depend on additional resources from donors. When priorities have to be made, gender is one of the first areas to save money on.

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 is ranked very low by TALIRI and high by SUA.

Some TALIRI centres have people that are gender sensitive or even trained in gender, but they operate as livestock research officers; there is no staff completely dedicated or mandated to work on gender. At SUA, there is a gender implementation committee charged with the mandate of ensuring the gender policy is being implemented. Gender experts are available to give gender training and support to researchers, professors and students. Moreover, depending on the topic, responsibilities of implementation are shared with the aim of including people from all departments, units, faculties and colleges.

The majority of SNCs and other ACGG Program staff are animal scientists, with no background in gender. The program itself has not hired any specific gender staff. They did invite a gender expert from TGNP to IP meetings and she participated in this assessment but her proposals for integrating gender into ACGG have not been yet been implemented.

5.3 Knowledge management and gender responsive M&E

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.

Introduction to this core gender capacity

Gender responsive monitoring and evaluation⁴² aims at assessing the project's effects and impacts (intended or unintended) on gender relations and women's empowerment. It should track changes in the conditions and positions of women and men participating in the value chain, including women's and men's shares in employment and income across value chain nodes,⁴³ and in gender relations such as in the gender division of labour and workload, differences in access and control over resources, income and information, decision-making, and others, as well as women's and men's attitudes and perceptions. 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. Gender responsive M&E is central to documenting the outcomes of gender responsive interventions and how these are achieved.

41. KII with acting General Director TALIRI and Director of TALIRI Central Zone, 23 January 2017.

42. TI and ILRI 2016

43. Kantor 2013 in TI and ILRI 2016

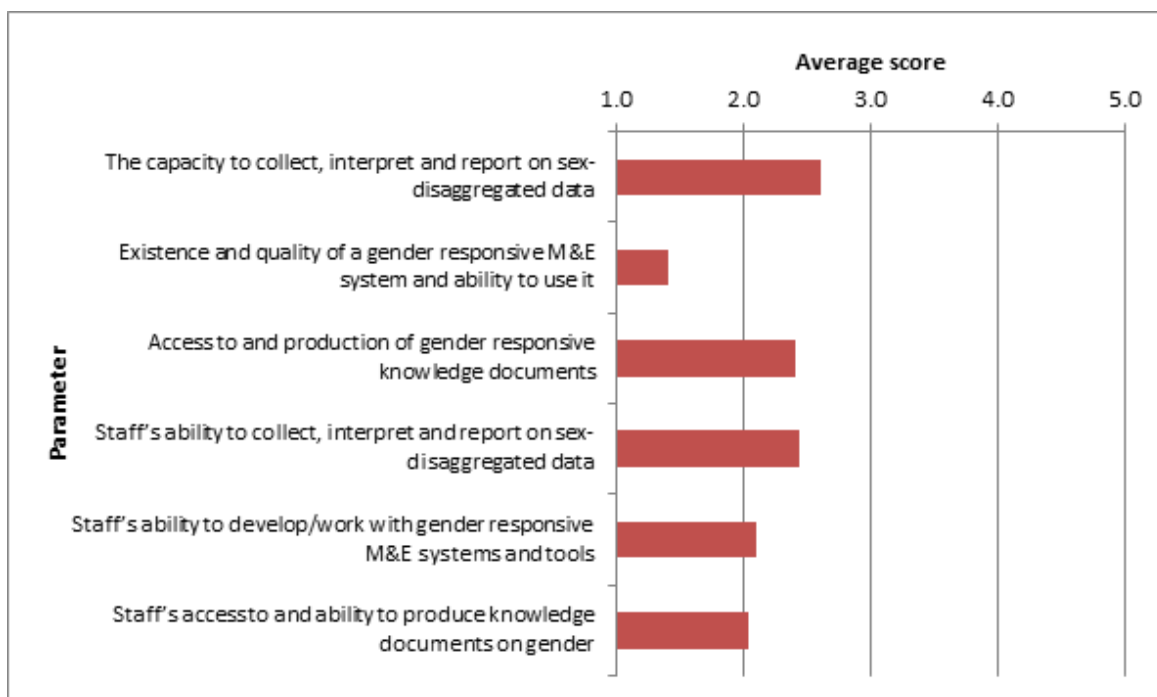
General outcome of the assessment

This capacity received the second best ranking but is still considered quite low (2.2) and insufficiently developed. This is mostly due to the insufficient gender responsiveness of the M&E system.

Again, SUA has the best-developed capacities (3.0) and TALIRI Southern Highlands and Central the lowest (1.5 and 1.6 respectively), showing a wide variation between these organizations, which is in line with the overall assessment.

This is the capacity with the least variation between individual and organizational capacities (2.2 and 2.1 respectively).

Figure 6: Average scores for the parameters of core gender capacity, knowledge management and gender responsive M&E



Detailed information per parameter

The enabling or hindering effect of the environment on the ACGG partners' capacity to collect and analyse sex disaggregated data, to monitor, document and report on gender responsive programming.

The MoALF does not provide much support to the development of this capacity. The head and gender focal person of the M&E Unit within the Policy and Planning Department of the MoALF, do not know the ACGG Results Framework but they showed keen interest in participating in the development of the ACGG gender strategy. The gender focal person also sees it as their responsibility to make sure that findings of ACGG are incorporated in ministry policies and budget.⁴⁴ MoALF is in the process of developing their new strategic plan, which will finish by the end of this year. There are no gender sensitive indicators, nor data collection tools that can monitor these. Overall, people at the ministry do not have knowledge about gender sensitive M&E systems and tools.

Regarding knowledge management, there are very few gender documents developed by the MoALF. Some of the respondents recalled having seen some flyers and posters (not documents) about gender in agriculture, but according of the gender focal person this was from before the year 2000. No documents were shared with the TI consultant.⁴⁵

44. Group-interview MoALF and informal conversation with head of the M&E unit, 26 January 2017.

45. Group-interview MoALF 26 January 2017.

According to the program documentation⁴⁶, all data collected in the program, has to be gender disaggregated, this is also stated in the guidelines for the baseline survey⁴⁷ as described already for core gender capacity on gender analysis.

One of the five outcomes in the ACGG results framework⁴⁸ is aimed at women's engagement as chicken producers (and thus not in other processes of the value chain). Related outputs include a focus on women value chain actors in community and subnational level meetings and the engagement of female facilitators in platform meetings and broader chicken value chain development. The other four outcomes and related outputs are focused on smallholders and not specified for women or men, and no gender responsive outputs are planned. For example, the output 'chicken VC stakeholder mapping in each country that identifies strategic roles for stakeholders' could explicitly include a mapping of women and men's roles and positions. The output 'network of 20-30 brooder/distributors is established in each project country' could include specific targets for the inclusion of women. In the results framework or other program documentation there is no mention of gender responsive monitoring that looks at gender issues in terms of changes in labour input and division, access to and control over resources, income increase and use of income, (intra-household) decision-making, access to services, information, training, etc.

The ACGG Program is thus weakly designed in terms of gender responsive monitoring, and is not encouraging partners to measure women's positions or empowerment beyond their participation in activities and meetings.

The effect of the ACGG partners' outputs and knowledge products on other stakeholders' (government, civil society, research organizations, private sector) programs regarding gender and the chicken value chain has probably been low until now, since there are hardly any gender responsive documents available, let alone produced by the assessed organizations. ACGG is however developing knowledge through on-farm testing with a focus on women farmers and with the support of MSc and PhD students. In Tanzania, one of the PhD students is studying 'the outcome / upshot of improved chicken breeds on women's empowerment' based on ACGG.⁴⁹

The capacity to collect, interpret and report on sex-disaggregated data is the best developed within this core capacity, but with an average score of 2.6 is still not sufficiently developed. It is noteworthy that SUA scored low (2.0) on this parameter, just slightly above TALIRI Central which assessed itself at very low (1.0), indicating they only collected sex-disaggregated data during the baseline survey for ACGG.

SUA does collect sex-disaggregated data on more occasions, but says the process remains a challenge. They do however have some good experiences, such as with a program supported by the Norwegian Agency for Development Cooperation (NORAD) on how climate change affects poor communities (partially linked to agriculture and livestock). The gender policy implementation committee had the chance to assess the program. It found that in around 55% of the cases staff were able to identify benefits and challenges from a gender perspective even though gender was not key issue from the start. SUA gender experts had given a one-day training session at the start on how to include gender and develop M&E indicators, which resulted in some researchers indeed reporting on gender indicators, especially related to species traditionally managed by women. Results, however, depended on the capacities of each researcher and especially the so-called 'hard scientists' (such as animal scientists) face difficulties in collecting sex-disaggregated data. An even harder challenge than sex-disaggregated data collection, is interpreting the influence of the data on different gender issues (specifically decision-making) as well as reporting.

TALIRI Lake Zone and Southern Highlands centres were both scored medium level (3.0) by the group, but individually, respondents assessed their organizations at between 1.0 and 2.0. Based on the explanations given by the respondents, this capacity should indeed be assessed lower (2.0 meaning it is insufficient). Although they do collect some sex-disaggregated data, the centres only report on the number of women and men participating. They do not have skills to interpret and analyse the data with a gender lens and to monitor the results for women and men.

46. ILRI 2014

47. ACGG Producer level baseline survey training manual.

48. ACGG results framework 2014-2019, excel document prepared for BMGF

49. KII with PhD student and ATONU NPC, 24 January 2017.

Staff of TALIRI Southern Zone on the other hand said they collect, analyse and report on sex-disaggregated data, thus scoring themselves high (4.0) on this parameter. However, they indicated they did this with the help of a socio-economist who had left TALIRI at the time of this assessment. The quality of the analysis and reporting could not be checked as no reports with sex-disaggregated data were shared with the TI consultant, but in view of the previous, it seems likely that the score should be lower.

The individual level parameter (staff ability to collect, interpret and report on sex-disaggregated data) was scored a little bit lower (2.4) than the organizational parameter. This makes sense as respondents indicated that some people in their organizations (gender focal persons and socio-economists) have the capacity but the majority can only collect sex-disaggregated data, not interpret and report on it. This includes the many livestock research officers that participated in the individual assessment.

The existence and quality of a gender responsive M&E system and the ability to use it received the lowest score of all parameters (together with access to gender training in core capacity one). All organizations rank between a very low (1.0) and low (2.0) level. Participants are not aware of the presence of M&E systems at the TALIRI centres, let alone whether the M&E system is gender responsive. At most, the centre's develop quarterly and annual reports about the progress on objectives, strategies, activities and funds, but no gender is integrated apart from indicating the percentage of women participating in activities.

Only SUA has an M&E team and tool that is used to monitor all the projects but gender issues are missing unless these are specifically addressed in the project or asked for by the donor. In this case, a gender expert is called upon to develop the M&E tools and apply them. Respondents felt there is need to increase the in-house capacity for developing and using gender responsive tools.

Participants were also not aware of the existence of an M&E system within ACGG. At most, they are involved in collecting data during on-farm testing, but this does not include gender specific data apart from indicating the sex of the farmer. It is important to develop specific gender indicators as the ACGG implementers are mostly livestock researchers who prioritize the development of the technically best breed, without taking into account the different interests and needs of men and women.

The individual level parameter, staff ability to develop/work with gender responsive M&E systems and tools is slightly more developed than the organizational parameter. It scored 2.1. However, individual comments point to similar weaknesses. Almost none of the respondents have experience with developing indicators, or monitoring and evaluating them, let alone in a gender responsive way. Even the SUA gender focal persons would like to acquire more skills on the development and use of gender responsive M&E systems and tools.

The access to and production of gender responsive knowledge documents and publications has been assessed between low and medium (2.4). TALIRI centres do not produce any documents focused on gender. Respondents indicated they could access gender publications on the internet but they hardly ever used these documents. In TALIRI Central where the assessment was carried out in the library, respondents pointed out that none of the books there is about gender. Only respondents from TALIRI Southern Zone indicated they integrate gender in reports with the use of gender experts. The PI at TALIRI said he has several gender publications in his office.

At SUA there has been an increase of researchers publishing on gender, including related to animal science among others because of donor demands. However, most publications are very theoretical and difficult to implement in practice.

Staff access to and ability to produce knowledge documents and publications on gender is slightly lower (2.0) than the organizational level parameter. This can be explained by the fact that none of the staff has ever produced a gender document apart from the gender experts and even the latter were critical about the reach of their publications as they are mostly related to their (academic) work. All have access to gender publications through the internet.

5.4 Partnerships and advocacy

The capacity to build gender-responsive public-private partnerships and IPs, to engage women and women's organizations in these partnerships and platforms, to influence government and external partners, and to advocate for gender equality within the chicken value chain.

Introduction to this core gender capacity

Gender responsive partnerships take gender roles and relations into consideration and respond to these by taking actions that enable women and men to participate equally in these partnership programs and benefit from them. Women and their organizations are included and their voices are listened to. Gender issues are discussed in the partnerships and not sidelined.

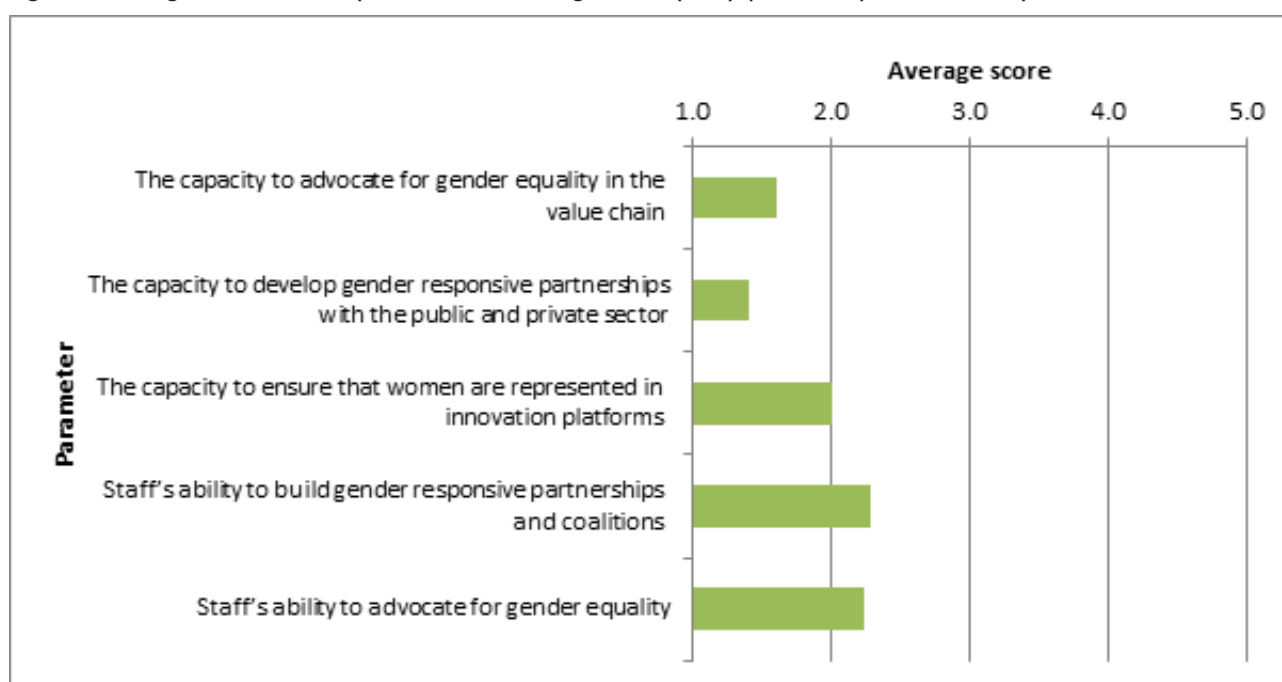
Advocacy for gender equality is the ability to influence policies and decisions and ensuring that the voices of women are heard and their rights and positions are defended.

General outcome of the assessment

Together with gender analysis and strategic planning, this is the least-developed core gender capacity of all six; with an average score of 2.0, respondents indicated that the capacity exists but has not been developed. Again, individual level capacities are somewhat better developed than related organizational capacities (2.3 against 1.7). The difference is especially large between the organizational capacity to build gender responsive partnerships and individual ability of staff to do the same (1.4 versus 2.3). This seems to indicate that most partnerships depend on personal relationships rather than organizational agreements.

This capacity seems to be best developed at TALIRI Southern centre (2.8) and least at TALIRI Central (1.3), which is curious because TALIRI is headquartered in the latter.

Figure 7: Average scores for the parameters of core gender capacity, partnerships and advocacy



Detailed information per parameter

The environment (policies, rules and legislation, regulations, gender relations and social norms) is partially enabling ACGG partners' capacity to develop gender responsive partnerships, including innovation platforms, and to advocate for gender equality.

On paper, one of the National Livestock Policies states that 'The Government will strengthen gender mainstreaming in the livestock industry in collaboration with other institutions'.⁵⁰ In practice, each year, on 8 August, the MoALF organizes a farmer's exhibition with the Tanzania Agriculture Society (TASO) and LGAs locally and nationally. Participants come from the public sector, NGOs and private companies including processors, feed manufacturers, breeders, veterinarians, financial institutions, and farmers etc. The ACGG Program participated in the last exhibition. Although this is a good setting for creating partnerships, there is no specific focus on gender equality.

Regarding the IPs, two chicken specialists (a man and a woman) from MoALF participated in the exhibition, but the Ministry does not actively support or promote it. MoALF had a joint booth with ACGG during the Poultry Show organized by the TPBA on 'Egg Day', where they collected names from visitors to invite afterwards for the IP. Most of these visitors were women.

Finally, MoALF has different partnerships to promote gender equality including TGNP, MoHCDGEC and the Tanzania Women Leaders in Environment and Agriculture (TAWLEA). The ministry works with these partners to hold meetings, write proposals and realize projects. For example, MoALF provided livestock expertise for the gender-related guidelines of the MoHCDGEC and TAWLEA is financially supported by MoALF and most of their staff come from the MoALF.

One of the core objectives of the ACGG Program is to develop and nurture national IPs that will facilitate private sector access to the germplasm and develop business models. The program also focuses on developing community and subnational IPs focused on enabling access of poor smallholder farmers, especially women, to preferred chicken germplasm and optimizing productivity. The aim is that 'women participate fully' in the community-level and in the national IPs.

The capacity to advocate for gender equality in the chicken value chain and innovation platforms has not been developed. All organizations scored between 1 and 2 with an average score of 1.6. This is mostly related to the fact that they have had difficulties in getting women to participate in the IPs. Moreover, gender was only discussed in the second national IP meeting and in some of the community IPs. According to the information gathered TALIRI Central did not discuss gender equality in its meeting but other TALIRIs did even though there is no record available of the meetings. Respondents said discussions were mostly about women under-representation, than about gender issues, although the objective of women's empowerment was also discussed.

Even at SUA the gender focal persons said that advocating for gender equality 'is where the capacity is really needed [...] we need partnerships and especially advocacy. Without this we will never make an impact.' They are of the opinion that SUA should lobby towards private companies to support gender issues, and to link them and other stakeholders of the value chain with farmers.

The same parameter at individual level: Staff ability to advocate for gender equality received a slightly higher score (2.2), especially because respondents from SUA and TALIRI Southern Zone scored themselves at medium level (3.0). At SUA the co-PI scored higher than the gender focal person (4.0) as he has a specific role to play in the ACGG Program's focus on women. The question is if this is already happening or rather a desired capacity for the remainder of the program. The same seems to account for the SNCs of TALIRI Southern and Southern Highlands zones, who both said they had 'some ideas based on ACGG Program.'

50. Ministry of Livestock Development 2006

The capacity to build gender responsive partnerships and coalitions is starting to be developed at the individual level (2.3), but is still very much behind the organizational level (1.4). The parameter is closely related to the organizations' capacity to ensure that women and their organizations are represented in IPs and their issues are listened to and used in advocacy, which was ranked low as well, although slightly higher (2.0).

Women were under-represented at IP meetings despite being invited specifically. In the first IP meeting, there were no women representing the private sector. There seemed to have been between 10-20% women but the data is not clear on this.⁵¹ In the second IP meeting the number of women had gone up to 35.5% (16 women, 29 men) and it was suggested that 'The project team should strategize to sensitize more women to attend the next IP meeting because many women are invited, but many do not appear for the meetings' and 'The facilitator will display deliberate bias towards women to balance out their numerical disadvantage'.⁵² At the third IP meeting, however, the percentage of women slightly declined to 31.7% (13:28 ratio).⁵³ Regarding community level IPs, TALIRI Central estimated that only 15% of IP participants were women and in the Lake Zone 45%, while the goal is above 50%.

The gender expert from TGNP was present in the first two national IP meetings, not in the third. The first and third IP meeting hardly addressed gender issues. At the second IP meeting a presentation on gender in the ACGG project was given by the TGNP gender specialist and discussed.⁵⁴ Important issues such as power dynamics, ownership and decision-making were discussed. However, there seems to be a tendency towards integrating more men ('chicken should be owned by the whole family not only women') in order to stimulate 'gender equality'.⁵⁵ This would indeed be a step forward if it regards topics that women are normally excluded from (e.g. cattle), but by turning poultry breeding, traditionally considered a female activity, into a shared activity, gender inequalities within the households will become more unbalanced. TI recommends training for all ACGG partners on this, as this is a misunderstanding that far too many people have.

The IP meetings are thus not sufficiently gender responsive and the representation of women and their organizations is too low. The voices of the beneficiaries are not being heard and women's interests may not be considered.

PICO-EA is responsible for conducting the national IP's but, according to them, not for achieving targets on women's participation; this is the responsibility of the ACGG country teams (and not TALIRI). However, PICO-EA does have some experience in conducting meetings in a gender responsive manner and said it will include the issue in its training.⁵⁶ Gender was however not covered in the training of trainers (ToT) on community innovation platforms conducted in March 2017.⁵⁷

In the organizational assessments, respondents said that the representation of women is too low, but it is within their expectations as 'their number is limited in the regional and district representatives of public and private sector'.⁵⁸ They also indicated that 'private companies normally do not consider women. They are profit-oriented and do not understand that they can increase profit by focusing on women'.⁵⁹ The TALIRI Southern Zone team emphasized the work they do with TGNP, although this has remained mostly at the level of inviting gender expert Rehema Mwateba to participate in (IP) meetings and in this assessment. Her proposed work plan has not been approved to date, let alone implemented. They also indicated that engagement with the gender expert from the local governmental authority would be strategic to help them as a way of using the LGA's resources and knowledge to push and support the project. This engagement is yet to be set up.

51. The chart presented in ACGG 2015, page 17 shows a mixture of categories, including women but not men. The other categories (e.g. farmers, policymakers, NGO/CBO, etc.) could include women as well. Therefore, the category of 'women' could be read as women organizations. When looking at the names on the participants list, around 10 of the 50 participants seem to be women.

52. ACGG 2016a

53. ACGG 2016b

54. Mwateba 2016

55. ACGG 2016a

56. KII PICO-EA, 27 January 2017

57. Written update given by the NPC on 9 April 2017

58. TALIRI Central Zone assessment 23 January 2017

59. TALIRI Lake Zone assessment 23 January 2017

That the individual level parameter has a slightly higher score than the organizational one, could perhaps be explained by the fact that partnerships seem to be mostly set up on project basis and in some projects respondents did try to include women specifically. Nevertheless, overall, respondents indicate that they lack the knowledge to make sure that women and their organizations are represented, participate actively, and eventually benefit from the research/project.

A limitation is also that female farmers do not seem to be organized in groups. In some villages, ACGG has started to stimulate group formation, so they can share experiences and achieve economies of scale when buying inputs or selling poultry products. However, this component of the project should be strengthened.

The ACGG partnerships, especially the IPs, should affect the chicken value chain including gender issues within that chain. At the moment, the effect of the ACGG partners' advocacy and partnerships on policies, legislations, governmental programs and private sector that affect gender equality in the chicken value chain is probably low or even negative as gender is not yet strongly integrated in program implementation and the IPs do not effectively engage women nor tackle gender issues. This has resulted in an over-representation of men and men taking over certain tasks that traditionally were done by women. According to the NPC from ACGG, the Silver Lands company is expanding their business towards the grass roots level as a result of participating in ACGG and the IP meetings. However, overall, ACGG should focus more on connecting the private sector to the female farmers and showing the players new ways of making profit that contribute at the same time to women's empowerment⁶⁰.

Partnership with organizations such as TGNP and TAWLEA⁶¹ could be very strategic in this sense. Also, ATONU seems to be an important partner that can have positive impacts now that this program is working with ACGG farmers. A positive development from the ATONU project its use of specific tools to work with gender (among others on gender roles) and sensitization of farmers about decision-making at household level, including involvement of men in an area that is considered to be strictly the responsibility of women—nutrition. However, these developments need to be monitored closely by gender experts to ensure the objective of women's empowerment is met.

5.5 Leadership and transformation

Leadership and commitment to gender equality and the transformation of gender (power) relations.

Introduction to this core gender capacity

Gender transformative approaches aim to change gender norms and relations in order to promote gender equality. This means going beyond engaging women in activities by aiming to transform the structures that keep inequalities intact. This includes transforming the value chain as such so that women improve their position structurally and that they are empowered, e.g. participating in decision-making, especially when it concerns issues that affect their lives. These approaches also explicitly engage both women and men.

Commitment is a prerequisite for gender mainstreaming. Organizations and individuals need to take leadership and openly support gender equality. At the same time values promoting gender equality need to be shared visibly throughout the organization from mission statements to gender inclusive practices and beliefs.

60. KII with NPC ACGG, GE, NPC ATONU and PHD student, 24 January 2017. For example, since most chicken farmers are women, they are the most important clients for private companies. Companies can augment their profit by listening and adapting better to female farmers' needs. Moreover, they could form alliances with female farmers and train them to become local representatives, organize fairs together for mutual benefit, etc.

61. The consultant did not spoke to representatives of TAWLEA but the organization was mentioned by other respondents and could be explored as a potential strategic partner for ACGG.

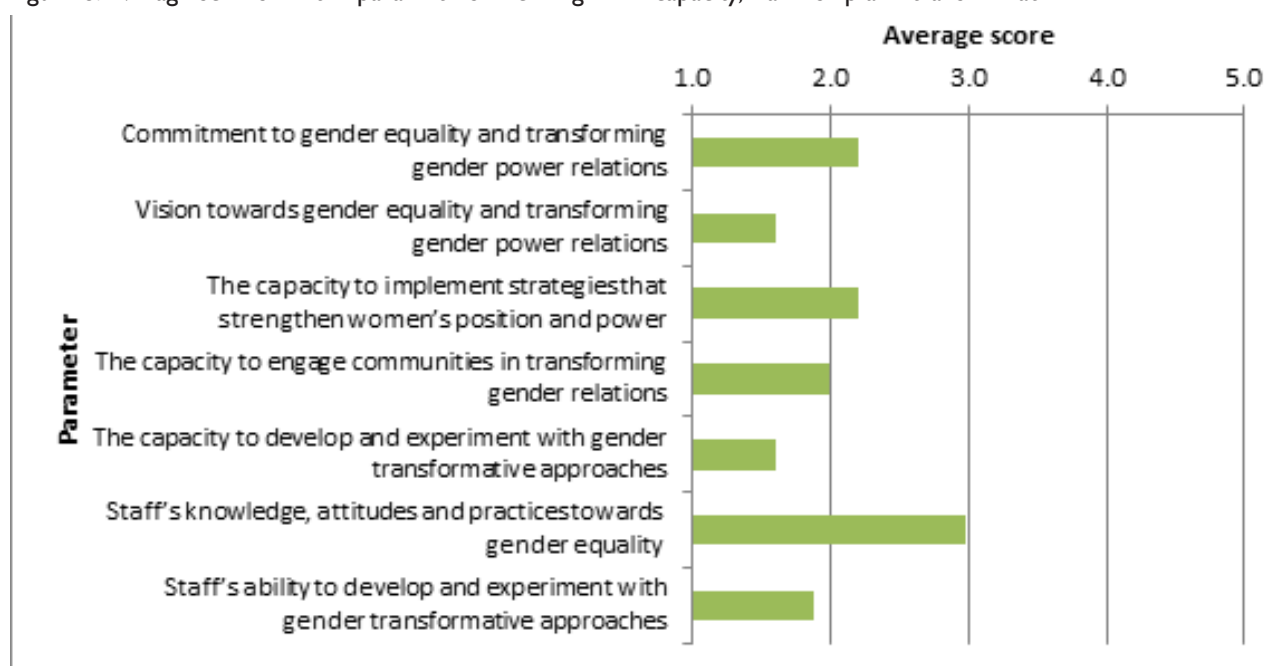
General outcome of the assessment

With an average ranking of 2.1, this core capacity has hardly been developed and is close to the average ranking of 2.2.

The variation between organizational and individual capacities is similar to the capacity on partnerships and advocacy. The organizational capacities receive a much lower score (1.8) than the individual (2.4). This difference is in line with the overall trend. The parameters used for organizational and individual capacities are, however, not similar as is the case for some other core capacities (such as knowledge management and gender responsive M&E) and therefore cannot be compared as such.

TALIRI Central (1.5) has again the least developed capacities and SUA the best (3.1), in line with the overall assessment.

Figure 8: Average scores for the parameters of core gender capacity, leadership and transformation



There is quite some difference between the parameters. Staff knowledge, attitudes and practices towards gender equality was assessed relatively high with an average score of 3.0 (partially developed); whereas the capacity to develop and experiment with gender transformative approaches as well as the vision towards gender equality and transforming gender power relations both received a much lower score of 1.6 (insufficiently developed).

Detailed information per parameter

The environment (policies, rules and legislation, regulations, gender relations and social norms) is not supporting ACGG partners' capacity to transform gender (power) relations. Although one of the objective of the National Livestock Policy is 'to ensure gender is mainstreamed in the livestock industry in order to achieve gender equality'⁶², requirements such as extension officers having to talk with the head of the household mean that women are not consulted. Ministry staff questioning why only women are targeted (and not men) when we focus on gender equality, with comments such as 'We should focus on a balance in the family, so they stay as they are supposed to be since creation' and 'If you put more effort on the other side, women do not come home to cook'⁶³ are not supportive towards a gender responsive environment and are far from being transformative. Gender sensitization is necessary at all levels, from LGAs to National Government and within communities.

62. Ministry of Livestock Development 2006

63. Group interview MoALF, 26 January 2017

The ACGG Program aims to 'ensure that interventions are gender-transformative through the empowerment of smallholder women chicken producers'. The program also aims at women participating as actors in the transformed value chains (e.g. brooders, egg and chicken traders, input sellers)⁶⁴ and the program design encourages the partners' capacity to transform gender (power) relations. However, because a strategy, tools and guidance is lacking, the partners and SNCs are not supported in developing such gender-transformative interventions. Also, no specific outputs or actions are planned that aim to strengthen women's positions as actors beyond production.

The organizations' commitment to gender equality and transforming gender power relations is low (2.2), although big differences exist with TALIRI Central and Southern Highlands scoring very low (1.0) and the other three organizations medium (3.0). TALIRI Central pointed out that 'TALIRI is committed to disseminating livestock technologies but there is no strategy to make sure that both men and women are benefitting'. The Southern Highlands team emphasized the fact that TALIRI 'management are men and they are not very committed to gender equality'. Participants from the other two TALIRI centres (Southern and Lake zones) are however of the opinion that management is committed to achieve change in gender power relations but lacks the capacity to implement as well as the necessary budget support from government, among others to sensitize communities to change traditional norms and values. The commitment from SUA management is shown by the fact that they found it important to include gender training in the curriculum, develop a gender policy and have a gender committee to give follow up to its implementation. However, actual implementation is challenged by among other problems, a lack of the necessary (own) resources. Much depends on resources from donors.

The ranking of the parameter staff knowledge, attitudes and practices towards gender equality and transforming gender power relations was somewhat related to the organizational level parameter; and individual staff assessed themselves more supportive to gender equality (3.0) compared to their institutions (2.2). This parameter is of course subjective, although staff were asked to give examples of their support for gender equality. Most came up with statements such as 'I support it to have transformation of gender'. The more specific examples referred mostly to encouraging women to participate in activities. In relation to ACGG it was mentioned that they are discussions to 'educate farmers as to why the project wants to empower women'. The difference may also be explained by the participation of a relatively large group of gender experts and gender aware persons in the individual assessments.

The parameter on the organization's vision towards gender equality and transforming gender power relations is more objective as the vision and mission statement were checked. All TALIRI centres scored (very) low. They do not have any mention of gender in these vision statements. SUA does not either but still scored medium (3.0) because the gender focal persons were of the opinion that gender should not be in the vision / mission but rather in the strategy. They gave it a medium score as a gender policy exists and gender is integrated in the SUA strategy, but few people know this. They even talked about having to update it on the website. The consultant would therefore have assessed this parameter lower.

The capacity to develop and implement strategies that strengthen women's position as actors in the transformed value chains and their decision-making power is insufficiently developed (2.2). There is, however, much variation between the different institutions. Respondents from TALIRI Central and Lake zones scored 1.0, emphasizing that women do not have decision-making power and no strategy exists to deal with this. TALIRI Southern Highlands and Southern zones scored 3.0 and 4.0, respectively, pointing out that ACGG is focusing on this and they even expressed the 'hope that ACGG will transform some of the TALIRI centres as far as integrating gender in research is concerned, by involving staff in gender activities, seminars, workshops'.⁶⁵ The gender focal persons of SUA gave their organization a low score (2.0) because although some research and projects integrate gender, their transformative impact is considered low. They specifically mentioned that ACGG will need adequate strategies if they want to transform gender relations within the CVC.

The capacity to engage communities in transforming gender relations, esp. community leaders and men, is considered even lower (2.0), as organizations do not provide gender sensitization in communities. According to TALIRI Southern Zone and SUA however (score 3.0) women are increasingly involved, also in activities that are not necessarily considered their domain. SUA, moreover, does provide gender training in communities, although not enough.

64. ILRI 2014

65. TALIRI Southern Zone assessment, 21 January 2017

The organizational capacity to develop and experiment with gender transformative approaches is insufficiently developed (1.6). At most they are gender accommodating, such as at SUA where there are some researches with a gender focus but these are mostly gender accommodating rather than transforming. Some responses even point towards taking steps back. Even within ACGG staff speak about aiming for a 50-50% participation of men and women in the community IPs and farmer groups, in line with national policy. As 83% of the farmers that received chicken within ACGG are female this would reflect an under-representation of men. However, ACGG management was of the opinion that 'men should have some of the leadership positions as we have already marginalized them' indicating that 'we don't want to exclude them 100% because they have taken interest in the group'.

This organizational parameter received a lower score than the related individual parameter: staff ability to develop and experiment with gender transformative approaches (1.9). The difference can be explained because of the background of some of the individually assessed persons, although even the gender experts of SUA said that they have the knowledge but not the practical experience in applying transformative approaches. Respondents indicated that training is needed.

An effect of ACGG partners' work on other stakeholders (the government, civil society, research organizations, the private sector) and their ability to transform gender (power) relations could not be observed. There might be some in the future as since January 2017 ACCG is partnering up with ATONU in the field. ATONU specifically targets women of child-bearing age (19-49) and children in the first 1,000 days of life from confirmed conception⁶⁶ and stimulates them to eat the eggs, use the money from poultry sales to buy more nutritious food, and balance their diet to improve their health and nutritional status. Although they also try to involve men, this might lead to emphasizing women's traditional gender roles (reproductive tasks) rather than transforming the gendered division of labour.

5.6 Gender at the workplace

The capacity to promote a gender responsive workplace with equal opportunities and benefits for women and men.

Introduction to this core gender capacity

A gender responsive workplace provides equal opportunities and benefits for women and men, through policies and practices, which is measured among others by an internal gender balance throughout the organization. If a gender balance is lacking an organization should take measures such as affirmative actions. This core capacity is strongly related to the core capacity on leadership and transformation, especially the organization's mission and vision and organizational commitment to gender equality; as well as organizational values and attitudes towards gender equality at the workplace.

General outcome of the assessment

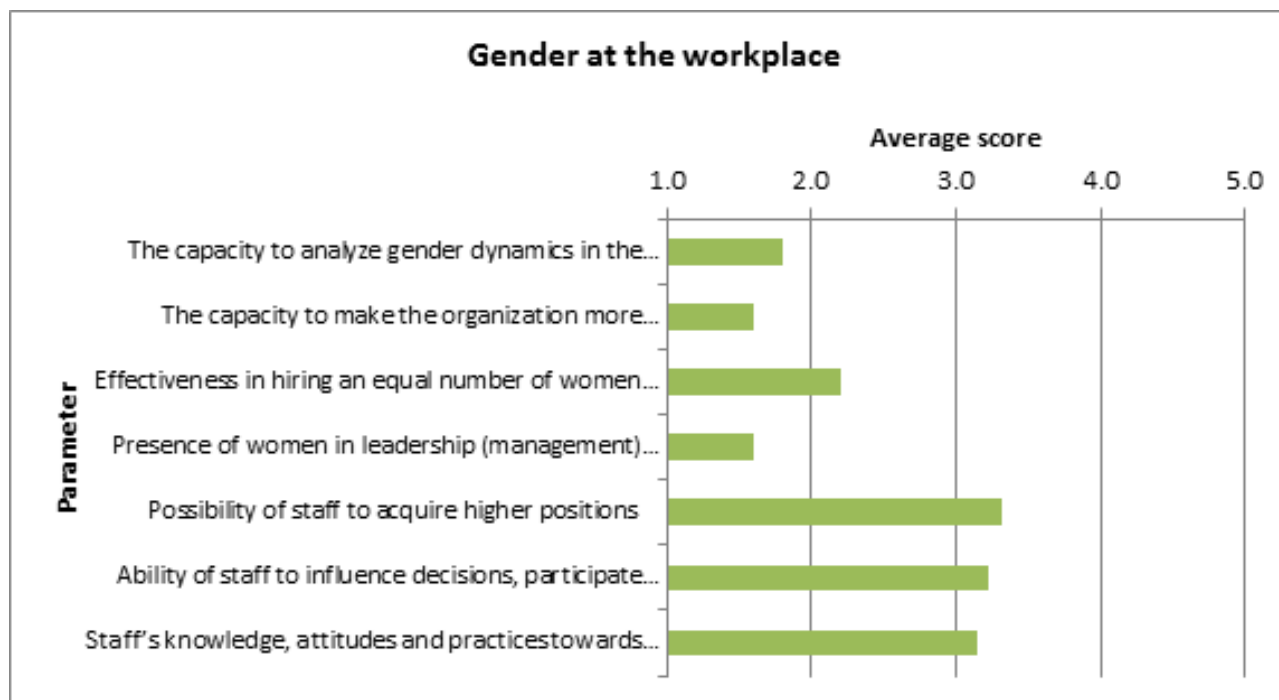
According to the assessments, this is the best-developed core gender capacity of all six; with an average score of 2.5, it is on its way to be medium developed. It is also the core gender capacity with the most variation between individual level, where it was scored slightly higher than medium (3.2)⁶⁷ and at organizational level, where it is considered low (1.8). This shows that respondents are of the opinion that their organizations can do more about gender equity, especially regarding the low percentage of female colleagues (especially at management level), but also regarding the lack of related human resource gender policies and guidelines. At the same time, respondents feel that at the individual level they can make a career and participate in decision-making. This could also be influenced by the fact that a high percentage of the respondents were male (59%), who may already have more possibilities to acquire higher positions and participate in decision-making. Also, the high number of gender expert respondents might again have influenced results as SUA scored very high on individual level (4.1), especially regarding staff knowledge, attitudes and practices towards gender equality at the workplace (4.5).

66. ATONU 2016.

67. The scores of one of the respondents from TALIRI Central were raised from 1 to 3 to make them consistent with the explanation given to the scoring.

TALIRI Lake Zone (2.0) has the least developed capacities and SUA the best (3.0), which is in line with the overall assessment.

Figure 9: Average scores for the parameters of core gender capacity, gender at the workplace



There was a lot of variation between the different parameters, women in leadership and the capacity to make the organization more gender responsive rank very low (1.6), whereas the possibility of staff to acquire higher positions scores above medium with a 3.3.

Detailed information per parameter

Government policies state that equal opportunities must be provided to female and male employees, with the clear target of reaching a 50-50% gender balance. Although female respondents at MoALF indicated that at the ministry this goal is given very low priority, they do not feel there is a gender imbalance. Rather, they estimated that more than 50%, maybe even 60%, of management positions are taken by women. This includes one of the two permanent secretaries, the CEO, chief accountant and many department directors. According to MoALF's gender focal person, affirmative actions are sometimes taken at the ministry to reach this (e.g. choosing women when they qualify evenly with men and even when they have less experience but do qualify for the job). However, the minister and deputy minister are both male and most of the extension officers are also male. Respondents consider it hard to find more women for these jobs because few women study animal sciences. It is within this group that ACGG had to look for their enumerators. The ministry does not seem to have any program to stimulate more young girls to pursue such careers.

SUA gender focal persons indicated that the National Government established that women can only have maternity leave two years after taking up such leave. This could make it more attractive for organizations to hire women, but at the same time the SUA respondents indicated that it restricts women from having two children in a row in order to be able to succeed in their careers.

The ACGG Program sets targets for women's participation in staffing: 50% of the village level enumerators as well as regional and national project coordinators should be women. The targets are thus not set for higher-level staff. Moreover, the same target as for beneficiaries (70%) could be set, especially for field personnel, as farmers, and their spouses, might be more comfortable in working with enumerators from the same sex.



Female farmer letting her ACGG chickens out of their house at her home in Konga village.
Credit: Marije van Lidth de Jeude, 25 January 2017

The institutional and policy **environment** (policies, rules and legislation, regulations, gender relations and social norms) is **partially enabling** the ACGG partners' capacity to provide a gender responsive workplace, although not much actual support is given and accountability measures do not seem to be applied much.

The **effect of the ACGG partners' work** on promoting gender responsive workplaces among other stakeholders (the government, civil society, research organizations, the private sector) and the effect of the gendered organization on the lives of its staff: In theory, ACGG could promote gender responsive workplaces and gender balance among other stakeholders, by setting an example or by somehow supporting, rewarding or preferring partners who show that they are gender responsive and balanced. This has not been observed (e.g. partners still have to work on it themselves as shown below). The only private sector stakeholder that was interviewed for this assessment, Nzua Enterprises, has more women employees than other organizations working with the program. This is mostly because more women work in the poultry industry, but the CEO also said they prefer women as they 'are more sensitive', 'concentrate on one issue' and 'perform better'. The management consists of the CEO and his parents (2 men and 1 woman). He thinks that many women are interested to run a business such as Nzua Enterprises but they lack capital and knowledge. Also, knowledge on how to raise chicken (theory and practice) has to be improved according to him. ACGG is providing this knowledge to farmers, the majority of whom are women.

The effectiveness in hiring women as staff members and researchers to acquire a 50% gender balance received a low ranking (2.2) and the related presence of women in leadership positions ranked even lower (1.6), which means this is hardly developed. The data supports this. NARS institutions are not gender balanced and have very few women in management positions. At TALIRI, it is headquarters that contracts employees with varying results. In the four TALIRI centres in this assessment 9%, 16%, 15% or 33% of staff are women, but only one of the centres has women in management positions (TALIRI Central, 3 out of 12, or 25%).

At SUA, the gender policy⁶⁸ confirms what the respondents told us during the assessment that the proportion of women at SUA is lower than that of men but has been increasing in recent years: 'At SUA, very few women occupy senior positions in accountancy, administration or technical fields. By 2010, SUA had a total of 865 administrative staff, of which 35.5% were females. This is an increase of about 4.5% since 2005. However, most females are concentrated in low cadre jobs and women, including female academic staff, are under-represented in decision-making bodies.' Regarding the proportion of female academic staff, this is still quite low, although it increased from 16% in 2005 to 19.6% in 2010 and according to the gender focal person it is now nearly 25%. In a similar period, female student enrollment increased in the undergraduate programs from 24% in 2001/02 to 31% in 2011/12 (academic year) and according to the gender focal person is now 35-38%. Female postgraduate students constituted 28.8% of all postgraduate students in 2011/2012. Regarding leadership positions, according to the gender focal person, 30% of the research directors are female, and they are all located in faculties where female students are concentrated (i.e. not at animal science). In top management there are no women, there has been only one in the history of SUA.

Also, the ACGG Program has not reached its own target of acquiring a 50% gender balance. The subnational coordinators are 60% men (three out of five) and the PIT consists of two men (PI and co-PI) and one woman (NPC). Within the field, the target is met, as 49% of the enumerators are women.⁶⁹ They were selected from among the district livestock field officers (local government employees), who are mostly men but ACGG made an effort to find more women (e.g. contracting the field officers from nearby villages or the wards). ATONU managed to contract more women, but also looked outside of the local government employees.

In view of the lack of a gender balance in the assessed institutions, it is not surprising that the capacity to analyse gender dynamics in the organization and to develop strategies to deal with these, also received a low ranking (1.8). The capacity to adjust and implement internal (human resources) policies and procedures to make the organization more gender responsive was ranked even lower (1.6). The two parameters are related to each other: proper analysis of the organization, its culture and policies, is the basis for developing effective policies.

Although respondents are aware of the gender imbalance, TALIRI does not conduct their own analyses of internal gender dynamics, and they do not conduct, for example, gender audits. Such analyses can look deeper into obstacles for women in recruitment and career development (this could include women's childcare responsibilities and men's relative freedom to pursue careers without such responsibilities, and related difficulties for married women to travel and conduct fieldwork, as well as organizational culture that encourages overwork, for example).

TALIRI headquarters is in charge of TALIRI policymaking and staff contracting for all the centres. Respondents are, however, not aware of any existing policy for gender equality at TALIRI. They said that job announcements include the sentence that women are encouraged to apply, but in practice very few women do. They also said that it is very difficult to achieve a gender balance among staff, especially for researchers, since there are not many women with relevant degrees and qualifications; and women are less interested to pursue a career in animal science. Management is chosen from the already existing team. Apart from the fact that there are thus fewer women than men to choose from, respondents were of the opinion that more women lack leadership skills, and nothing is done to improve that. But this contradicts the reality at MoALF where more than 50% of leadership positions are occupied by women. This result might be because of different norms and values regarding female leadership in urban and rural areas.⁷⁰ Respondents said that the number of female students of agriculture is increasing and as a result, in the future a gender balance could more easily be reached.

68. SUA 2012. 5-7.

69. All ACGG Tanzania technical reports and innovation platform reports. Statistical data from ACGG Tanzania 2016a

70. For example, the PI indicated that at TALIRI Southern Zone they encourage women to apply but women consider the area too remote and underdeveloped; they prefer to work developed areas such as Dar es Salaam. Women from the area lack adequate education.

This was confirmed by the SUA gender focal persons who have been visiting secondary schools to sensitize girls to study agricultural sciences. SUA also widened the offer of degree programs that are not purely agriculture, which attract more women. These are two examples of the practices SUA is employing to get more female staff and students. They also put in job advertisements that women are encouraged to apply and talk to potential candidates so they will apply. However, only when women qualify evenly, will they be employed.

At the same time the university has difficulties retaining female staff as most follow their spouses and there are no favorable policies such as day care, flexible work hours (only for nursing mothers), financing for transport or house allowance. Therefore, the percentage of female staff is increasing slowly and female staff members are largely young. This is one of the reasons that management says it is difficult to find women for decision-making/ leadership positions. Leadership training is offered but for men and women equally and there are few resources for publishing, which is necessary to acquire higher positions. As a result, SUA remains a 'male dominant working environment'.⁷¹

The fact that SUA has all the percentages present and respondents even wrote down the main factors for the under-representation of women⁷², shows that the organization does analyse internal gender dynamics. This is an important step towards improving the gender balance.

The possibility of staff to acquire higher positions, received the highest score of all parameters with an average 3.3 from all individuals. The ability of staff to influence decisions, participate and voice needs and aspirations ranked second with 3.2. Women, however, scored lower for these parameters, especially on their possibility to acquire higher positions.⁷³

Table 7: Average score of individual level parameters of gender at the workplace for men and women

Gender at the workplace	Men (13)	Women (9)
Possibility of staff to acquire higher positions	3,5	3,0
Ability of staff to influence decisions, participate and voice one's needs and aspirations	3,2	3,1
Staff knowledge, attitudes and practices towards gender equality at the workplace	3,0	3,3

Staff knowledge, attitudes and practices towards gender equality at the workplace received the third highest ranking with 3.1. Women scored slightly higher than men, which can be explained by the relatively high number of female gender focal persons participating in the assessment (they scored themselves 4.5; the other women only 2.4. The question asked to measure this parameter mostly focused on how supportive the respondent is towards gender equality at the workplace. This question was rather subjective, and some staff examples were limited to statements such as 'The university has gender policy which I fully support' and 'I support it very much'. Others were more explanatory about the type of support they give: 'I was among the members who selected a woman to be in the farm committee' (male respondent) or 'Encouraging more women to upgrade their levels of education at work frequently' (female respondent). In the end, staff self-claimed support to gender equality was a good opportunity to assess their knowledge and practices towards gender equality.

71. Individual questionnaire SUA assessment, 24 January 2017

72. As main reasons for under-representation of women, SUA states among other factors that 'the pool of qualified females in the country is small' as 'there has been a tendency for girls to shy away from natural sciences at secondary and tertiary levels'; 'a career in agricultural sciences and related fields has been regarded as not attractive to women'; 'There is [an] inadequate number of role models in the field of agricultural sciences whose accomplishments can be admired by girls and young women, and entice them to emulate'; and 'stereotyping within some curricula as well as teaching materials at all levels in the educational systems has been identified as limiting the participation of women.' (SUA 2012: 6-8).

73. The scores of two male respondents were slightly raised to make them consistent with the explanation given for the scoring.



Female ACGG chicken farmer preparing eggs to sell at her home in Konga village.

Credit: Marije van Lidth de Jeude, 25 January 2017

6. Capacity development

6.1 Desired future capacities

All core gender capacities scored low, with the exception of gender at the workplace, which scored between low and medium. This is mostly due to the high scores on individual capacities, which include possibilities of female but also male staff to acquire higher positions and participate in decision-making. Moreover, TI believes respondents scored too high in terms of their support to gender equality at the workplace as there might be good intentions but practice is lagging.

All assessed organizations expressed the need for capacity development in the area of gender analysis training (e.g. analytical frameworks and tools for research and gender in the value chain) as well as gender training and sensitization for staff, so they can gender sensitize all community members and train women on empowerment. Also gender responsive M&E scored high (4 out of 5 organizations mentioned this as a key priority). These priorities are in line with the assessment.

Gender training (and sensitization) should be offered for more than a day and regularly repeated. These skills are deemed especially important for ACGG and other project implementers (enumerators and SNC) in relation to the project goals. In the words of SUA respondents, 'If implementers are not gender aware they can never achieve gender transformation.' SUA also proposed to install a gender coordination team to monitor and assist in gender mainstreaming. This gender coordination team can develop the M&E system with strategies and tools in collaboration with the rest of the ACGG team.

Gender in the organization, establishment of partnerships, for advocacy towards public and private sector among other reasons, was also mentioned three times. Alliances with other stakeholders are also deemed important for the gender training. It was especially mentioned that the department of social development of the LGA is responsible for gender training in communities, so it would be good to know which training they have given already and which programs they are implementing at the moment and to use their resources (including gender experts) and knowledge to 'push and support the project'.

Regarding gender in the organization, it was mentioned that this should include general sensitization on the role of gender mainstreaming for organizations and specifically the contracting of women to achieve gender equality in various positions; in research activities, administration and leadership. Furthermore, one organization mentioned gender responsive programming, budgeting and implementation.

When looking at the capacities desired by individual respondents it is noteworthy that all six core gender capacities were mentioned, except for gender at the workplace. According to the assessment this is indeed the best developed capacity, however, all organizations are lagging in achieving a gender balanced staff. Possibly respondents see this more as an obligation from the organization than something that they can work on individually. Therefore, it is not surprising that it was mentioned during the organizational assessment as a capacity that still needs further development.

The capacity that individuals prioritized for development is gender analysis and strategic planning (mentioned 16 times), specifically learning about tools for collection and analysis of gender data. The second is the development of capacities for gender responsive leadership and application of (innovative) gender transformative approaches (mentioned nine times), followed by development of skills and knowledge on how to build partnerships and coalitions for promoting (advocating) gender equality (mentioned 5 times). Gender responsive M&E was fourth (mentioned five times) and gender responsive programming, budgeting and implementation fifth (mentioned four times), including the development of gender awareness within communities. Emphasis was made on linking the development of any of the above mentioned gender capacities to the topic they are dealing with: the chicken value chain.

6.2 Recommendations for the gender capacity development process

The NARS system in Tanzania has so far been slow in developing its gender capacities, and the ACGG Program has only very limited influence. Direct capacity development interventions in the framework of ACGG can therefore only be focused on the program implementation team (SNC, NPC, IP, co-IP and enumerators) who are accountable to the program, but could be open to other individuals and partner organizations.⁷⁴ ACGG/ILRI can also work closely with gender experts and departments in the NARS (at TALIRI and SUA) and engage them. The program could also encourage the NARS, specifically its livestock departments, to improve their gender responsiveness by setting an example and putting in place certain incentives, for example by encouraging PhD students to conduct research on gender issues in the chicken value chain (which has been done at SUA).

Also, there may be existing or upcoming interventions in terms of gender capacity development that ACGG could link up with (e.g. at LGA, SUA, TGNP, ATONU). Specifically, the alliance with ATONU (addressing the same farmers) and SUA (having gender focal persons who are keen on acquiring more practical experience) can be explored in this regard. Also, events such as the yearly farmers' exhibition which is organized by MoALF-TASO each August can be used to support participation of female farmers, give a conference on gender in the chicken value chain, give out advocacy materials as well as set specific gender targets to follow up on afterwards.

Most of ACGG Program staff (SNCs, NPC, PI, co-PI) are animal scientists with research skills but little background in gender and program management (M&E, etc.). Training should therefore be adapted to their interests and skills. For example, a standard gender training would not be effective, but a training that is focused on integrating gender in livestock research or the chicken value chain, with field work exercises, will be interesting and useful. The ACGG baseline and M&E data can be used to make such training sessions program specific. Furthermore, academic publications can be shared, including from sources such as ILRI and WUR. As most people at TALIRI have not had any gender training before, gender training should start with the basics, including awareness raising as they might not see this as part of their tasks.

It is very important that ACGG finalizes its gender strategy, as there is a need for guidance and support (and the ACGG Program proposal does not sufficiently provide this when it comes to gender). This gender strategy should be an integral part of the overall ACGG Program strategy (as opposed to developing a separate strategy with its own interventions). KIT has been contracted to develop this gender strategy, which should be done with the participation of ACGG staff and stakeholders. The gender experts that have been attracted by the national teams in each country can, and should, play a key role in this process. The gender strategy should have very clear objectives and targets towards women's participation in the program in all levels of the value chain: not only as farmers receiving the chicken, but also with regards to marketing and overall decision-making, by integrating them in farmer groups, in research and all IPs in particular. It should also cater for support to implementers with guidance and training on

⁷⁴ At present, there is a huge opportunity to mainstream gender in the TALIRI strategic plan for 2018-2022 with budget allocation. Awareness could be raised for this by sharing this report with TALIRI management at the headquarters so they are aware of the situation in the office and will be open to receiving the gender capacity development for (part of) their staff and hopefully subsequently take it into account during the TALIRI strategic plan development for 2018.

strategies and actions as well as rewarding them for results. Improving women's participation in ACGG should go beyond a focus on numbers of women in activities and adopt a gender transformative approach throughout the program. Issues such as how to deal with the cost of keeping chickens (thus far a reason for men to take over) should also be addressed (for example by setting up saving and loan groups). Finally, ILRI should allocate a clear budget (either with new funds or reallocation of already existing funds) that national ACGG teams can use for the implementation of the gender strategy in their countries.

Since all core gender capacities (to a lesser extent gender at the workplace) are underdeveloped, it is recommended to ensure that these capacities are all brought up to a medium (3.0) level at least. Capacity development can start with gender analysis training for all ACGG staff, to increase understanding of gender issues, and then continue with gender responsive programming and M&E, specifically for ACGG coordinators (PI, co-PI, NPC and SNC) but also at implementation level for enumerators.

With regard to gender analysis and strategic planning, it is recommended to focus on organizational level capacities to conduct gender responsive value chain analysis and increase knowledge of and access to other gender analysis frameworks, tools and methodologies. ILRI could adapt the first module developed with TI for the Livestock and Fish program on gender sensitive value chain analysis⁷⁵ and distribute it to the NARS. Considering the limited available resources, TI recommends prioritizing a practical (and fieldwork) training for the SNCs, enumerators and, if possible, also the gender experts in the NARS, consisting of one day classroom training on gender-sensitive (chicken) value chain mapping. Also recommended is the use of at least one other gender analysis tool (such as the Harvard Analytical Framework), one day training to explain methodologies for collecting and analysing sex disaggregated data⁷⁶ and for conducting intrahousehold analysis and collecting data from men and women in households (for example using the Women's Empowerment in Agriculture Index [WEAI] methodology and other resources⁷⁷); and one day field work to practice the tools and methodologies and reflect.

As part of the gender strategy development, or immediately afterwards, the M&E system of ACGG needs to be made more gender responsive by including indicators and tools to monitor women involvement at all levels of the value chain and their subsequent empowerment. Again, this should be an integral part of the overall M&E system. This is currently partially done by KIT as part of their work with ILRI but it needs to be properly rolled out. The rollout should include gender awareness raising within the PIT and all ACGG partners with regard to why women involvement is set well above 50% (national guideline) and why this should be done at all levels and not just when giving out the chicken (e.g. with the goal to overcome an overall gender imbalance and using a traditionally considered female activity as a way to empower women).⁷⁸ In general, M&E training is key because ACGG staff have little knowledge on how to develop indicators, let alone monitor and evaluate them; even less when it comes to gender.

A gender coordination team (not just one gender focal person) can be set up to monitor and assist on gender issues. This team can play a key role in the development of the gender responsive M&E system and tools. Apart from this team, all ACGG staff should take on certain gender responsibilities.

SNCs and enumerators can be trained in the area of knowledge management and gender responsive M&E, focusing on integrating gender in monitoring of the ACGG Program, properly collecting and analysing sex-disaggregated data, monitoring and documenting outcomes on gender equality and gender inclusiveness of the poultry value chain including aspects of women's (dis)empowerment. The ACGG gender strategy should give clear guidance on these issues and strategic alliance can be made with SUA, ATONU, TGNP, TAWLEA to encourage networking and knowledge exchange.

75. TI & ILRI, 2016b

76. See module 4.3.6 in TI and ILRI, 2016b

77. Alkire et al. 2013; Njuki and Sangina (Eds.), and 2013; FAO 2003.

78. See comments such as 'men should have some of the leadership positions as we have already marginalized them' and 'we do not want to exclude them 100% because they have taken interest in the group' (chapter 5.5) as well as the paragraph in chapter 5.4: '[...] there seems to be a tendency towards integrating more men ('chicken should be owned by the whole family not only women') as to stimulate 'gender equality' (ACGG 2016a). Sharing more activities between the different genders would indeed be a step forward if it relates to areas where women are normally excluded (e.g. cattle), but by turning poultry breeding, traditionally considered a female activity, into a shared activity, gender inequalities within the households may become more unbalanced.

With the goal to generate more knowledge documents on gender in the chicken value chain as part of the ACGG Program, studies could be designed that are focused on gender issues. On-farm research on chicken breeds should set minimum targets for the inclusion of women and gender-responsive, qualitative data collection methodologies should be provided to SNCs, enumerators and other implementers. Guidelines and examples on gender responsive livestock research are available, for example from CGIAR⁷⁹.

With regard to partnerships and advocacy, ACGG should play a bigger role in lobbying for women's empowerment in the chicken value chain, through partnerships with government, private sector and civil society (e.g. TGNP, Tanzania Media Women Organization, TAWLEA). Not only to share the human resources and financial costs but also to have a broader reach and stronger impact. This should include connecting the private sector to the (female) farmers and showing them other ways of making profit that contribute at the same time to women's empowerment. In this regard, it is very important that women and their organizations participate in all innovation platform meetings and their voices are heard (e.g. by explicitly inviting them, explaining how they can benefit from joining IPs, adjusting the content to their needs, adjusting meeting dates and times to their schedules, providing financial support for transport and other related costs, etc.). Moreover, gender should be on the agenda of all IPs.⁸⁰ These capacities will need to be developed at SNCs, the NPC and other staff, with support from PICO-EA and other organizations (e.g. TGNP, SUA, ATONU, TAWLEA). Again, the ACGG gender strategy should give clear guidance in terms of targets and strategies or actions that can be taken. It is proposed to deliberately look for ways to include smallholders in national meetings (including by organizing meetings in Kiswahili), to set absolute minimum targets for women's participation and to hold organizers accountable for results. More than training, examples of successful strategies can be shared.

A specific partnership can be made with the media for promoting the project, stimulating gender in chicken value chain discussions, inviting (female) participants for the IPs, sensitizing people about the importance of gender mainstreaming and disseminating information in general (both on gender as, for example, market information for farmers). New as well as old technologies (e.g. radio, SMS) should be used for this as internet and smartphones are not always available.

When it comes to leadership and transformation, a gender transformative approach, which is mentioned briefly in ACGG Program design, should be fully adopted by ACGG, including strategies on how to include women as value chain actors, dealing with gender-based constraints, and activities targeted at male involvement or awareness/ support. The SNCs and enumerators could also be trained on designing and implementing gender transformative approaches, and training on leadership skills can be provided with a focus on women.

With regard to gender at the workplace, it is recommended to use the positive results from the assessment both with regard to staff support to gender equality as well as management commitment as an opportunity and encouragement for further capacity development. It is not realistic to expect influence on NARS' workplace policies and internal gender balance, though ILRI/ ACGG could share insights and good examples from other countries and literature such as those provided in the fourth module developed for the Livestock and Fish program. ACGG itself could also improve on its gender balance and ensure that women are hired in case someone leaves.

Poultry producers and others in the poultry value chain, women and men, will benefit from gender awareness and empowerment training. Sensitization of all community members is also key in this regard. This can be done through the train-the-trainer methodology in which SNCs and enumerators receive gender training (and sensitization) so they can subsequently train farmers and other community members. This should include the provision of practical tools on how to deal with traditional norms and values without generating conflict in the community (e.g. how to get women to participate more in decision-making). Strategic alliances can be set up for this with ATONU, LGAs, TGNP, SUA and TAWLEA. Already, the TGNP gender expert who has been involved in ACGG has developed a training guide in Kiswahili, which can be used.

79. <http://hdl.handle.net/10568/27916>

80. This could include a presentation of the SUA PhD student who is researching 'the up-shot of improved chicken breeds on women's empowerment' based on ACGG as to promote her work, link her to important informants and use her knowledge to train / sensitize IP participants on gender equality and women's empowerment.

Moreover, TI will support the ACGG gender capacity strengthening process with the development of a training manual that can be used in all three countries. This will include general issues on gender in the chicken value chain; gender strategy implementation, monitoring and documentation; and how to make organizations more gender responsive. The manual will consist of a trainer's guide and participant pack, which will be formulate in such a way that the training can be facilitated by local gender experts without necessarily having to contract TI consultants.

Finally, ACGG can play a key role in strengthening the organizational capacity of the (female) farmers, so they can share experiences and achieve economies of scale when buying inputs or selling poultry products.

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ACGG chicken scavenging in the yard of a female farmer's home in Konga village.
Credit: Marije van Lidth de Jeude, 25 January 2017

7. Annexes

7.1 Agenda of meetings

Day one	0930–1130 hours
21 January 2017	Kick-off meeting Participants: National project coordinator; PI; co-PI; SNCs, gender expert TGNP
Morning	1130–1230 hours Planning meeting to discuss the agenda and logistics in detail. Participants: National project coordinator; PI; co-PI; SNCs, gender expert TGNP
Afternoon	1300–1900 hours Organizational and individual assessments of TALIRI Lake Zone, Southern Zone, Southern Highlands: based on interviews with SNCs + PI Participants: PI, SNC Lake Zone, Southern Zone, Highlands.
Day two	1000–2000 hours
22 January 2017	Travel to Mpwapwa. KII with NPC, SNC Eastern Zone, Gender Expert / TGNP Participants: NPC, SNC Eastern Zone, gender expert
Day three	0830–09.30 hours
23 January 2017	KII TALIRI national and regional / Mpwapwa Participants: Acting general director TALIRI national, director TALIRI Mpwapwa, gender expert
Morning	0930–1140 hours Organizational and individual assessments of TALIRI Mpwapwa Participants: SNC, research officer, livestock researchers, HQ planning officer, veterinary research officer, NPC, gender expert
Afternoon	1330–1530 hours FGD Chalinze village Participants: 10 males (age 27-68) and 17 females (age 23-57) farmers in separate groups, enumerator ACGG, Field officer ATONU, SNC Mpwapwa. Facilitators: NPC, gender expert. 1530–1630 hours KII female and male farmers and community leaders Chalinze village Participants: one male and one female farmer (two different households), enumerator ACGG, field officer ATONU, SNC Mpwapwa, NPC, gender expert. 1630 hours Travel to Morogoro
Day four	0915–1215 hours
24 January 2017	Organizational and individual assessments SUA
Morning	Participants: Senior lecturer, associate professor, assistant lecturer (All involved in gender at SUA), gender expert

Afternoon	<p>1430 – 1630 hours KII ATONU and PHD Student ACGG Participants: NPC ATONU, PHD student ACGG, gender expert, NPC ACGG</p> <p>1700 – 1800 hours KII co-PI Participants: Co-PI, gender expert, NPC ACGG, NPC ATONU, PHD student ACGG</p>
Day five 25 January 2017 Morning	<p>0930–1130 hours FGD Konga Village Participants: 5 males (30-46) and 4 females (age 30-51) farmers and community leaders in separate groups, enumerator ACGG, field officer ATONU, NPC ATONU. Facilitators: NPC ACGG, gender expert.</p> <p>1130–1230 hours KII female farmer Konga Village Participants: female farmer, enumerator ACGG, field officer ATONU, NPC ACGG, NPC ATONU, gender expert.</p>
Afternoon	<p>1230–1330 hours Lunch and wrap-up meeting with co-PI, NPC and gender expert</p> <p>1330–1800 hours Travel to Dar es Salaam</p>
Day six 26 January 2017 Morning	<p>0930–1000 hours Short interview with director of policy and planning. M&E expert. Male.</p> <p>1000–1200 hours KII public sector: Ministry of Agriculture, Livestock and Fisheries Participants: 6 women, 1 man: senior economist and gender focal person of Policy and Planning Department; principal livestock research officer, Training and Extension Department; LRO of Tanzania Veterinary Laboratory Agency; principal veterinary officer of Veterinary Services Department; human resources officer of Administration and Human Resources Management Department; principal LRO of Production and Marketing Department</p>
Afternoon	<p>1300–1430 hours KII private sector: CEO Nzua Enterprises (input, vet service and chicken provider), also representative of the Tanzania Poultry Breeders Association and part of the IP. Includes a visit to the shop for observations and photography</p> <p>1500–1600 hours Wrap up meeting Participants: National Project Coordinator; gender expert</p>

7.2 Mini organizational and individual assessment tool

Explanation	Scoring gender capacities
First fill in basic data (position, gender, etc.). No name.	1. Very low: No evidence or only anecdotal evidence of the gender capacity
For each core gender capacity, a few questions are asked. Give a score (1-5) of your current capacities. Explain your answers in the comment box.	2. Low: Gender capacity exists but has not been developed
Some questions refer to you as an individual and a few are focused on the organization. This is indicated in every question.	3. Medium: Gender capacity exists and is under development or partially developed
You can add information at the end on the type and kind of gender capacities you would like to develop	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
Basic data	
Name organization:	
Position:	
Gender:	

Age:		
Date:		
Gender analysis and strategic planning	Score (1-5)	Comments
Does the organization analyse gender relations and dynamics in the value chain? Does it have the expertise to conduct gender analysis? Does it use gender analytical frameworks and tools? Which ones are normally used? Are manuals or toolkits for gender analysis available and distributed by the organization? Explain your answer in the comments box.		
Do you personally have sufficient knowledge of gender analytical frameworks and tools? Do these tools enable you to understand existing gender dynamics within the chicken value chain, such as the distribution of workload, access to and control over agricultural resources, decision-making and gendered differences in ownership and management of chicken. Can you mention one or more of such tools?		
Do you have sufficient skills to use gender analytical tools and frameworks in your work? Are manuals or toolkits available and distributed by the organization? Explain your answer in the comments box.		
Does the organization provide training for its staff on gender (analysis)? If not, does it enable or support staff to be trained externally?		
Have you personally received sufficient and relevant training on gender? Provide details in the comments on type of training you received on gender, how many, and if they are sufficient in quality and quantity? If not, why?		
(If you have received gender training): Can you apply what you learnt in training in your work? Does training enable you to analyse and understand gender dynamics in the value chain, and to develop strategies to address these dynamics? If not, why?		
Gender responsive programming, budgeting, and implementation	Current score (1-5)	Comments
Does the organization have a gender policy or strategy in place? (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). Is the gender policy or strategy implemented? Does everyone know and understand the gender policy?		
To what extent does the organization ensure that women participate equally in all (research) activities? What is the percentage of women participating in these activities? Are there any activities that are unbalanced in terms of gendered participation?		
Do you personally have the skills, experience, and knowledge to ensure programs are implemented in a gender responsive way? Explain your answer in the comments box.		
Knowledge management and gender responsive M&E	Current score (1-5)	Comments
Does the organization collect sex-disaggregated data? Is data from survey and on-farm testing, and other research, disaggregated for sex? Is sex disaggregated data not only collected, but also used for analysis and reporting?		
Do you personally have the skills, experience, and knowledge to collect, interpret and report on sex-disaggregated data? Explain your answer in the comments box		
Does the organization have a gender responsive M&E system? (Is it able to track changes in the conditions and positions of women and men participating in the value chain, including women's and men's shares in employment and income across the chicken value chain and in gender relations such as in the gender division of labour and workload, differences in access and control over resources and information, decision making, and others, as well as women's and men's attitudes and perceptions. (Give a specific example or evidence)		
Do you personally have the skills, experience, and knowledge to work with gender responsive systems and tools for monitoring and evaluation? Explain your answer in the comments box.		
Are you personally able to measure and report on changes from gender interventions? Explain your answer in the comments box.		
Does the organization produce knowledge documents and publications that focus on gender? What is approx. the percentage of publications that focus on gender?		
Do you personally have sufficient access to documents and publications on gender?		
Have you produced any knowledge documents on gender yourself? Give examples in the comments box		
Partnerships and advocacy	Current score (1-5)	Comments
To what extent does the organization ensure that women and women's organizations participate in partnerships and innovation platforms and that they are being heard and listened to? Give examples. How many women participate, how many organizations?		

To what extent do you personally have the skills, experience, and knowledge to build partnerships and coalitions? Explain your answer in the comments box		
To what extent do you personally have the skills, experience, and knowledge to advocate for gender equality in the chicken value chain? Explain your answer in the comments box		
Leadership and transformation	Current score (1-5)	Comments
Is the organization's leadership/management committed to gender equality and the transformation of power relations? (Give specific examples of clear and explicit commitment, such as actions taken, public statements, allocated resources, women in leading positions)		
Do you yourself support gender equality and the transformation of gender (power) relations? Please give examples		
Do you personally have the skills, experience, and knowledge to apply gender transformative approaches? Gender transformative approaches explicitly aim to change gender norms and relations in order to promote gender equality. This means going beyond engaging women in activities, by aiming to transform the structures that keep inequalities intact. This includes transforming the value chain as such that women improve their position structurally and that they are empowered. Explain your answer in the comments box		

	Gender at the workplace		Comments
26	Does the organization have policies and procedures in place to ensure gender equality in the workplace? Does the organization implement actions towards a more gender responsive organization and provide equal opportunities and benefits for women and men (including work family balance)? (Give specific examples of actions implemented and the results)		
27	Do you personally have sufficient possibilities to acquire higher positions in the organization? Are you sufficiently supported in your career and leadership, e.g. through training?		
29	Are you personally sufficiently able to influence decisions, to participate in decision-making and voice your own needs and aspirations in the organization you work? Explain your answer in the comments box		
31	Do you personally support gender equality at the workplace? Please give examples		
	Priority for capacity development		
	Open question: what type and kind of gender capacities would you like to develop for yourself ?		
27			
	Open question: what type and kind of gender capacities are necessary for the organization to develop?		
28			

7.3 Guidelines for subnational coordinators for mini-organizational assessment

Purpose

The purpose of the mini-organizational assessment is to finalize data collection and get a broader input to the capacity assessment of your organization. It also is meant to start an organization-wide discussion on gender capacities and to create more ownership over the process.

Supporting documents:

- Mini organizational and individual questionnaire (pdf)
- Gender capacity assessment by ACGG for subnational coordinators (ppt)
- Data entry and report for subnational coordinators (xls)

Preparation

Organize a meeting with three to five (max six) staff members of the organization. The sample should include at least one woman and one man (preferably gender balanced), and it is suggested to include someone from management, a gender expert / socio economist, human resource officer and/or livestock researcher. It would be good to have a diverse representation in terms of age, seniority level, etc. It is not necessary that everyone is knowledgeable on gender issues but they should know the organization (i.e. have worked there at least for six months).

The meeting will take between one and two hours, depending on the discussion. Ensure that everyone will be attending the full meeting.

Print out the questionnaires, one for every participant: 'Mini org and individual questionnaire'. The document is available as PDF file and can also be found in the Excel document ('Data entry and report for SNC', see 'print'.

Adapt, if necessary, the PowerPoint presentation.

The assessment

Facilitate the meeting using the PowerPoint presentation 'Gender CA ACGG for SNC'. Start with a general explanation of the assessment and the contents of the meeting.

After explaining slide eight 'Mini organizational assessment', everyone should understand what the purpose is and how to fill in the questionnaire. Give everyone enough time to fill out the questionnaire. People need to fill it in individually, without discussing with others. It will take approximately 15 min.

After filling in the questionnaire, facilitate a discussion on the organizational capacities. Use the presentation; every core gender capacity is explained and the relevant question(s) are shown. The discussion focuses on the 10 selected questions that are related to organizational capacities. Of course, people can add information on their own (individual) capacities. For each of the 10 selected questions, try to come to an agreement. If there is no agreement, you can use the average of all scores.

At the end of the meeting you can briefly discuss people's ideas for capacity development.

Reporting

Make sure that you collect everyone's questionnaire. You can enter data in the 'Data entry and report for SNC' (xls).

Two data sheets need to be used for reporting:

Individual data in 'data entry':

Write down the general information: I) basic data organization. Enter the personal data on each respondent in part II. For each respondent, fill in one column, starting with respondent 1 (column D). Enter the scores (only the numbers) given by each respondent in part III. For each respondent, fill in one column, starting with respondent 1 (column C). You do not need to enter their comments. Make sure that you enter the data correctly.

Outcomes of the discussion

Write down the general information: I) basic data organization.

You will find the original scores for the organizational questions in column C. These may be adapted after discussion that you facilitated. Enter the adapted (new) scores in column D. Explain why the scores need to be adapted in column E (comments).

At the bottom of this sheet you find three last questions:

- How did the assessment go? How was the participation and the discussion?
- Outcomes of the discussion on type and kind of gender capacities that are necessary for the organization to develop
- Other information / comments

Please send the completed excel file back to Marije van Lidth de Jeude (TI): mvlidj@a-01.net, before 9 February.

7.4 Tool for conducting focus groups discussions with farmers

Check beforehand with the subnational coordinator or field officer what the farmer(s) to be interviewed have done within the project, e.g. what they participated in: baseline survey, IP meeting, other activities?

When everybody is there: Start with a short introduction on who you are and why you are here to interview them. Ask them to present themselves and fill in a participants' form with the following information:

Name	Sex	Age	Occupation / main activity

Split the group in two: one facilitator works with the female farmers and another with the male farmers. Make notes during the focus group discussion or ask somebody to help you with that (e.g. the field officer).

The following questions can be used to stimulate the discussion. However, they can be adjusted and expanded according to necessity. Try to cover at least the topics that are indicated in the headers:

The project

1. How did they get to know ACGG? Did they participate in any activity? (baseline survey, IP meeting, on-farm research). Why did they decide to participate in the program?

Gendered division of labour

1. Who does what? man / woman / children. Specifically in the chicken value chain (e.g. production, selling, buying of medicine or food - diversified by sex + eggs/chickens). But also other tasks (domestic tasks, community tasks, other income generating activities). Ask if the chicken farming is done by them alone or with their spouses/ children.
2. Did ACGG have any influence on the division of tasks? E.g. did they already have chicken or is this the first time? Who used to buy, keep, sell, or perform other tasks with the chicken?

Gender in the project

1. Did ACGG do any specific activities on gender? or activities for women and men separately?
2. Did they attend any discussions on gender? (e.g. Did ACGG do any gender study / analysis?).

Access and control over assets

1. What assets do they have access to? and control? e.g. who decides what to use the assets for? (medicine, food for chicken, housing / cages to keep them in, etc).
2. Did ACGG have any influence on this? Did they provide assets / materials / chicken / financing? For men and women equally?

Practical and Strategic Needs

1. Which chicken breeds you prefer? Layers, broilers. Does ACGG take different needs and interests into account?

Knowledge

1. Who has specific knowledge about chicken rearing? How did they acquire this knowledge?
2. Did ACGG have any influence on this? E.g. did they give specific training or technical assistance? On what? For men and women equally? Anything on gender?

Organizational capacity

1. Are they part of any organization / group? Who takes decisions in the organization? Who participates in the meetings? Is it active / passive participation. Do the children come to the meeting? Who takes care of them there?
2. Did ACGG have any influence on this? Did they promote the formation of farmers organizations? Women groups? Anything to make it easier for women to participate? e.g. child care during meetings.
3. Do they include women's groups and small-scale poultry farmers groups in IP meetings? Are these groups specifically invited and do they participate? Is their participation sufficient?

Access to and control over financial assets / Income

1. Who earns most, from what and who decides what the money is spent on?
2. Did ACGG have any influence on this? Or are they expected to have in the future? e.g. better chicken / eggs that they can sell for higher price.
3. Is this equal for men and women farmers?

(Footnotes)

1. Based on notes taken by Rehema Mwateba who facilitated this focus group, 23 January 2017.
2. Based on notes taken by Margaret Kingamkono who facilitated this focus group on 23 January 2017.
3. The situations described here are referring to male-headed households. It was indicated that in female-headed households, women are the key decision makers
4. Based on notes taken by Margaret Kingamkono who facilitated this focus group on 25 January 2017.
5. For female-headed households the resources are owned and controlled by the woman family head.
6. Based on notes taken by Rehema Mwateba who facilitated this focus group, 25 January 2017.

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