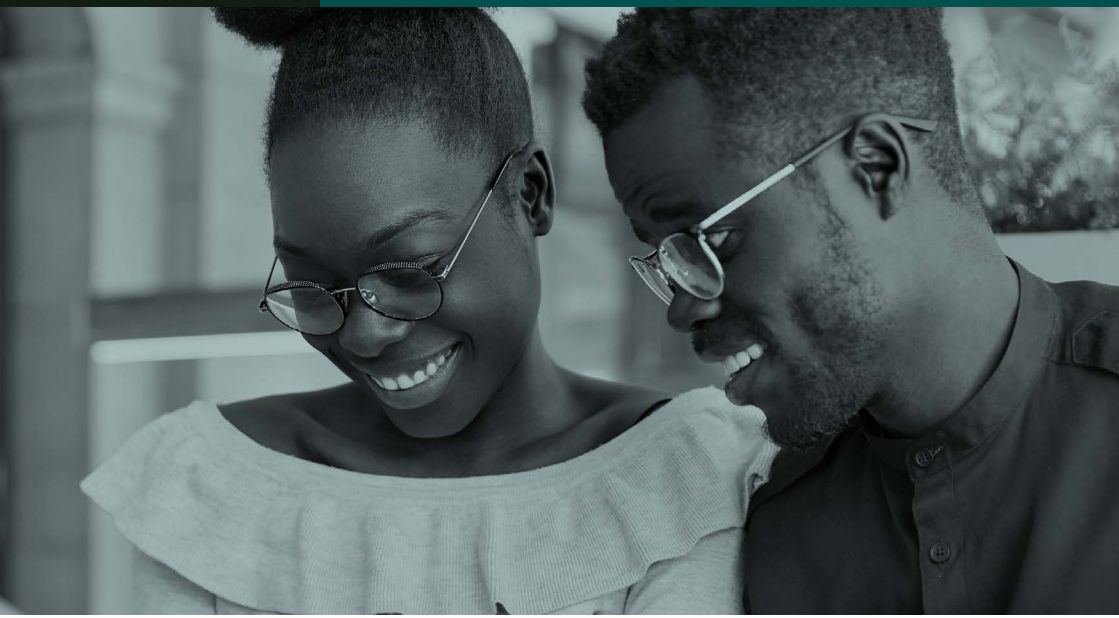
Technologies for African Agricultural Transformation (TAAT) Capacity Development & Technology Outreach (CDTO)

Gender Mainstreaming Guide

GUIDE BOOK
2020



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TAAT
Technologies for African Agricultural Transformation

FARA
Forum for Agricultural Research in Africa

AWARD
African Women in Agricultural Research and Development

Technologies for African Agricultural Transformation (TAAT) Capacity Development & Technology Outreach (CDTO)

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Acronyms

AWARD ..... African Women in Agricultural Research and Development
AATF .....African Agricultural Technology Foundation
ASARECA ..... Association for Strengthening Agricultural Research in Eastern & Central Africa
AGRA .....Alliance for a Green Revolution in Africa
CGIAR.....Consultative Group on International Agricultural Research
CIAT.....The International Centre for Tropical Agriculture
CIP.....International Potato Center
CDTO .....Capacity Development and Technology Outreach
CABI .....Centre for Agriculture and Bioscience International
CORAF/ WECARD ..... West and Central Africa Council for Agricultural Research and Development
FARA.....Forum for Agricultural Research in Africa
FAO .....Food and Agriculture Organization of the United Nations
GRC .....Gender Research Coordinator
IDO .....Intermediate Development Outcomes
ICIPE .....International Centre of Insect Physiology and Ecology
IITA.....The International Institute of Tropical Agriculture
ILRI .....International Livestock Research Institute
ICARDA ..... International Center for Agricultural Research in the Dry Areas
IGWG .....Interagency Gender Working Group, IGWG
NARES .....National Research and Extension Services
PAR .....Participatory Action Research
ROPPA.....Network of Farmers Organizations and Agricultural Producers of West Africa
RQ .....Research Questions
SSA .....Sub Sahara Africa
TAAT .....Technologies for African Agricultural Transformation
USAID.....United States Agency for International Development
YPARD .....Young Professionals for Agricultural Development

Executive Summary

Gender considerations are of utmost importance in agricultural technology development, dissemination and use, as these considerations confer good dividend to the overall impact of technology adoption. Hence, the Technologies for African Agricultural Transformation (TAAT) Project consider gender as very important component and demand that gender should be integrated through designing and implementing interventions, amongst others.

To this effect, Capacity Development Outreach Compact (CDTO) delivery infrastructure led by Forum for Agricultural Research in Africa (FARA) has included the African Women in Agricultural Research and Development, AWARD, to facilitate gender mainstreaming in all CDTO activities to support the mainstreaming of gender into the CDTO enabler compact of the TAAT. In partnership with AWARD, the CDTO compact enabler designed this gender mainstreaming guide to systematically incorporate consideration for gender-related dimensions and ensure equitable access to agricultural technologies.

As part of developing the gender mainstreaming guide, AWARD undertook a gender assessment targeting CDTO partners. The gender assessment weighed gender inclusion within organizational technical capacity, political will, organizational culture and accountability; this process included reviewing organizational policies, project documents, structures, operations and budget development.

The assessment found out that there is consensus on the importance of gender mainstreaming in research and development with overall appreciation of the relevance of gender in addressing priorities in agricultural technology considering the needs of women and men farmers, as accepted criteria of development for agricultural research. However, there are capacity limitations on how to integrate gender in areas of agricultural research and technology out reach.

Based on these findings, this guide proposes two approaches for gender mainstreaming. The first one is gender mainstreaming in organizational processes. This includes building proper technical capacity, developing or reviewing gender policy, enabling organizational culture, promoting accountability and improving political will for gender integration in the whole work processes. The second strategy is mainstreaming gender in the whole project cycle. Gender should be integrated from identification, design, implementation and monitoring and evaluation of interventions and activities. The guide also recommends key action areas TAAT partners and stakeholders should do if proper gender mainstreaming has to happen and women and men are equally benefited from the project interventions.

CHAPTER 1 Introduction

Agricultural researchers, policy-makers, and development practitioners are increasingly acknowledging the importance of including gender in their work aimed at incorporating the needs of both men and women (Bernier et al., 2015). Research shows that agricultural development policies and interventions that ignore gender dynamics, miss opportunities to maximize benefits, including increasing resilience to agricultural variables. Additionally, research has pointed to widespread adoption of incremental changes in agricultural practices in developing countries, but relatively little uptake of transformative practices by the female farming community, because of the gender imbalances and gaps they face, relative to their male counterparts (Bryan et al., 2013). There is also a general agreement that the gender of the farmer affects the adoption of agricultural technologies (Doss 2001, Peterman et al. 2010, Ragasa 2012)

The principal means of achieving TAAT's development objective is by scaling agricultural technologies. Capacity development and technology outreach is therefore a key cross-cutting feature to all the TAAT commodity compacts.

The overall objective of the Capacity and Technology Outreach Enabler compact is to strengthen capacities, to facilitate outreach and scaling of proven technologies and good practices along the nine targeted TAAT value chains across ecologies for increased incomes and job creation in Africa.

The CDTO compact delivery infrastructure includes the African Women in Agricultural Research and Development (AWARD), to facilitate gender mainstreaming in the CDTO activities. One of the tools that helps to systematically incorporate consideration for gender equality and ensure women's equal access to agricultural technologies is to have a clear guideline on how to mainstream gender.

Informed by a gender assessment, AWARD has developed a gender mainstreaming guideline to offer guidance on integrating gender in TAAT-CTDO interventions while supporting the institutional capacity of the TAAT-CDTO partner organizations. It is expected that this gender mainstreaming guideline will support the TAAT-CDTO implementing partners to properly consider the needs and priorities of all smallholder farmers, as an integral dimension of the design, implementation, monitoring and evaluation of project components within the TAAT-CDTO enabler compact, while ensuring that the technologies and interventions identified and selected, will respond to the priorities and needs of a diverse group of men and women in the agricultural value chains.

This Gender Mainstreaming Guide details the strategies and measures to be taken and provides steps and approaches for ensuring that the TAAT-CDTO enabler compact and its implementing partners implement the TAAT program through a gender-inclusive approach as well as incorporate and assess gender effectiveness in country interventions.

The expected outcomes will be demonstrated in positive changes such as gender awareness, attitudes and/or behaviors of TAAT partners, a measurable increase in TAAT partner institutions with gender responsive agricultural development, policies and strategies and TAAT outputs that are gender responsive across value chains.

The remaining part of the guide is structured as follows. The first section discusses the how and why of gender mainstreaming in agricultural technology adoption. After giving the over view of the TAAT project, the findings of the gender assessment will be discussed. The next section will highlight how gender mainstreaming should be done in the project cycle. Then, gender integration in the institutional processes will be discussed. The final section of the guide will discuss key action areas that needs the attention of all partners involved in the TAAT project implementation.

Agricultural researchers, policy-makers, and development practitioners are increasingly acknowledging the importance of including gender in their work aimed at incorporating the needs of both men and women (Bernier et al., 2015).

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CHAPTER 2 GENDER MAINSTREAMING IN AGRICULTURAL TECHNOLOGY ADOPTION: WHY AND HOW?

Agriculture is the most important sector in African countries and therefore, developing and expanding it remains a priority. Majority of African countries are developing and an adequate food base is an essential prerequisite for development without which, there is little hope for successful economic, social and political development. Agriculture employs millions, feeds more, and has a multiplier effect in that farming supplies raw materials to, and supports, many other industries. Over the years, the agricultural sector has been evolving as human population increases, pushing upwards food demand and the need for agricultural productivity to increase. It has been observed that a key strategy to increase agricultural productivity is through the introduction of improved agricultural technologies and management systems (Doss 2006).

Agricultural technologies, therefore, have the potential to help farmers, especially the small - scale and resource - poor farmers, to produce more, add value, manage risk and use less energy and time. Increasing technology adoption among farmers has emerged as a key strategy to increasing productivity in agriculture while also promoting empowerment and advancing broader welfare outcomes. Given these expected benefits, research has sought to understand what keeps observed rates of agricultural technology adoption different, with observed women's adoption rates being lower than that of men.

Gender issues in African agriculture have been of continuing interest to researchers and policy makers for decades, with the main proposition underlying this interest being that both men and women play a key role in farm work and are responsible for family food security and home production. This has motivated numerous studies to explain the role of gender and importance of gender mainstreaming and inclusion, as a key determinant of agricultural technology adoption, amongst other factors. These studies have assessed the role gender plays in the identification, selection and adoption of improved agricultural technologies including inputs, such as chemical fertilizers, high yielding variety seeds, adoption of sustainable land management technologies and improved practices such as conservation

GENDER AND AGRICULTURAL TECHNLOGY ADOPTION

Gender aspects in agricultural technology adoption relate directly to men's and women's roles and responsibilities in the farming household and to decisions about allocating resources or adopting technologies in farming systems.

For example, in Africa , wide gender disparities exist over ownership and management of land, trees and other resources; certain crops, or necessary management activities, are often specifically attributed to or used by either women or men (Carr 2008; Doss 2002; Kiptot and Franzel 2011; Schroeder 1993). In promoting diverse agricultural technologies to increase yields and incomes, save time, improve food and nutritional security, a gender gap in technology adoption remains for many agricultural technologies, even for those that are promoted, to specifically target women.

Despite their contribution, it has been noted that women lag behind in ownership of key family assets and livestock, access to entitlements, power struggle in controlling family resource allocation and their social status is generally low compared to their male counterparts, which reduce their agricultural technology adoption capacity. Many Non-Governmental Organizations (NGOs), development partners and governments, have realized that adoption of new agricultural technologies is essential for sustainable production of food in Africa where food insecurity is common.

Therefore, agricultural technologies need to address the needs and adaptability of both the male and female farmers who play an important role in agriculture, for food production and incomes, to increase.

Many research projects and development programs around technological innovations and adoption for sustainable agricultural intensification are built on the assumption that by targeting the 'household', all members will equally benefit from the intervention. Typically, households are perceived as quite homogenous in terms of family structure, with the man as the household head who adequately represents the needs and preferences of all household members (Moser 1993). Empirical evidence, however, shows that households do not have a joint utility function or practice joint decision-making, unequal exchange, power imbalances and inequality exist within households and between husbands and wives (Quisumbing 2003). In smallholder and marginalized farming systems, limited resources are typically allocated according to the priority of the household and/or to the most powerful household member, who is usually the man (Ponniah et al. 2008).

A few technology adoption studies have found out that better educated farmers, are more likely to adopt new technologies, regardless of gender. Pender and Gebermedhin 2007; Arellanes and Lee 2003; Rajasekharan and Veeraputhran 2002; Herath and Takeya 2003 and Wallni et al., 2010, all noted that low levels of adoption are caused by constraints such as lack of seeds, information deficit or lack of knowledge of the new varieties, which affect all farmers, irrespective of their gender. Additionally, Bourdillon et al. (2002) and Chirwa (2005) found no gender differences in the adoption of improved seed in Zimbabwe and Malawi, respectively, while Horrell and Krishnan (2007) found no significant difference in maize seed usage by female-headed households in Zimbabwe. However, Sanginga et al. (2004) found significant difference between male and female farmers in the adoption of soybean seeds in Nigeria).

Such conclusions however, need to be interpreted with caution because they do not necessarily mean that modern seed varieties are gender neutral technologies. This is because a fair amount of attention has been paid to the determinants of technology adoption in the economic development literature (Feder et al., 1985), but with minimal gender perspective as no account is taken of who participates in the technology adoption and to what extent. Usually the development of most agricultural technologies is not based on a comprehensive analysis of gender roles and as a result they do not offer equal opportunities for women and men to participate and benefit.

Many other authors have observed and measured gendered differences in the adoption of agricultural innovations and technologies (Sanginga et al. 1999; Doss and Morris 2001; Tiruneh et al. 2001; Kinkingninhoun-Mêdagbé et al. 2010). Constraints to innovation adoption among women include risk aversion, insecure access to as well as land and other natural resources, labour, credit, research, and extension; poor or poorly implemented policies; and insufficient knowledge sharing and joint action among key actors (Quisumbing 1996; Ogunlana 2004; Eidt et al. 2012). Differences in culturally and socially constructed food customs, economic interactions, and mobility also impact women's capacity to adopt. Historical and geographical differences further add to the overall complexity of research on adoption of agricultural innovations to address food insecurity.

Peterman et al. (2010) found that there were significant gender differences in the adoption of improved technologies and the use of purchased inputs across regions in developing countries. In Ghana, Doss and Morris (2001) found that only 39 percent of female farmers adopted improved crop varieties (compared with 59 percent of male farmers) because they had less access to land, family labour, and extension services. Similar patterns have been observed for use of agricultural tools, such as motor cultivators used for ploughing and transport (FAO 2011). This leads to drudgery by women, delays in ploughing and planting, low market participation, and lower adoption of other technologies (Quisumbing 1996; Kinkingninhoun-Mêdagbé et al. 2010)

Important to note, is that agricultural technologies adoption involves several intertwined steps, some of which might be adopted more or less, by either gender. For instance, while reasonable attention has been paid to gender differences in the adoption of inputs such as improved seed varieties and chemical fertilizer (Doss and Morris 2001; Bourdillon et al., 2002; Chirwa 2005; Freeman and Owiti 2003), there is lack of evidence on gender differences for adoption of technologies such as legume/cereal intercropping, rotation and minimum tillage.

Adoption of these technologies could be influenced by gender differences, because of their resource requirements, such as labor and land. For instance, intercropping is associated with female farmers who have less land while crop rotation and minimum tillage are usually practiced by farmers with larger plots. It has also been argued that certain improved seed varieties, do not promote the fair participation of both women and men (Lubwama 1999). An assessment undertaken by IFPRI (2010), on the impact of vegetable and fishpond technologies on poverty, concluded that targeting women in agricultural technology dissemination can have a greater impact on poverty than targeting men.

In households with multiple decision-makers, how the technology is used, and to whose benefit, must be negotiated between people with both overlapping and separate interests. As Lambrecht et al. (2014) points out, during the continued adoption phase, farmers assess based on their own experience whether the returns from the technology relative to labor and input requirements are worth its continued use. These returns and costs likely will not be the same for all household members. Several studies document important changes in gender roles after a technology has been acquired, including shifting burdens of labor and control over agricultural outputs (e.g., von Braun and Webb 1989; Doss 2001; Njuki et al. 2014).

From a gender perspective, opportunities around sustainable agricultural innovations typically occur in several areas of the farming system. These opportunities can be grouped into various categories including food and nutrition security as well as diversity, resources and labour, information and technology, and income, marketing and value chains, as well as health aspects (Beuchelt and Badstue 2013). The identification of the categories is derived from a review of the literature on human rights-based approaches to development for agriculture, nutrition and women (Anderson 2008; Cornwall and Nyamu-Musembi 2004; Doss 2001; FAO 1998; Lemke and Bellows 2011; Rae 2008; Socorro Diokno 2013).

For each category, agricultural innovations can have different effects on women and men from different social groups which may also stretch out to other categories, thereby affecting the rates of adoption. The effects of technologies and interventions are likely to vary between individuals in a household or between different social groups, depending on the socio-cultural context, age, sex, skills, abilities, religion, social relations, including kinship ties and economic status. It is important to ask who benefits, who loses and what the potential consequences are. There is an enormous heterogeneity and complexity among African households, including in regard to gender roles, therefore generalizations are not possible (Doss 2001).

Agricultural innovations and technologies need to be transformative, by seeking to address and eventually changing gender norms, roles and imbalances of power. Transformative approaches raise awareness of gender roles and relations between women and men; foster more gender-equitable relationships between both sexes while challenging the unequal distribution of resources and allocation of duties between men and women; they can also address the power relationships between different stakeholders and social actors (Consortium International Agropolis 2012; USAID and Interagency Gender Working Group, IGWG 2011). They, thus, are a complementing means to achieve agricultural intensification, improve livelihoods and gender equity, especially where current technological approaches alone have had limited effect with regards to adoption of the promoted technologies, or an equitable benefit sharing between men and women.

In enhancing approaches that are gender inclusive in identifying and distributing agricultural innovations and technologies, it is not necessarily possible to predict how the introduction of these new technologies may affect the patterns of labour, resource and land allocation between men and women, or how this, in turn, may influence who benefits and loses. Having highlighted potential trade-offs around agricultural innovations, the question remains as to how anticipated or emerging trade-offs can be converted into opportunities for making agricultural innovations more equitable and gender responsive. In part, the response depends on the kind of impacts an innovation or development programme aims to have on women and men, as well as on social equity and whether explicit gender and equity goals were defined (Skutsch 2005).

GENDER MAINSTREAMING IN AGRICULTURAL DEVELOPMENT

According to the United Nations, Gender Mainstreaming is a globally accepted strategy for promoting Gender Equality. Gender mainstreaming is therefore a strategy, an approach, a means to achieving the goal of gender equality, and not an end in itself. Gender mainstreaming involves ensuring that gender perspectives and attention are geared to the goal of gender equality and are central to all activities, such as policy development, research, advocacy/dialogue, legislation, resource allocation, and planning, implementation and monitoring of programmes and projects. The gender mainstreaming strategy focuses on the fact that women and men have different life courses and that development policies affect the m differently. It addresses these differences by mainstreaming gender into development planning at all levels and in all sectors. Its focus is less on providing equal treatment for men and women (since equal treatment doe s not necessarily result in equal outcomes), and more on taking whatever steps are necessary to ensure that men and women benefit equally. It recognises that the empowerment of women can only be achieved by considering the relationships between women and men.

Mainstreaming gender in identifying and distributing agricultural technologies requires strategies, as well as tactics that take into account the power difference within and between female and male members of various groups, integrate advocacy to have open spaces for voices to be heard and enable people to recognize and use their agency (Cornwall 2003). Though gender mainstreaming is commonly known and promoted, it is seldom fully practiced. Gender aspects need to be integrated into the project cycle, so as to optimize possible opportunities, by being included in all stages of a project or programme from the planning and design stage, during the implementation, in progress monitoring and in the final evaluation (Arenas and Lentisco 2011; Aw-Hassan 2008).

At the planning and design stage, it is important to explicitly define whether a specific technology/innovation aims to improve women's welfare, increase the economic productivity of women and/or marginalized farmers or contribute to their empowerment (Skutsch 2005). These goals should ideally be defined together with the concerned stakeholders; however, this is often not feasible. Possible opportunities and trade-offs in agricultural innovations and interventions need to be carefully assessed for women and men of different social strata and age groups before the project starts. This implies a sound gender analysis of the specific intervention and the related target context, with focus on the analytical categories. It is essential to know whether women or men are the direct users of a particular technology, who is considered responsible for different aspects of the technology, who will make the investment and labour decisions and who will benefit from it, since this will have a bearing on who will be involved with and affected by the new technology. It is a good business practice to utilize a marketing survey in order to know the customers, their needs and priorities, before the project starts. If it turns out that all such investment decisions are made by men, and if it is likely that this will result in decisions which are not in women's interests, then a strategy may have to be developed to counter this as far as possible (Skutsch 2005).

For sustainable project success, it is key to do this as early as possible in the research and development process, and explicitly address the critical issues, ideally in a participatory process together with the relevant stakeholders, including both men and women farmers. A stakeholder analysis is useful in understanding power issues and the impact of the proposed technology on the stakeholders, as well as the impact of the various stakeholders on the project. This provides opportunity to identify joint priorities, adjust targeting and project design and devise alternatives to mitigate negative trade-offs. It can include the combination of various technologies or approaches which, when used together, can enhance overall development impacts.

Before and during implementation, an analysis of the capacity of the implementing organizations to be aware of and handle gender and equity issues is helpful, as some organizations do not possess experience in this field, but are rather technical focused (Skutsch 2005). During implementation, a gender and social perspective should be incorporated into the activities through gender-responsive and gender transformative approaches, as well as a focus on empowerment of marginalized farmers.

In light of evidence that men and women have different preferences and face different types and severity of constraints to adopting technology (Doss 2001; Doss and Morris 2001; Carr and Hartl 2010; Quisumbing and Pandolfelli 2010; Ragasa et al. 2014); with women facing greater limitations to access agricultural technology (von Braun and Webb 1989; Quisumbing 1995; Peterman et al. 2010), gender considerations are therefore, of utmost importance in agricultural technology dissemination and use, because gender equity confers good dividend to the overall impact of technology utilization.

CHAPTER 3 OVERVIEW OF TAAT CDTO

The Technologies for African Transformation (TAAT) is a key priority of the African Development Bank's agricultural transformation agenda also known as the Feed Africa Strategy. TAAT is essentially a knowledge and innovation-based response to the recognized need for scaling up proven technologies across Africa aiming to boost productivity, and to make Africa self-sufficient in key commodities. Technologies for African Agricultural Transformation (TAAT) supports Feed Africa by providing the needed, proven agricultural, food processing technologies and implementation strategies for inclusion within the Bank's loans to Regional Member Countries (RMCs). TAAT's approaches revitalize and transform agriculture while restoring degraded land and maintaining or strengthening the ecosystems that underpin agriculture, while modernizing and more fully commercializing agriculture. Investments in TAAT will be greatly compounded by much larger loans/ grants awarded to RMCs through Feed Africa, the Bank-financed Country programs and the World Bank. It has been estimated that overall TAAT will lead to 120 million tons of additional raw food production per year and will contribute to lifting about 40 million people out of poverty.

Essentially, TAAT is an innovation-based response to the recognized need for scaling up proven technologies across Africa. It is a Regional Technology Delivery Infrastructure (RTDI) made up of CGIAR Centers, National Agricultural Research Systems (NARS), represented by their continental umbrella, the Forum for Agricultural Research in Africa (FARA), African Agricultural Technology Foundation (AATF) and sub-regional organizations (SROs), with an emphasis on agroecological zones and their priority commodities. The principal implementation units of TAAT are Commodity Technology Delivery Compacts (CTDC), a platform of all actors in the seed, primary production, and primary processing components of agricultural commodity value chains. The CTDC is a compact between the lead CGIAR centers with mandate for the commodity value chains, NARS with farmer organizations, aggregators, processors, seed companies, fertilizer companies, equipment manufacturers, ministries of agriculture of RMCs, regulatory bodies of agro-inputs, public and private extension entities on crop outreach campaign to reach tens of millions of farmers on the continent in the next 5 to 8 years.

To achieve TAAT's development objective, the principal means of operation shall be scaling agricultural technologies. FARA and its constituents bodies including CORAF /WECARD, ASARECA, CCARDESA, NAASRO and AFAAS will work with the CGIAR and other regional, national and local partners to facilitate technology outreach and scaling. The main implementation institutional platform will be the Innovation Platform, which will be complemented by holistic capacity development approaches to develop technical, institutional and systemic capacities that are effectively networked to sustainably scale proven technologies to millions of beneficiaries.

The Innovation Platform will bring together value chain actors of the commodity compacts including input dealers, producers, processors, marketers, researchers and financial partners. Capacity development and technology outreach are therefore a key cross-cutting feature to TAAT commodity compacts, and this aspect will be led by the under the Capacity and Technology Outreach Enabler compact, CDTO. The overall objective of the CDTO compact is to strengthen capacities to facilitate outreach and scaling of proven technologies and good practices along the nine targeted value chains. The capacity development and outreach compact will essentially ensure that stakeholders and institutions related to the various commodity-based compacts are adequately enabled to perform their roles and effectively participate in value chain activities that will ensure efficient and effective production and market expansion.

Specifically, the CTDO Enabler Compact will; i) strengthen the TAAT regional technology delivery infrastructure by strengthening the regional and national level actors within the National Agricultural Research and Extension System (NARES) to scale proven technologies being promoted by the nine TAAT commodity value chain compacts; ii) facilitate strengthening of input systems (seed, fertilizer, etc.) and increase farmers' capacity to access input & output markets; iii) support enterprise development, business, marketing and entrepreneurial skills (esp. for youth and women); iv) stimulate and strengthen demand articulation mechanisms and processes to enhance appropriate deployment of technologies and associated innovations.

In contributing to this, the key activities that the CDTO compact will be involved in among others, will include the following:

1. Collaboration with other compact partners in establishing demonstration sites.
2. Facilitating signing of agreements between and among prospective business partners.
3. Facilitating effective engagement of the various value chain actors on the platforms.
4. Strengthening the capacities of actors particularly (small and medium scale) in enterprise development.
5. Identification of key relevant stakeholders in collaboration with the respective compact partners.

The specific activities shall include;

i *Pathways to Scaling*

The Innovation Platform is the framework to be adopted by FARA and its partners to bring together value chain actors of the various commodity compacts including input dealers, producers, processors, marketers, researchers, financial partners etc. to engage in the utilization of targeted technologies and aimed at increasing productivity, production and commercialization of desired outputs. This will ensure that stakeholders and institutions related to the various commodity-based compacts are adequately enabled to perform their roles and effectively participate in value chain activities that will ensure efficient and effective production and market expansion. There will be capacity building to scale the technologies which will be delivered through initial Training of Trainers, ToT targeting national actors from National Agricultural Research Organisations, Extension Services, NGOs, Agribusinesses, Universities etc. Such TOTs will be technically supported by the respective commodity value chain compact leaders. The trainings will then be cascaded to a set of national and subnational actors including extension workers, innovation platform facilitators, farmer-based organisations, youths and input suppliers.

The secondary set of deliverers will then be facilitated to reach and train individual value chain end users and beneficiaries (farmers, processors, businesses) with technologies, skills, messages. It is expected that these activities (identification and mobilisation of primary, secondary and tertiary deliverers, beneficiary identification, mobilisation, facilitation of training, technology and information dissemination, hand-holding services for incubation and enterprise development) will collectively lead to increased capacity for and technology uptake, expansion of farming enterprises, employment creation, increasing production and productivity and improved incomes and livelihoods.

ii. Complementary capacity development and outreach activities

A total of 15 complementary capacity development and outreach activities have been planned to be implemented, to scale the technologies being promoted by the nine commodity compacts in TAAT. CDTO activities will be implemented to support those undertaken by specific commodity value chain compacts. As shown below, each compact shall be supported through the named activities;

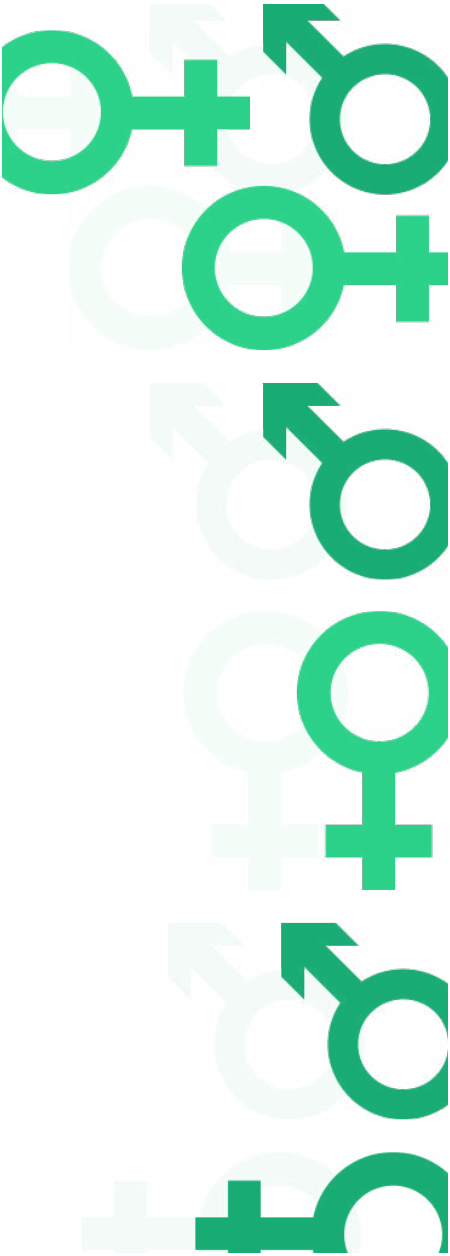
Compact	Activities
Aquaculture	Procedure for market assessment, creation and linkages; Certification standards of value added aquatic products for exports; Capacitate fisheries extension personnel and support services and outreach for innovation platforms; Outreach campaign for up -scaling technologies (marketing campaigns, exhibitions, of catfish and tilapia value chains
Rice	Market assessment, creation and linkages; Certification standards of value added rice products for exports; strengthen extension personnel and innovation platforms actors including rice millers; Outreach campaign for up -scaling technologies (marketing campaigns, exhibitions, of rice value chains
Maize	Provide similar activities as in the Rice compact, facilitate linkages between supply chain (seed companies) and demand (farmers and off-takers)
Sorghum/Millet	Training farmers and seed producers on quality seed production and marketing; Training of selected seed companies' staff in Seed Enterprise management. This will be guided by the ECOSIB model as used by FARA and AGRA; Training of extension staff and farmers on the use of quality seed of improved varieties and GAPs; Facilitate licensing agreements for private seed companies to have proprietary rights for marketing certified seed and other technologies; Increase farmers' capacity to acquire and use equipment such as tractors, harvesters through the facilitation of the creation of collective action in acquiring group farm equipment; Development of entrepreneurial skills to attract the youth to participate in sorghum and millet value chains using the FARA led agribusiness incubation model (UNIBRAIN model);Increase farmers' access to quality inputs such as seeds, fertilizers; Training farmers on grains conservation and stovers management.
Wheat	Farmer field schools, field days, training days, workshops and symposia, innovation validation, TV and radio programmes.
Cassava	Mobilize stakeholders to undergo the relevant technical training provided by the Rice compact team, in ensuring the effective utilization of the technologies and provide complementary support similar to other commodity compacts to facilitate adoption, commercialization and out scaling of the technologies
Sweet potato	IP facilitation and complement training activities and outreach campaigns
Bean	Marketing; facilitate linkages with other service providers e.g. credit access and insurance services; the setting up of processing business incubators in the key bean expansion areas; Training IP facilitators and support operations

Small livestock	Thermostable vaccine for Peste des Petits Ruminants (PPR), Improved feeding by better use of crop residues, Introduction of improved forages for fattening, Business models for fattening enterprises and feed processers and poultry technologies including; Chicken genetics: upscaling of productive and adaptive chicken genetics, Scaling the transformation and use of cassava peels as high quality poultry feed, Upscaling of poultry input and service delivery systems for improved vaccines and Feed-to-food integrated-value-chain incubators for small-scale commercial broiler meat production

CHAPTER 4 UNDERSTANDING THE GAP: GENDER ANALYSIS OF TAAT-CDTO PARTNERS

Conducting a gender analysis is a prerequisite for designing any gender mainstreaming plan. This is because it provides specific data and information on the current situation of gender mainstreaming and capacity gaps of the institutions. In December 2018, AWARD conducted a gender assessment on the CDTO implementing partners. The purpose of the gender assessment was to flag out gender gaps in the CDTO partners, develop recommendations that strengthen gender integration by promoting the consideration of gender norms and cultural practices from design to implementation and through closure of projects.

The gender assessment weighed gender inclusion within organizational technical capacity, political will, organizational culture and accountability; this process included organizational policies, programmes, structures, operations and budget development. The gender assessment also established a baseline for the CDTO partners by identifying critical gaps, challenges and recommends ways of addressing them.



4.1 Methodology

The assessment employed both primary data and secondary data collection methods. The primary data collection was conducted through Key informant interview with a structured questionnaire (see annex II). The secondary data were collected through literature and document review.

4.1.1 DESK REVIEW

Several documents were reviewed to articulate gender issues in agriculture in general and agricultural technologies adoption in particular. The secondary data review comprised a literature/desk review aiming to identify essential background information and insights to support the gender assessment process. Documents reviewed included project documents, organizational strategies and policies

4.1.2 KEY INFORMANT INTERVIEW (KII)

Primary data was collected from key informants of the CDTO partner organizations using a structured questionnaire. The survey questionnaire was filled by TAAT project coordinators, gender experts and human resources experts of the implementing organizations. The questions mainly revolve around technical capacity of the organizations, accountability, political will and organizational culture in line with gender integration.

4.3 Findings of the Gender Assessment –Primary data analysis

The gender assessment survey questionnaire was shared with all TAAT CDTO partners, but the response rate is 25%. The responses shared identified key strategies employed by the organizations to mainstream gender as well as gender gaps in the various organizational units of the CDTO implementing partners, these were classified under technical, political, organizational culture and political will aspects.

The main gender gap noted from the primary data analysis was that, while the organizations' main role is to develop, distribute and transfer technologies to both men and women engaged in agriculture, they have limited skills on mainstreaming gender during identification, selection of interventions and innovations as well as incorporating gender concerns across human resources, gender sensitive budgeting. This has been detailed below under each of the 4 components.

4.3.1 TECHNICAL CAPACITY

The assessment found that on the technical capacity, there is consensus on the importance of gender mainstreaming in research and development and there is overall appreciation of the relevance of gender in addressing priorities in agricultural technology considering the needs of women and men farmers, as accepted criteria of development for agricultural research. In terms of specific measures put in place to enhance gender mainstreaming, the following table shows the proportion of organizations with the necessary elements of technical capacity.

Elements of technical capacity	% respondents
Gender Unit	0%
Organizations engaging external expertise	50%
Organizations undertaking capacity building activities/initiatives for the gender unit staff as well as other organizational staff	25%

Noteworthy, all partners reported to developing indicators, outcomes and results included in M/E frameworks including project log-frames, this was however not backed by any specific steps that are undertaken by organizations to ensure achievement of the results.

Additionally, the technical assessment noted that there is a deep gap in understanding the general concept of gender and how to integrate it in precise areas of agricultural research for development activities with other notable gaps mentioned including;

- Insufficient skills in setting gender criteria in project activities as officers who have previously been trained have left the organisations.
- Setting of gender targets which is rarely accompanied by specific steps in enhancing achievement of these results.

4.3.2 GENDER GAPS IN POLITICAL WILL

On the **political will** front, there is commitment amongst all the CDTO partners to make gender a core part of project implementation. Gender has largely been mentioned as a central factor in achieving targeted results for almost all projects. However, there is substantive difference and imbalance in male and female employment in the research centres as well as the national organizations, with most of management positions being held by men. With only 25% of the organizations having gender policies while the remaining 75% of the partners reported to be engaging other local partners with gender commitment in supporting the gender agenda, there is need to support them in developing gender policies, validating them, developing gender operational action plans as well as offering technical support and capacity building sessions.

On the issue of financial resources allocation, there was no single organization that reported to be allocating financial resources necessary to support gender mainstreaming, under each project.

4.3.3 GENDER GAPS IN ORGANIZATIONAL CULTURE

The **organizational culture** of the CDTO partner organizations in enhancing gender mainstreaming is limited in that, the sample organizations responded to our survey reported that both male and female employees in similar positions are equally compensated while female workers enjoy full pay while on maternity leave with nursing mothers being supported to work half day.
There was however no feedback reported on the deliberate steps being undertaken to improve the working environment of the female staff while enhancing the commitment to gender inclusion internally and amongst partners. A lack of understanding on steps to take and inadequate financial support were cited as key impediments in showcasing an organization's commitment to gender. Additionally, there is minimal documentation and publishing of gender success outcomes, stories and guidance manuals and taking up of other related actions, such as sharing of gender success stories.

4.3.4 GENDER MAINSTREAMING IN ORGANIZATIONAL ACCOUNTABILITY

On **accountability** basis, a majority of the sample CDTO partner organizations are developing mechanisms and enhancing effort to prioritize gender reporting at all levels, with all the partners reporting to be committed to having gender targets and requirements under staff assessment, project design, reporting and budgeting, with 50% of the partners reporting to have at least 30% representational requirements, by either gender, in project activities.

With regards to ensuring fair representation of women in management positions, most of the sample CDTO partner organizations are not explicit on including both women and men staff. This is not surprising as majority of the sample CDTO partner organizations do not have policies or written guidance on the processes of ensuring fair representation of women and men in leadership positions.

4.4 Findings of the Gender Assessment: Secondary data analysis

This section highlights the findings of the desk review undertaken to assess the procedures and guidelines that the CDTO partner organizations have develop to guide their work in ensuring gender is mainstreamed.

The desk review noted that the CGIAR centres including ICARDA (Lead), ICRAF, ICRISAT, ILRI, Bioversity International, CIAT, CIP, IWMI, and ILRI are members of the drylands system and collectively, they have developed a gender strategy to guide in their operations, particularly at the project technical level.

The drylands gender strategy sets out the challenges and targets for each organization for including gender aspects and addressing gender issues as a core activity and outcome of dryland systems. The strategy conceptual framework mentions gender empowerment, as one of its six Intermediate Development Outcomes, IDO, used as steps in the impact pathway to measure progress. This outcome aims to include women and youth empowerment including access to and control over productive assets, inputs, information, and market opportunities and capture a more equitable share of increased income, food, and other benefits.

Considering that the Drylands Gender Strategy has incorporated the key mainstreaming gender aspects, including integrating gender differences, equality, and equity goals in the development and testing of technologies and techniques to intensify production and increase value addition along selected crop-livestock value chains, the named CGIAR centres are well positioned to implement the CDTO activities in a gender inclusive manner. The gaps observed in the strategy are the lack of specific targets of women scientists and specific steps that the strategy will employ in engaging local farmers, both and women, during technology selection, testing and distribution.

Additionally, and important to note, is that the CGIAR centres CDTO partners including ICARDA, ICRAF, ICRISAT, ILRI, Bioversity International, CIAT, CIP, IWMI, and ILRI, do not have inhouse Gender Management Unit (GMU) and rely on in-house gender resource persons and gender experts, who are referred to as Gender Research Coordinators (GRC). Each CGIAR Research Program has an appointed GRC who provides strategic direction for the gender research and related activities within that program.

The GRCs work closely with all gender scientists and those doing gender-integrated research in their program. The Gender Platform convenes meetings with GRCs on an ad-hoc basis to discuss issues that may be of interest system-wide and to get input on upcoming gender research, events and activities. The roles of these GRCs is to build capacity, collaborate and strategically coordinate through joint planning initiatives and implementation of regional research activities related to gender.

Another key value chain in the TAAT-CDTO compact enabler is rice, which will be implemented by Africa Rice Centre. The Africa Rice Centre gender strategy aims to reduce the gender gaps in the rice sector with objectives set as to ensure that the development of rice products and services along the rice value chain (production, post-harvest, processing) takes gender differences into account, and addresses the specific needs and preferences of women, to assess social and gender issues in the rice sector, and to assess gender-differentiated impacts of rice products and services on productivity, livelihoods, nutrition, health, and sustainable natural resources management, and to enhance the capacity of women to participate in the planning, execution, monitoring, and evaluation of research, extension and provision of advisory services, and development. However, the strategy is fully technical on mainstreaming gender and would perform better with enhanced support of inclusion of other institutional aspects of in its vision of mainstreaming gender. This would include specificities on the human resources operational guidelines to enhance gender sensitivity particularly the involvement of women staff and scientists as well as performance assessment of staff on their role in strengthening gender

components within their specific roles.

As one of the major country level organizations under the TAAT- CDTO compact enabler, AGRA recognizes that women farmers are a potent force for change and has officially committed to working with both men and women farmers. The institution developed a gender strategy in 2013 laying out a plan effecting its vision and mission of transforming African agriculture into a highly productive, efficient, competitive and sustainable system that assures food security promotes gender equality and lifts millions out of poverty. The strategy and plan of action laid out a clear pathway and action points for engagement with partners and stakeholders in overcoming gender barriers and promoting gender equality in Africa's smallholder agriculture. The objectives of the AGRA gender strategy include amongst others improving the effectiveness of programs in enhancing productivity, food security and incomes through gender integration and gender equitable implementation, building staff and grantee gender competencies to integrate, monitor and assess gender effectiveness in country programs and projects, as well as adapting organizational policies, procedures and systems to support gender integration in programs and promote a gender equitable working environment.

The assessment also found out that despite several CDTO organizations not having overall/ general gender policies and documents per se, they all are keen to integrate gender considerations within project activities. The organizations without a written gender strategy/ guide document should plan to have one so as to properly mainstream gender in the R&D. This will facilitate transformative processes to ensure that researchers actively consider the needs of women farmers, post-harvest operators, and processors in developing their products and services, and become cognizant of gender-differentiated impacts of adoption of these products and services.

In showing commitment to gender mainstreaming, several other CDTO organizations have developed gender guiding documents including policies and other relevant guides. For instance, at ASARECA, gender mainstreaming is seen as one of the core functions of the Secretariat and focuses on building commitment for gender to be addressed and mainstreamed in the institutional structures and functions of ASARECA. A Gender Mainstreaming Unit is in place, and all NARIs have gender focal persons responsible for gender mainstreaming activities.

4.4 Findings of the Gender Assessment: Secondary data analysis

The desk review also noted other key gender gaps that affect agricultural technology and innovation adoption. They include;

Gender gaps in access to productive resources, inputs, services, and finance

Despite women's substantial roles throughout agricultural value chains, they suffer large gender disparities in access to agricultural resources, extension and veterinary services, technology, information and markets, and to the control of the products and/or income from their sale. These gender gaps matter because they represent huge costs to countries and households in terms of lost production and gross domestic product FAO (2010) estimates that reducing these gender gaps could raise yields on women's farms by 20–30%. This would raise total agricultural yields in developing countries by 2.5–4%, reducing the number of hungry people in the world by 100–150 million. Additionally, when women overcome resource constraints, they are as likely, or even more likely to become technological innovators. For example, in Zambia, Kumar (1994) found that while female-headed households had lower adoption rates for hybrid maize (22%) than male-headed households (34%), the results varied by farm size. The share of female-headed households with over 3 hectares using hybrid maize was relatively higher than the comparable proportion of larger farms headed by men.

Gender differences in decision-making and control of the products/ income

Social norms and practices also determine the control of labor, decision-making in agricultural management, and the control of the products/income. In most of the countries in Africa, women in agricultural households work primarily as unpaid family labor, with the male household heads taking the major decisions and controlling the products and income. This lack of autonomy and access to a personal income undermines women's incentives to adopt new agricultural technologies, particularly if these would increase their workload but not their benefits.

Gender discrimination in providing agricultural extension, services, and markets

Efforts to expand the coverage of traditional agricultural extension systems to include women such as through female extension agents and mixed farmer schools, often fail because there are no prior attempts to consult women on their needs, constraints, and priorities. Majority of extension systems continue to have a commodity-focused approach and are input and supply driven. Such approaches may meet some men's needs but are rarely appropriate for women in many programs. For these women, agriculture is just one component of their way of life where the boundaries between agriculture, food provisioning and preparation, child care, domestic work, and social networks are fluid (Jafry and Sulaiman 2013; Manyire and Apekey 2013). Traditional systems also tend to ignore the importance of social norms that often restrict women's mobility to go to extension and skills training sessions, the market, health clinics, the bank or women's group meetings, especially in societies where female seclusion is practiced. There is therefore a need for a reform of current systems of extension and service provision to

become more demand-led and gender sensitive extension services.

Researchers' failure to consult and partner with both men and women

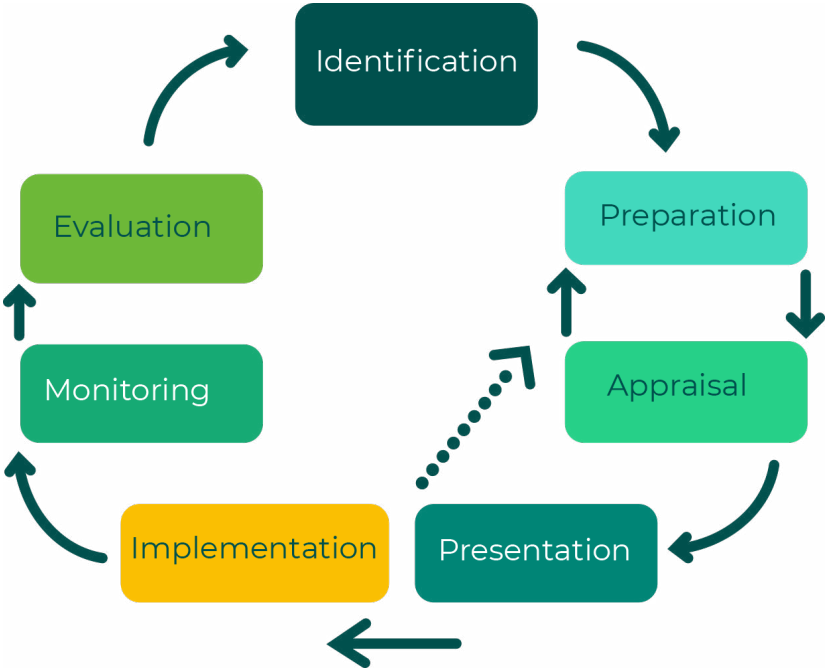
In those household enterprises where women and men both provide the labor, men largely control the decisions on production and use of the product. Failure to consult women in the design of technology for women's activities (or those undertaken by both men and women) often results in rejection of the technology. Reasons for this rejection have been identified in case studies as not being able to meet the women's priority needs, increasing women's labor on a male-controlled product, or the women do not control sufficient income to purchase/ operate these technologies. For example, Moroccan women were not interested in new legume technologies being tested by ICARDA because these would require more female work on a male-controlled crop (Fernandez and Mehdi 2013).

Gaps in research practice and in knowledge

Gender research carried out by CGIAR and partner research institutions has mainly focused on assessments by gender specialists of the impacts of innovative technologies or productive methods, or of market opportunities. While still necessary, the overriding challenge is to integrate gender into the ex-ante diagnostic phase including definition of the RQs, priority setting, targeting, and research design. This will require developing and testing more effective multidisciplinary methods for gender analysis to inform diagnosis and planning.

Additionally, while the existing gender research on different crops, pastoral, agropastoral, forestry, and fish systems will provide a valuable foundation for the work by the CDTO partners, some critical knowledge gaps remain, including most gender research in Value Chains has been small-scale and piecemeal. Inadequate attention has been given to the impacts of changes in the socio-economic, political, and institutional environment on gender roles and relationships and the implications for the adoption of agricultural innovations. While it is not the mandate for any of the CDTO partners to undertake in-depth analysis of these change processes, it will draw on the work of other CGIAR centers and programs to identify the gender-differentiated implications of certain activities.

FIGURE 1: THE PROJECT CYCLE



Hence, in the TAAT Project Cycle, gender will be mainstreamed at all stages by undertaking specific activities across the project phases, as below.

5.1 Identification and targeting of beneficiaries

In mainstreaming gender throughout the project, strategies to ensure fair participation of both the male and female beneficiaries will be enhanced by ensuring gender inclusive identification of beneficiaries. Specifically, in deciding on the target beneficiaries, the following activities are proposed;

1. Quick Gender analysis shall be undertaken by all partners across communities to identify the gender needs, scope for potential project beneficiaries while incorporating gender targets and indicators in target outcome and outputs, informed by context findings.

2. In all targeting activities make sure that at least 50% are women.

3. Develop a strategy for working with women groups while ensuring that project materials are presented in a manner that is accessible to community members who are illiterate or haven't been through formal schooling.

4. Develop a gender action plan consistent with the gender targets and indicators of the project.

5.2 Identification of interventions and distribution strategies

For the CDTO partners to optimize their capacity to develop and enhance adoption of improved technologies in a gender inclusive manner;

1. Partners shall ensure there is participatory research in identifying crop varieties and other technologies (e.g., intercropping, conservation agriculture), to consider the needs of women and of men.

2. Researchers will engage women farmers and other women actors along the different value chains in the design, implementation and examination of their studies. These would include activities such as enhancing the inclusion and participation of women in demonstration and field trials and testing, offering researchers a better understanding of men and women-preferences which would include qualities such on cooking, eating and post-harvest – storage, easy to harvest, thresh etc.

3. Village Based Advisors as Farmer-to-farmer extension approach shall be used to promote gender empowerment by involving mixed groups of men and women farmers, and prioritizing ideas suggested by women farmers.

4. Strengthening of women's participation in a gender sensitive agricultural extension trainings and demonstrations to improve their knowledge and enable them to make decisions on appropriate technologies and other inputs.

5. All training services and plans will consider the timing and locations most amenable to women's participation such as active groups including Village, Savings and Loans Associations (VSLAs), Farmer Field Schools (FFS) and Co-operatives.

6. Support the development of infrastructure including seed collection centres and in locations accessible by rural farmers especially women, as well as other players such as agro dealers.

5.3 Project Implementation

The implementation phase of the project will incorporate many different activities including building agribusinesses and availing information to farmers on available technologies, which shall be undertaken via the Innovation Platform (IP). This section gives highlights of the activities that will be undertaken related to the IP, vailing project information and developing agribusiness.

5.3.1 INNOVATION PLATFORM

As the main institutional model to implement the TAAT technology outreach function, steps that will enhance gender inclusion in the Innovation Platform will include;

1. Increasing the number of women participating in platforms as well as establish specific subgroups for women and youth, enable them to speak more freely as well as build their capacity for engaging in the wider platform. These will also allow more marginalized groups to increase their power through collective action while providing space for more powerful actors to reflect and build capacity for new approaches.

2. Examining the gender-disaggregated impacts of interventions during baseline analysis, intervention planning and monitoring. If women are not present or active in platform discussions, possible negative impacts on them are unlikely to be identified and addressed without a specific effort.

3. Introducing the innovation concept in more depth to allow members engage with abstract concepts, and not only with project technical activities. This will enhance members' understanding of the unique purpose of the innovation platform and be able to meaningfully engage and develop a shared vision for what the platform might achieve for both men, women and youth.

4. Developing a local plan of activities incorporating gender activities specific to the platform's needs, within the ir specific communities. It will need not be a formal plan, but it will involve having platform members create and develop their own ideas about how to ensure gender aspects incorporated are context based.

5. All organizations to be represented at the Innovation Platform will be supported to develop internal gender policies and have their gender capacity enhanced through trainings.

5.3.2 FARMER'S ACCESS TO INFORMATION

1. Timely and affordable access to quality agricultural inputs including land, improved seed varieties, fertilizers, and crop protection through agro-dealer, government extension services, and potentially public-private schemes for subsidies.

2. Access to private and public-sector extension services to include gender sensitive trainings and demonstrations in good agricultural practices and improved technologies that are held at times and locations convenient to women farmers.

3. Encourage community outreach about upcoming trainings, demonstrations, and courses that are likely to reach women as well as men. Community outreach on the benefits and cost savings through the adoption of improved varieties, inputs and technologies.

4. Develop and refurbish community aggregation systems (collection centers) that are gender sensitive in their locations and operations. The aggregation system will have linkages to warehouse storage centers and will enable women and youth to participate in higher paying contracts or to store their produce until the market prices are more advantageous.

5. Publish data and learning on gender integration, women's empowerment, and youth development in flagship publications, social media, and other appropriate publications.

5.3.3 AGRIBUSINESS DEVELOPMENT

1. SME development - support women and youth led agribusinesses, including micro- and small-enterprises and through advisory services in business startup and management and linkages within the value chain.

2. Promoting/subsidizing credit for women's entry into particular "locations" (i.e., non-traditional activities) in the value chain for women / women-led businesses, or for piloting improved seed varieties.

3. In developing affordable credit and finance products, organizations shall collaborate with micro financial providers at the national level to develop affordable and accessible financial products suitable to women farmers and all farmers in general – these may include both credit and insurance products.

4. Strengthen agri-businesses including seed companies and agro dealers that are women led and provide mentoring services with linkages to off takers, suppliers and financial services.

5.3.4 COMPACT DEVELOPMENT AND STRENGTHENING

In developing the different compact chains, the national organizations shall;

1. Strengthen Village Based Saving and Loans Associations (VSLAs) and cooperatives to incorporate women beneficiaries as leaders and as participants.

2. Develop women's skills in the full value chain and not production entirely, these skills gaps will be informed by gender assessments along all value chains.

3. Scoping and linking organizations with areas of co-investment.

4. Planning country-level validation meetings and launches of operational plans, gender plans of action.

5. Strengthen women's and youth's access to increased efficiency in value addition. Taking advantage of opportunities to participate in value chains through value-adding strategies is an important way to ensure that women farmers benefit from economic growth.

5.4 Monitoring and Evaluation

As described in detail in the CDTO Project documents, there are gender indicators in the results framework. However, the gender indicators do not have a baseline or outcome targets broken down by gender, and this non-specificity could result in inadequate assessment of gender inclusion within the specific aspects being measured. Hence, the TAAT-CDTO enabler compact and its partners should develop a gender baseline and develop outcome targets. This will be key in tracking gender equality while measuring empowerment and agency, in areas including;

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01 PRODUCTION

Sole or joint decision-making over food and cash-crop farming, livestock, and fisheries as well as autonomy in agricultural production

02 RESOURCES:

Ownership, access to, and decision-making power over productive resources such as land, livestock, agricultural equipment, consumer durables, and credit

03 INCOME:

Sole or joint control over income and expenditures

04 LEADERSHIP:

Membership in economic or social groups and comfort in speaking in public

05 TIME:

Allocation of time to productive and domestic tasks and satisfaction with the available time for leisure activities.

To enhance success of the gender indicators already included in the results framework, the below indicators are suggested to be included;

i. Increased production by women farmers
ii. Enhanced women's empowerment and livelihoods
iii. Enhanced women ownership of agricultural resources including land and farm inputs
iv. Increased income earnings by women farmers
v. Increased women's agricultural skills and opportunities
vi. Strengthened women's access to financial services
vii. Time reduced for women in agricultural work because of improved technologies

In strengthening the monitoring and evaluation systems of CDTO, organizations should build and put in place effective financial and administrative mechanisms. These will be useful in tracking resources and completed activities on gender mainstreaming.

CHAPTER 6 GENDER MAINSTREAMING WITHIN INSTITUTONAL PROCESSES

One of critical gaps in the CDTO partner organizations that is key in enhancing progress on gender equality and women's empowerment, is a clear enabling framework for consideration of gender issues within implementing organizations. With this enabling framework, gender mainstreaming activities and the efforts of people serving as gender focal points are highly likely to be fully effective. This chapter provides guidance to the CDTO partner organizations in adopting such a framework by setting out processes and steps for the organizations to follow when incorporating gender concerns into its projects, procedures, work ethics and overall structure including organizational operational procedures.

6.1 Organizational Culture

In promoting a positive organizational culture amongst the CDTO partner organizations, the institutions are expected to;

- Develop criteria for training staff members and discouraging them from engaging in gender equality stereotyping.

- Actively be involved in in promoting empowerment of women and men while changing cultural norms in society by sharing gender lessons with stakeholders and public.

- Develop and share sexual harassment and discrimination policies with staff and partners.
- Incorporate gender balance amongst all organizational committees.

- Sensitize and encourage staff to have relations that are cordial and respectful of each other.

- Each organization should identify qualified gender focal persons charged with the responsibility of enforcing gender standards across.

6.2 Human Resources for Gender Mainstreaming

In promoting a positive organizational culture amongst the CDTO partner organizations, the institutions are expected to;

- Develop criteria for training staff members and discouraging them from engaging in gender equality stereotyping.

- Actively be involved in in promoting empowerment of women and men while changing cultural norms in society by sharing gender lessons with stakeholders and public.

- Develop and share sexual harassment and discrimination policies with staff and partners.
- Incorporate gender balance amongst all organizational committees.

- Sensitize and encourage staff to have relations that are cordial and respectful of each other.

- Each organization should identify qualified gender focal persons charged with the responsibility of enforcing gender standards across.

6.3 Organizational Accountability in Gender Mainstreaming

In building the commitment of staff to mainstream gender within the CDTO compact, partner organizations should;

- sensitize all staff on the relation between their work on gender equality and the project's overall performance indicators.

- Incorporate gender in staff assessment.

- Include description of the program so others can learn from the good work when describing a successful intervention as measured by project indicators,

6.4 Financial Resources for Gender Mainstreaming

Partner organizations are expected to allocate funds on a regular basis specifically for gender-related work. In doing this, activities to be considered shall include specific projects on women's rights or women's empowerment, reflecting gender equality objectives in both regular budget allocations and extrabudgetary allocations. This shall follow a commitment by the CDTO partners, to implement the project as guided by gender mainstreaming guide. In supporting gender sensitive budgeting, the project partners shall;

- Encourage Gender balance in project employment

- Allocate funds for training of women's groups and development of tools targeted at building capacity of women's groups.

6.5 Procedures and Standards

The CDTO partner organizations are expected to;

- Ensure that gender mainstreaming is a responsibility shared among the staff and not only the responsibility of an assigned person (gender focal point for example)
- Develop the capacity of gender focal persons and gender units with specialists being engaged regularly to support in specific tasks and with regular training opportunities organized for them.
- Ensure that all organizational trainings, both internal and external with stakeholders, incorporate gender sections and sessions on gender.
- Develop positive conditions for the staff to take part in gender trainings including management granting time and space for staff to attend gender trainings. Develop annual plans for updating existing training manuals as well as ensure publications on gender are regularly developed and published on publicly available platforms.

CHAPTER 7: KEY ACTION AREAS

7.1 Implementing the Gender Mainstreaming Guide

The CDTO enabler compact leads the overall coordination for ensuring the implementation of the gender mainstreaming guide. Gender mainstreaming and women's empowerment activities need to be planned in line with the context of each TAAT-CDTO partner organizations. The TAAT-CDTO contact persons in the organizations will be responsible for oversee-

7.2 Capacity Building of CDTO Partners

The TAAT-CDTO enabler compact should build staff capacity for gender integration through practical, participatory trainings and invest in both initial skills development as well as refresher trainings throughout the life of the project.

7.3 Development of Organizational Gender Policies

All CDTO implementing partners will be expected to revise, develop or update their gender policy. The policy shall be speaking to the specific steps to be undertaken both at a technical level and at a general organizational level including culture and operations.

7.4 Partnering

The CDTO enabler compact shall support all partners to create opportunities useful in strengthening the organizations in contributing to gender equity and women empowerment.

7.5 Policy and Advocacy

Considering that many organizations do not have working gender policies and strategies, with those available being largely technical and silent on organizational culture and political willingness.

In taking cognizance the gender capacity gaps in the CDTO partner organizations, an integrated approach of addressing these barriers should be adopted through actions that target all partners including regional and sub-regional bodies, CGIAR centers and country level organizations. Additionally, implementing partners should be supported to conduct rapid gender assessments/analyses relevant to the development and implementation of specific interventions/activities. This should be followed by developing partner/country specific gender mainstreaming action plans.

The proposed key action areas for proper gender mainstreaming in project cycles and institutional processes of TAAT-CDTO implementing partners are discussed below.

7.1 Implementing the Gender Mainstreaming Guide

The CDTO enabler compact leads the overall coordination for ensuring the implementation of the gender mainstreaming guide. Gender mainstreaming and women's empowerment activities need to be planned in line with the context of each TAAT-CDTO partner organizations. The TAAT-CDTO contact persons in the organizations will be responsible for overseeing gender mainstreaming at organizational level with support from TAAT-CDTO enabler compact. To bolster internal capacity and provide additional leadership for implementation of the Gender Mainstreaming Guide and in providing technical support and assistance, it is anticipated that the TAAT-CDTO enabler compact shall;

- Recruit staff to work in coordination with other technical staff and will be responsible for providing technical assistance, organizing and coordinating capacity building, promoting the capacity of the TAAT-CDTO partners as well as coordinate efforts and provide support to the senior leadership for ensuring effective implementation of the Gender Mainstreaming Guide.
- Develop a detailed Gender Mainstreaming and Work Plan for each organization type/level while providing technical assistance for gender integration into individual organizational plans
- Develop tools and resources to support implementation of the gender mainstreaming guide and provide training and capacity building for organizational staff and
- Provide technical assistance for monitoring and evaluation of gender specific results and for design of gender-inclusive policies and activities to the TAAT-CDTO partner organizations.

7.2 Capacity Building of CDTO Partners

The TAAT-CDTO enabler compact should build staff capacity for gender integration through practical, participatory trainings and invest in both initial skills development as well as refresher trainings throughout the life of the project. Capacity building need to be promoted amongst partners by providing access to gender training and other learning opportunities. In doing this, the CDTO enabler compact need to undertake the following specific activities;

- Develop a gender training plan for staff as well as partners and stakeholders.
- Provide funding for partners in need of capacity building to participate in gender training if needed.
- Support partners to incorporate gender in staff professional development plans and reviews.
- Identify local gender professionals and experts to support the CDTO organizations in all countries as well as support in scoping for organizations that advance gender equality and women's empowerment in agriculture.
- Develop advocacy strategies campaigns around adoption of improved varieties, market opportunities and/or constraints targeted at agricultural stakeholders to popularize the opportunities related to unlocking the potential of women to contribute to broad based and inclusive agricultural development.

7.3 Development of Organizational Gender Policies

All CDTO implementing partners will be expected to revise, develop or update their gender policy. The policy shall be speaking to the specific steps to be undertaken both at a technical level and at a general organizational level including culture and operations. In doing this, the CDTO enabler compact can;

- Support all partner organizations to develop, adopt, and apply a policy that institutionalizes a commitment to gender equality and women's empowerment in internal operations, manuals and programming.
- Develop the capacity of TAAT-CDTO partners to adopt internal accountability and reporting mechanisms for the individually developed gender policies.

7.4 Partnering

The CDTO enabler compact shall support all partners to create opportunities useful in strengthening the organizations in contributing to gender equity and women empowerment. Specifically, the compact need to;

- Develop and share a database of gender experts in organizational department including technical capacity, finance and human resource, who will be expected to support individual organizations to improve and enhance their capacity to deliver gender inclusive results at all these levels.
- Support organizations scope and identify priority partnerships with organizations that have experience and solid commitment to gender integration. These organizations may include but not be limited to women-owned businesses, organizations with gender policies, amongst others.

- Support CDTO partner organizations in developing and incorporating gender requirements in partnership agreements, which may include capacity building plans, inclusion of gender data in monitoring and learning frameworks.
- Support in promote the sharing of emerging best practices for gender-equitable development gleaned from partner experience in gender programming, as well as through consultations with male and female youth.

7.5 Policy and Advocacy

Considering that many organizations do not have working gender policies and strategies, with those available being largely technical and silent on organizational culture and political willingness. Many other national organizational strategies are largely gender blind. The CDTO enabler compact need to support the CDTO partner organizations by providing;

- Technical support on policy interventions by all the CDTO partner organizations to incorporate gender aspects within the planning and development of interventions.
- National organizations particularly those affiliated to Governments with support to strengthen gender aspects of the Ministries of Agriculture's investment planning and implementation.
- Support to document and circulate evidence and learning from country policy interventions, seeking to influence other regional and national policies to address gender-related gaps, while convening partners to participate in opportunities to share learning, data and the business case for gender integration.
- Advocacy to raise awareness and capacity of policymakers, governments, multilateral institutions and civil society to be more sensitive in formulating gender sensitive agriculture strategies and polices that address the needs of women, men, and youth.
- Showcase events which highlight female contributions to agriculture while offering platforms for female leadership in agriculture and linking female farmers to opportunities such as market and finance. . . . . .

Undertaking these gender mainstreaming steps by the CDTO partners including the CGIAR centres, National Level Organizations, the regional and sub-regional organizations and other stakeholders will lead to;

- Improved productivity and incomes,
- Enhanced access to communications and information on good agricultural practices, quality agricultural inputs including improved seed varieties, fertilizers, through agro-dealers and government extension services,
- Strengthened access to extension services including gender sensitive trainings and demonstrations in good agricultural practices,
- Provisions to accessible and affordable infrastructure and systems for aggregating crops,
- Development of tailor-made financial products and services for farmers,

Annex 1: Gender Terms and Concepts

Gender Mainstreaming principles

Firstly, there has to be a clear goal to mainstream gender perspectives and attention to gender equality. Mainstreaming will not occur automatically. It is not enough to make this goal clear in overall policy documents - it must be made clear in the context of specific processes and activities and explicitly expressed in all important documents.

Secondly, there must be a consistent approach to mainstreaming - gender equality must be systematically mainstreamed throughout processes and interventions. It should not be attempted `here and there´ or `now and then´. It is not enough to include attention to gender equality in the so-called `soft´ sectors or in areas where it is traditionally accepted that women are involved or affected. Nor is it adequate to mainstream gender equality in one `token´ component of a programme while ignoring it in all others.

Thirdly, attention to gender equality should be explicit - the mainstreaming strategy should make gender equality aspects visible. There is a misconception that mainstreaming makes gender equality aspects invisible - that mainstreaming means not making issues explicit but presuming that they are an inherent part of processes and interventions without needing to be given special attention. The not uncommon statement "You can´t see gender perspectives or track them because they are mainstreamed" is a completely incorrect standpoint. It is very important to understand that the mainstreaming strategy implies that special attention should be given to gender perspectives and the goal of promoting gender equality, and that these aspects must be explicitly treated and made very visible.

Gender Disaggregated Data

Gender disaggregated data is collected and recorded on the basis of women/girls and men/boys. It also refers to collecting data on issues that allow monitoring and evaluation of gender issues relevant to the project. For example, enrolment data for training should be collected for both women and men but data on drop-out, completion and tracer data of use of knowledge and skills from training after completion should also be collected, by sex, to understand who actually benefits from training.

Access and control of resources and benefits

Access is the opportunity to use something. Control is being able to define and impose its use. Resources include time, information, educational opportunities, decision making (bargaining power), income, other economic resources, health and well-being, mobility, social networks and access to collective organization as well as internal resources such as self-esteem and confidence. Benefits are the result of the use of a resource and include income, asset ownership, knowledge and status. For example, education, health, mobility and social networks are all resources that can help to secure paid employment; income, skills and social status are benefits gained through employment.

Gender Analysis

This is a process of collecting and analyzing sex-disaggregated information in order to understand gender differences. Gender analysis explores gender differences, so policies, programs and projects can identify and meet the different needs of men and women. It also facilitates the strategic use of the distinct knowledge and skills women and men possess. It is conducted during program design or planning. A gender analysis;

- Analyzes the gender context in which the program is operating
- Helps programmers understand gender roles, responsibilities, statuses and inequalities so they can use that information to design, implement, monitor and evaluate programs
- Can be conducted via desk review, key informant interviews, and interviews/focus groups with beneficiaries
- Includes recommendations on how to integrate gender considerations into the program

Core Principles of Gender Studies

- Participatory: The study should involve clients, stakeholders, staff, donors and project participants, who should all have the opportunity to speak for themselves and share their experiences, perceptions and beliefs. While sharing this information, the facilitator or researcher should guide them toward a reflexive process of self-analysis.
- A means, not an end: All types of studies include recommendations on how to better include and address gender considerations in future or existing programing or institutional processes. Findings and recommendations should result in action and improvement.
- Not a one-off event: The three different types of gender studies should be integrated throughout project cycles.

Social relations of gender

Social relations of gender refer to specific forms of power relations between men and women in a given society. These relations are socially constructed and historically and context specific. They change over time and are not a result of biology. Gender relations are not necessarily either entirely harmonious or conflictual.

Gender equality

Entails the concept that all human beings, both men and women, are free to develop their personal abilities and make choices without the limitations set by stereotypes, rigid gender roles, or prejudices. Gender equality means that the different behaviors, aspirations and needs of women and men are considered, valued and favored equally. It does not mean that women and men have to become the same, but that their rights, responsibilities and opportunities will not depend on whether they are born male or female.

Gender equity

Means fairness of treatment for women and men, according to their respective needs. This may include equal treatment or treatment that is different but considered equivalent in terms of rights, benefits, obligations and opportunities. In the development context, a gender equity goal often requires built-in measures to compensate for the historical and social disadvantages of women.

Gender Continuum

Gender awareness: the conscious knowledge that people and communities are not homogenous. Programmes and projects should not reinforce existing gender inequalities (gender neutral), but should attempt to redress them (gender sensitive) or attempt to re-define gender roles and relations (gender positive/ transformative).

Gender Blind: the failure to recognize that roles and responsibilities of men/boys and women/girls are assigned to them in specific social, cultural, economic, and political contexts and backgrounds. Projects, programs, policies and attitudes which are gender blind do not take into account these different roles and diverse needs. They maintain the status quo and will not help transform the unequal structure of gender relations.

Gender negative: inequalities are reinforced to achieve desired development outcomes. Uses gender norms, roles and stereotypes that reinforce gender inequalities.
Gender neutral: gender is not considered relevant to the development outcome. Gender norms, roles and relations are not affected.

Gender Sensitive: gender is a means to reach development goals. Gender norms, roles and access to resources are address as far as necessary to reach project goals.

Gender Positive: gender is central to achieving development outcomes. Changing gender norms, roles and access to resources a key component of project outcomes.

Gender Transformative: Gender is central to promoting gender equality and achieving positive development outcomes. Unequal gender relations are transformed to promote shared power, control of resources, decision-making, and support for women's empowerment.

Annexes

Annex II- Data collection tool for the Key Informant Interview (KII)

Aspect 1: Technical capacity	
1	Capacity and responsibilities of the gender focal point/gender unit.

1.1. Do you have a gender unit in your organization? (Type X in front of your answer)

1) Yes		2) No		3) Don't know	

1.2. If Yes, how many members of staff are in the unit?

1) between 1-5		2) between 5-10		3) Above 10	

1.3. Of the mentioned number, what are their academic qualifications?

Tertiary /Diploma	
Undergraduate	
Masters degree	
Doctoral level	

1.4. Please describe the main responsibilities of the gender unit

1.5. Does the gender unit engage external expertise and consultants to support in its work?

1) Yes		2) No		3) Don't know	

1.6. If you do not have a gender unit, do you have at least one focal person for gender-related issues in your organisation?

1) Yes		2) No		3) Don't know	

1.7. Do you face challenges in mainstreaming gender?

1) Yes		2) No		3) Don't know	

1.8. Please describe these challenges

1.9. Please describe the support the gender unit requires for optimal performance.

2 Capacity building plans

2.1 Does the organization have capacity building activities/initiatives and for the gender unit staff as well as other organizational staff?

1) Yes		2) No		3) Don't know	

2.2 If yes, please briefly describe the capacity building activities and the learning platforms staff are exposed to.

Aspect 2 – Organisational Culture

3 Organizational commitment to gender mainstreaming

Would you say that your organization is committed to sensitizing staff on gender matters to discourage expressions of gender stereotypes and inequalities?

1) Yes		2) No		3) Don't know	

3.2 If yes, please explain the actions your organization has taken to build a gender sensitive culture.

3.3 If not, please describe the steps that would improve your organization's gender perspective.

3.4 Is your organization respected as being committed to gender mainstreaming amongst its partners?

1) Yes		2) No		3) Don't know	

3.5 If yes, please describe what your organization has done to earn this reputation including by publishing gender success outcomes, stories and guidance manuals or taking up other related steps.

3.6 If not, please explain the support your organization requires in building a gender commitment reputation.

4 Supporting female staff

Has your organization put in place measures to support women staff?

1) Yes		2) No		3) Don't know	

4.2 If yes, please describe the measures your organization has taken towards supporting female staff.

4.3 If not, what steps would your organization take towards improving the working environment of the female staff, including promotions, maternity leaves etc.

5 Gender targets

5.1 As part of the organization's work are you required to include gender targets in staff performance, project development and reporting?

1) Yes		2) No		3) Don't know	

5.2. . . . . If yes, please briefly describe these targets under;

Staff assessment	
Project design, implementation	
Reporting	
Budgeting	

5.3 If not, what actions should your organization take towards setting gender targets and goals?

Aspect 3 – Political will

6 Gender Guidelines – policies and strategies

Does your organization have an active gender policy or strategy in place?

1) Yes		2) No		3) Don't know	

6.2 If Yes, please explain if all staff and partners are well briefed and able to apply the same?

6.3 If the absence of a gender policy or strategy, please explain the gender guidelines your organization applies to guide in its gender mainstreaming work, if available.

6.4 What steps can be taken to strengthen the gender policy in place and the gender inclusion guidelines?

7 Gender requirements at design stage and budgeting

7.1 Does your organization's project approval team/committee require projects to have a gender component before approval?

1) Yes		2) No		3) Don't know	

7.2 If yes, please describe these requirements.

7.3 Does your organization allocate financial resources to support gender mainstreaming within each project?

1) Yes		2) No		3) Don't know	

7.4 If yes, please describe the financial resources allocation guidelines in each project including percentage allocated.

Aspect 4 – Accountability

8 Assessing gender commitments – HR perspective

Does your organization include staff awareness on gender in performance assessments and are plans to improve the same in place?

1) Yes		2) No		3) Don't know	

8.2 If yes, please explain the aspects measured by the performance assessments including advocacy, financial management, technical reporting etc

9 Gender guidelines in project implementation

1 Does your organization collect sex-disaggregated data in project activities such as trainings and numbers of staff?

1) Yes		2) No		3) Don't know	

9.2 If yes, please describe the criteria used towards ensuring the fair participation of both men and women?

9.3 If not, please explain the support your organization may require is strengthening support for collecting sex disaggregated data and setting gender criteria in all project activities.

9.4 Do your projects have gender indicators, outcomes and results included in M/E frameworks including project log-frames?

1) Yes		2) No		3) Don't know	

9.5 If yes, please expound

Thank you for taking your time to fill in this survey!

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