

Gender capacity assessment and development guide for the CGIAR Research Program on Livestock and Fish

Transition International
International Livestock Research Institute

www.livestockfish.cgiar.org




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CGIAR is a global partnership that unites organizations engaged in research for a food secure future. The CGIAR Research Program on Livestock and Fish aims to increase the productivity of small-scale livestock and fish systems in sustainable ways, making meat, milk and fish more available and affordable across the developing world. The Program brings together four CGIAR centres: the International Livestock Research Institute (ILRI) with a mandate on livestock; WorldFish with a mandate on aquaculture; the International Center for Tropical Agriculture (CIAT), which works on forages; and the International Center for Research in the Dry Areas (ICARDA), which works on small ruminants. <http://livestockfish.cgiar.org>

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Supporting materials are at: <http://livestock-fish.wikispaces.com/capdev>

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Acronyms

CA	Capacity Assessment
CD	Capacity Development
CIAT	International Center for Tropical Agriculture
CRP	CGIAR Research Program
FAO	Food and Agriculture Organization of the United Nations
ICARDA	International Center for Agricultural Research in the Dry Areas
IDO	Intermediate Development Outcomes
ILO	International Labor Organization
ILRI	International Livestock Research Institute
IPG	International Public Good
PPP	Public Private Partnership
SASI	Systems Analysis for Sustainable Innovation
SIP	Strategic Implementation Plan
TI	Transition International
UN	United Nations
UNDP	United Nations Development Programme
VCT	Value Chain Transformation and Scaling
WEE	Women's Economic Empowerment

Gender and capacity development: key concepts and definitions

Collaborative partnerships

A key premise of a collaborative partnership approach is that it enables so called “beneficiaries” to become partners in development processes, which is empowering and facilitates mutual learning and will create more meaningful inclusive and sustainable development. There are many forms of collaboration, but “true” partnerships, are defined as partnerships that: are voluntary collaborations; leverage the respective strengths and core competencies of each partner; optimize the allocation of resources; achieve mutually beneficial results over a sustained period; and create linkages that increase resources, scale and impact, and are a vehicle to progress sustainable development action and outcomes¹.

Capacity assessment

An analysis of desired capacities against existing capacities which generates an understanding of capacity assets and needs that can serve as input for formulating a capacity development response that addresses those capacities that could be strengthened, and optimizes existing capacities that are already strong and well founded. It can also set the baseline for continuous monitoring and evaluation of progress against relevant indicators, and help create a solid foundation for long-term planning, implementation and sustainable results².

Capacity development

The process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time³. “Capacity” involves the ability of a society or a sector to continue to develop necessary skills, behaviors, networks, and institutions that enable communities and organizations to adapt and become resilient.

Core gender capacities

The tailor-made six gender capacities required within the Livestock and Fish program partners in order to be able to design and implement gender responsive programs.

Gender analysis

Gender analysis explores and highlights the relationships of women and men in society, and the inequalities in those relationships, by asking: who does what? Who has what? Who decides? How? Who gains? Who loses? Gender analysis breaks down the divide between the private sphere (involving personal relationships) and the public sphere (which deals with relationships in wider society). It looks at how power relations within the household interrelate with those at the international, state, market, and community level⁴.

In-depth value chain analysis describes both the market system and social context around the core commodity and how they interweave. They need to detail who does what, receives what, uses what resources and makes what positions at different points in the system, as well as explain why any

¹ CGIAR. 2014. Capacity Assessment Guideline (draft) and CGIAR. 2014. Capacity development 2014-2016 (draft)

² CGIAR. 2014. Capacity Assessment Guideline (draft)

³ UNDP. 2008. Capacity Development. Practice Note.

www.unpcdc.org/media/8651/pn_capacity_development.pdf

⁴ March, C; Smyth, I; Mukhopadhyay, M. 1999. A guide to gender analysis frameworks. Oxfam skills and practice.

existing social hierarchies exist and persist: e.g. why are more women and men concentrated in particular nodes, serving particular end markets? How does this affect chain performance? How does it relate to community norms or values, and to household rules and responsibilities? These explanations will illuminate the dynamics of power relations among value chain actors and how gender relations in the home, community, and market intersect to affect women's and men's positions and outcomes in the chain⁵.

Gender analytical tools

Tools are components of gender analytical methodologies or frameworks and include observation techniques such as participant observation, the wide range of participatory rural appraisal (PRA) techniques, or the more formal surveys which provide quantitative data⁶.

Gender blind programming

Research and development interventions that do not acknowledge and respond to the different socio-economic positions of women and men from the outset risk worsening gender inequalities (e.g. in income).

Gender responsive programming

Programming that considers gender roles and relations, and responds to these, either through gender accommodating or through gender transformative approaches.

Gender accommodating approach

Recognizes and responds to the specific needs and realities of men and women based on their existing roles and responsibilities.⁷

- Interventions tend to focus on the micro level and reducing identified gender gaps in access to resources, credit, technologies, information, and skills.
- Examples of such approaches are: improving women's skills in poultry farming (a traditional women's commodity), designing trainings in a way that they are easily accessible for women who tend to be more tied to the house, developing credit mechanisms that can be accessed by women's savings groups.
- Such actions are important, given the evidence backing the breadth and depth of these disparities, and may be easier to implement since they are less challenging to the *status quo*.
- But, the interventions tend not to address women's ability to control the benefits, their decision-making power, their position in the household and society. They tend to focus more on involving women than on engaging directly with men about gender.
- And, they may only partially address the problem since they do not act on the underlying causes of the disparities—the systems, norms and attitudes making gender differences acceptable parts of everyday life.
- Providing women access to resources and technologies does not automatically translate into control over them or their benefits, or into social acceptance of new roles and opportunities⁸.
- Interventions that operate within the existing social system risk creating only incremental short-term improvements.

⁵ CGIAR Research Program on Livestock and Fish. 2013. Kantor, P. The contribution of gender transformative approaches to value chain research for development. Brief.

⁶ March, C; Smyth, I; Mukhopadhyay, M. 1999. A guide to gender analysis frameworks. Oxfam skills and practice.

⁷ CGIAR. 2013. Gender strategy of the CGIAR Research Program on Livestock and Fish

⁸ CGIAR Research Program on Livestock and Fish. 2013. Kantor, P. The contribution of gender transformative approaches to value chain research for development. Brief.

Gender transformative approach

Improving women's access and control over resources and technologies while explicitly aiming to change gender norms and relations in order to promote gender equality.⁹

- Such approaches understand that gender is a social construct, which influences how women and men conceive of themselves; how women and men interact in face of expectations; how opportunities and resources are allocated (Risman 2004).
- Gender transformative approaches see the social context as not just something to understand and work within, but as something to act on (Kabeer 1994; Kabeer and Subrahmanian 1996). They, therefore, aim to address the causes of gender inequality and not just the symptoms.
- Examples of interventions are: organizing women and creating awareness of their rights, increasing women's ownership of livestock and their ability to market on their own terms, interventions at household level that improve intra-household decision-making on livestock management including sales and distribution of income from sales.
- In this way the intervention can define strategies to upgrade women's activities while including men in ways that they find relevant, avoiding interventions that only target women and may cause conflict.

Gender responsive monitoring

Gender responsive monitoring and evaluation systems are central to testing expected impact pathways and generating learning to document the outcomes of gender transformative interventions and the conditions under which they are achieved. They should track changes in: the material conditions and social positions of women and men participating in the chain; gender attitudes and practices of chain actors; and chain level performance, including women's and men's shares in chain employment and income across nodes¹⁰.

A gender-sensitive indicator can be defined as “an indicator that captures gender-related changes in society over time” (Beck 2000: 7). In order to carry out gender-sensitive monitoring, [sex] disaggregated data is required¹¹.

Sex-disaggregated data

Statistics disaggregated by sex or gender¹² and sometimes by age.

Gender issues

- Gender division of labour (productive, reproductive, community roles) and roles. Examples: Women tend to have more responsibilities and spend more time in productive, reproductive, and community roles. Often though, their roles in productive labor tend to be invisible and undervalued. For example, women play an important role in the dairy value chain, they may feed cattle, and take care of hygienic processes.
- Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources. Examples: Gender division of labor do not map directly into livestock ownership. Women are more likely to own small livestock than large livestock. In East Africa, only about 30% of female-headed households

⁹ CGIAR. 2013. Gender strategy of the CGIAR Research Program on Livestock and Fish

¹⁰ CGIAR Research program on Livestock and Fish. 2013. Kantor, P. The contribution of gender transformative approaches to value chain research for development. Brief.

¹¹ Worldbank. Gender issues in monitoring and evaluation. Overview.

¹² Worldbank. Gender issues in monitoring and evaluation. Overview

owned livestock (EADD 2009). In cattle owning households, women owned less than 20% of the cattle¹³.

- Gender differences in decision-making and leadership.
- Nature and level of participation of men and women in livestock and fish value chains; Examples: In India, women play a significant role in providing family labor for livestock-keeping, and among poorer families, their contribution often exceeds that of men (George and Nair 1990)¹⁴. Women's participation in value chains of livestock and aquaculture often are concentrated in the informal economy, and are invisible. Roles (and relative power) in production, processing, and marketing differ by gender—for example, men commonly catch fish and women process or sell them locally.
- Gender differences in education level and technical knowledge.

Systemic approach

The main innovation that systemic thinking introduces is that rather than prioritizing interventions that need immediate fixing, emphasis is given to defining the “issue creating system”, which is made up of interacting parts, which can be used to better understand reality, problems and the context in which they arise. Practically, systemic thinking can be used in participation with value chain system actors, to identify issues, analyze their boundaries, design strategies and policy interventions, forecast and measure their expected impacts, implement them, and monitor and evaluate their successes and failures¹⁵.

Value chain

Value chains include all the links that begin with an idea for a product or service and continue through to when that product/service is consumed, and sometimes also beyond to when it is deposited after use. Value chains also include the institutional and governance arrangements that enable these systems to function.¹⁶

¹³ CGIAR. 2013. Gender strategy of the CGIAR Research Program on Livestock and Fish

¹⁴ CGIAR. 2013. Gender strategy of the CGIAR Research Program on Livestock and Fish

¹⁵ See CGIAR 2014 Capacity development 2014-2016 (draft)

¹⁶ CGIAR research Program 3.7. 2011. More meat, milk and fish by and for the poor. Proposal submitted to the CGIAR consortium board by ILRI on the half of CIAT, ICARDA & WorldFish Center.

Introduction

The framework for this gender capacity assessment and development guide consists of the Livestock and Fish capacity assessment guideline¹⁷, and capacity development approach as outlined in the Capacity Development Road Map 2014-2016¹⁸, and refers to the capacity assessment framework currently used by UNDP¹⁹ and FAO²⁰. It contributes to its gender strategy²¹. Capacity development was highlighted as a priority in the program's capacity development roadmap 2014-2016 and its gender strategy, "Increased gender capacity within CGIAR centers, partner organizations and value chain actors to diagnose and overcome gender based constraints within value chains"²².

In 2014, ILRI undertook a survey with partners in targeted livestock and fish value chains in four countries (Ethiopia, Uganda, Tanzania and Nicaragua) to ascertain their gaps in gender capacity related to integrating gender into agricultural programming. In all four countries, the primary obstacles to integrating gender included lack of financial resources, lack of staff training and lack of appropriate gender tools²³. The results from the survey motivated the livestock and fish program to commission a more systematic gender capacity assessment²⁴. This guide is developed by Transition International²⁵, on the request of ILRI, in response to this.

Objectives of this guide

The development of gender capacities is crucial for the achievement of development objectives, such as program objectives. Gender capacity development helps to strengthen and sustain value chain upgrading. It therefore needs to be integrated in program implementation, from the start to the end. Capacity development interventions are designed based on a capacity assessment, e.g. the analysis of desired capacities against existing capacities.

The **overall objective** of this gender capacity assessment and development guide is to guide the process of analyzing the current gender capacities against desired future gender capacities of the program's partners in four value chain countries (Ethiopia, Uganda, Tanzania and Nicaragua), and to subsequently design tailor-made capacity development interventions per country.

Gender capacity assessment (CA) is a key step because it:

- a) Identifies gender capacity gaps along the value chain;
- b) Fosters a discussion around priorities for actions in the context of specific impact pathways;
- c) Identifies opportunities for investments and leveraging capacity development activities with partners;
- d) Provides a starting point for the formulation of a gender capacity development responses;
- e) Establishes baselines and indicators for capturing learning, measuring, monitoring, and evaluating progress in capacity development;
- f) Supports comparative analyses of gender capacities across value chains and countries.²⁶

¹⁷ CGIAR. 2014. Capacity Assessment Guideline (draft)

¹⁸ CGIAR. 2014. Capacity development 2014-2016 (draft)

¹⁹ UNDP. 2008. Capacity assessment methodology user's guide

²⁰ FAO 2011. Learning module 1. Enhancing FAO's practices for supporting capacity development of member countries

²¹ CGIAR. 2013. Gender strategy of the CGIAR Research Program on Livestock and Fish.

²² ILRI 2014 Consultancy Terms of Reference Form. : Livelihoods, Gender & Impact Program

²³ Colverson, K. 2014. Gender Capacity Gaps in Livestock and Fish Value Chain Partners. Discussion paper.

²⁴ Waithanji, E. 2014 Developing and Implementing an Effective and Efficient Gender Capacity Development Strategy for Partners. Powerpoint presentation.

²⁵ See www.transitioninternational.com

²⁶ CGIAR. 2014. Capacity Assessment Guideline (draft).

The results of the assessments should lead to the formulation of capacity development responses so as to increase the ability of the different livestock and fish program partners to effectively and efficiently perform functions, solve problems, and set and achieve objectives in a gender responsive manner.

Who this guide is for

This gender capacity assessment and development guide is developed for the CGIAR Livestock and Fish research program, which is led by the International Livestock Research Institute (ILRI).

The guide aims to facilitate gender capacity assessment and development of ILRI's research and developmental partners who currently support joint delivery of outputs of the livestock and fish program or who could be potentially involved. It does not aim to assess gender capacities of ILRI or its operational partners.

About this guide

The guide is tailor-made for ILRI, and guided by the program's Theory of Change whose outcomes are defined by six Intermediate Development Outcomes (IDOs) and the program's five flagship projects.

The guide starts by providing some background information on the program, its approach to capacity development and the core gender issues it addresses. It subsequently presents the tailor-made three-dimensional framework designed for the gender capacity assessment and development process. It differentiates three sets of variables, namely:

1. The three levels of capacities (enabling environment, organizational and individual);
2. The type of partner according to their functions; and
3. The Core Gender Capacities formulated based on insights and experiences from gender capacity assessments and the type of work done by livestock and fish partners.

It then provides a comprehensive set of gender parameters along these three sets of variables, clustered per type of partner. These parameters are the basis for the capacity assessment and capacity development processes, as reflected in the three tools that have been developed to assess capacities at organizational (annex 1), individual (annex 2), and enabling environmental level (annex 3) for each type of partner.

The final section describes the six steps of the assessment process.

Gender capacity development in the livestock and fish program

The CGIAR Livestock and Fish research program uses a Theory of Change whose outcomes are defined by six Intermediate Development Outcomes (IDOs), described in the extension proposal request²⁷. These IDOs identify key areas in value chains where research for development will:

1. Enhance productivity of livestock enterprises;
2. Deliver more and better quality animal resource foods;
3. Enable a more gender equitable distribution of income and employment;
4. Reduce the nutrition gap for poor consumers;
5. Lower environmental costs; and
6. Foster better policy incentives.

The program will deliver these outcomes via two distinct pathways:

1. First, within target value chains, it will work with development partners to identify and co-create contextually appropriate solutions, and develop value chain actor capacity to work with these for equitable impact.
2. Second, International Public Good outputs will include models to promote targeted dissemination of results through publications, social and mass media, to provide sufficient supporting evidence and platforms for global promotion and adoption of innovations.

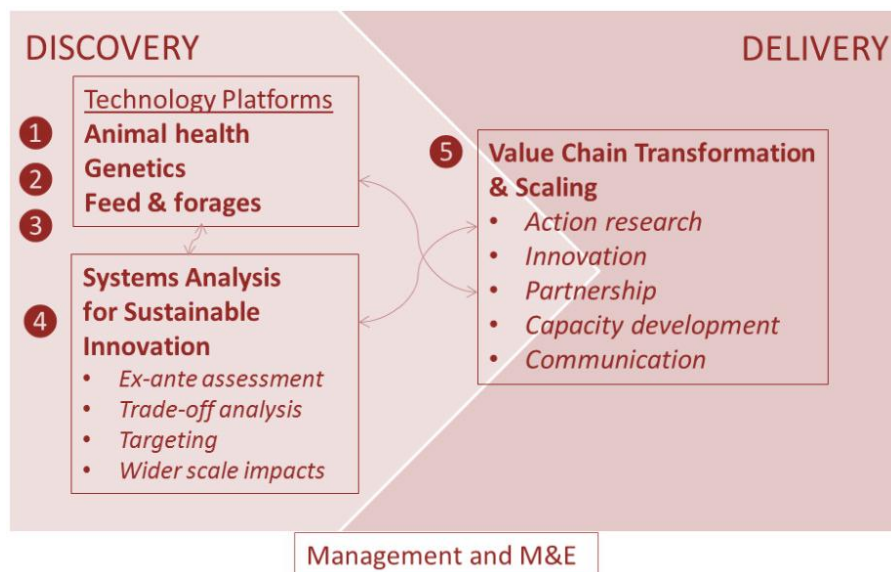
Five flagship projects aim to deliver research results that will lead to development results as defined by the IDOs:

1. Animal health;
2. Animal genetics;
3. Feeds and forages;
4. Systems Analysis for Sustainable Innovations (SASI);
5. Value Chain Transformation and Scaling (VCT).

As illustrated in the box below, three technology flagships, animal health, animal genetics, and feed & forages, work to develop and offer technical options that fit with value chain demand. The Systems Analysis for Sustainable Innovations flagship helps to evaluate candidate technologies. The Value Chain Transformation and Scaling flagship integrates and targets these within value chain systems and works with value chain actors and development partners to innovate and adapt these for contextual fit.

²⁷ CGIAR. 2014. Extension Request 2015-2016: CRP Livestock and Fish.

FIGURE 1. THE 5 LIVESTOCK AND FISH PROGRAM FLAGSHIPS²⁸



The Livestock and Fish CRP developed monitoring and evaluation architecture to allow the program and its stakeholders to track progress both in producing its intended research outputs and in achieving its target development outcomes. The livestock and fish IDO manual²⁹ provides a set of clearly defined indicators for measuring the progress related to the program’s targeted development outcomes. The indicators will measure the achievement of the IDOs after 10-12 years, with data collection at the start and end of a program or project. Value chain country coordinators are responsible for overseeing data collection, but the actual data may be gathered by partners and “next users” of value chain program interventions. Many indicators are sex segregated and gender specific, for example Indicator 3.1.2: “Total household income in value chain actors’ households controlled by women”. See Annex 6 with all gender specific indicators. The program has not yet developed indicators to measure capacity development.

Capacity development and assessment in the program

As described in the capacity development roadmap³⁰, the program’s capacity development interventions are based on the premise that the five flagships and Intermediate Development Outcomes (IDOs) along with Theories of Change (ToCs) and Impact Pathways (IPs) are the framing context for capacity development work. Developing capacities in institutions and value chain (agribusiness) markets is a subtle process in which key players (implementers), value chain actors (intermediate beneficiaries) and producers (the primary clients), service providers / private sector partners and policy makers all play different roles. In practice that means that political and governance processes are required to function, that linkages are made across and between sectors to achieve shared goals and to deliver services and products. It also means that rural communities and organizations drive their own ongoing capacity development and mobilize resources to develop new capacities in the face of new challenges. “Capacity” needs to be seen as an emergent property of the functioning of different processes in a system. Capacity is therefore not a distinct “outcome” that can be influenced by a single intervention, training, or organization³¹.

²⁸ CGIAR. 2014. Extension Request 2015-2016: CRP Livestock and Fish.

²⁹ CGIAR. 2014. Livestock and Fish research program core and medium-term intermediate development outcome (IDO) indicator manual.

³⁰ CGIAR. 2014. Capacity development 2014-2016 (draft)

³¹ CGIAR. 2014. Capacity Assessment Guideline (draft) and CGIAR. 2014. Capacity development 2014-2016 (draft)

Gender in the livestock and fish program

The program's gender strategy was developed in a consultative process involving several scientists from different partner institutions (ILRI, WorldFish and CIAT) from multiple countries (Uganda, Tanzania, Ethiopia and Nicaragua)³². The gender strategy operates along a continuum of gender integration approaches, from the accommodating to the transformative, and approaches gender as both an area of strategic research and as a cross-cutting thematic area that informs and deepens the relevance of other research themes.³³

Gender is mainstreamed and researched in all flagships and value chains. The strategic gender research agenda is housed in the fourth flagship (SASI). A special gender initiative was conceived to oversee the planning and delivery of gender-related outputs and associated reporting³⁴. The main gender issues per flagship are listed in annex 5.

The gender strategy's outputs focus on:

- Gender capacity to diagnose and overcome gender-based constraints within value chains;
- The nature and level of participation in livestock and fish value chains;
- Entitlements to access to markets and control over resources, technologies, labor, power, and the benefits of their work;
- Level and equity in animal source food consumption within poor households.³⁵

The first output is concerned with gender capacity development. In-depth and representative capacity assessments are needed to inform the development of gender capacity materials and future trainings for partners. Further research is needed on the specific types of training and tools that would be most appropriate to partner needs, as the results will have implications for development of future gender materials and capacity development in the livestock and fish program³⁶.

³² Waithanji, E. 2014 Developing and Implementing an Effective and Efficient Gender Capacity Development Strategy for Partners.

³³ CGIAR. 2013. Gender strategy of the CGIAR Research Program on Livestock and Fish.

³⁴ CGIAR. 2014. Extension Request 2015-2016: CRP Livestock and Fish.

³⁵ CGIAR. 2013. Gender strategy of the CGIAR Research Program on Livestock and Fish.

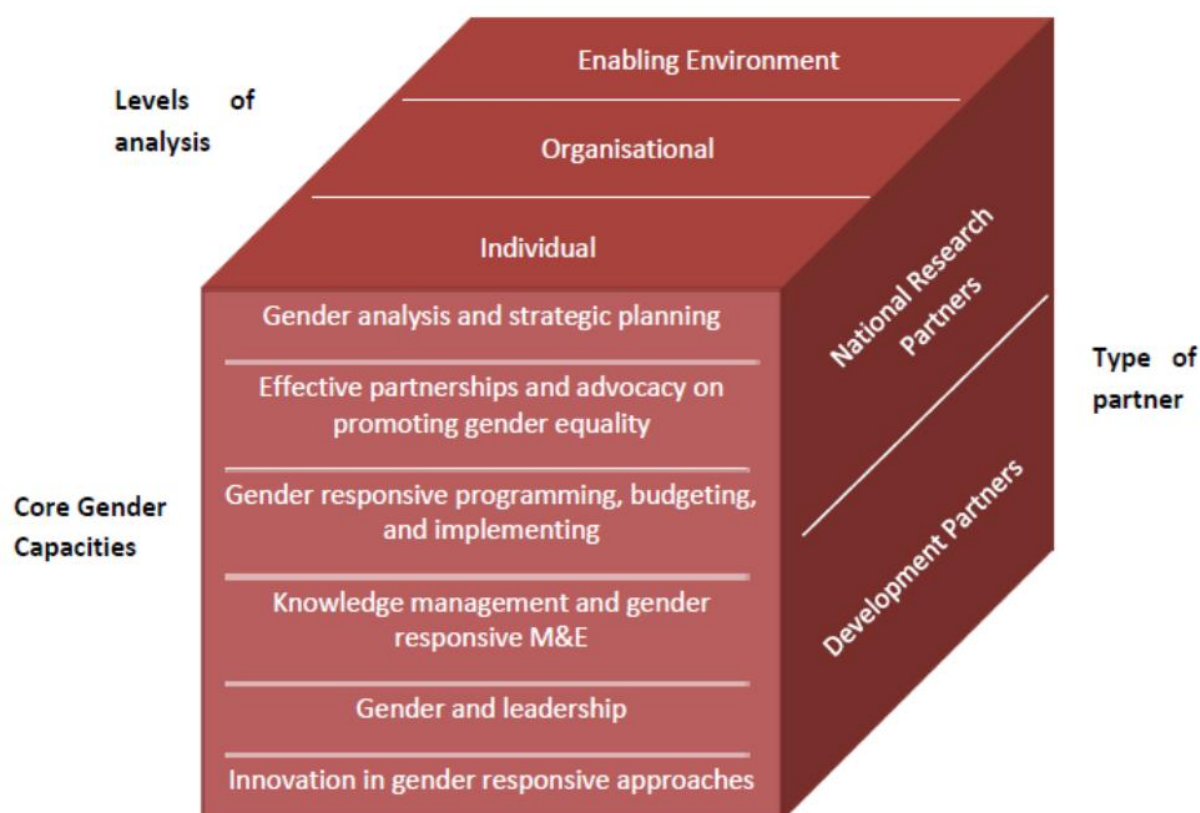
³⁶ CGIAR. 2014. Consultancy Terms of Reference Form

Conceptual framework for gender capacity assessment

The methodology for this guide is based on a systemic approach to capacity development. This chapter presents the three-dimensional framework designed for the gender capacity assessment and development process. It differentiates three sets of variables, namely:

1. Three levels of capacities (enabling environment, organizational, and individual);
2. Type of partner according to their functions;
3. Core Gender Capacities formulated based on insights and experiences from gender capacity assessments and the type of work the program's partners are engaged in.

The above sets of variables can be visualized in the below three-dimensional matrix, which will be clarified in the sections below.

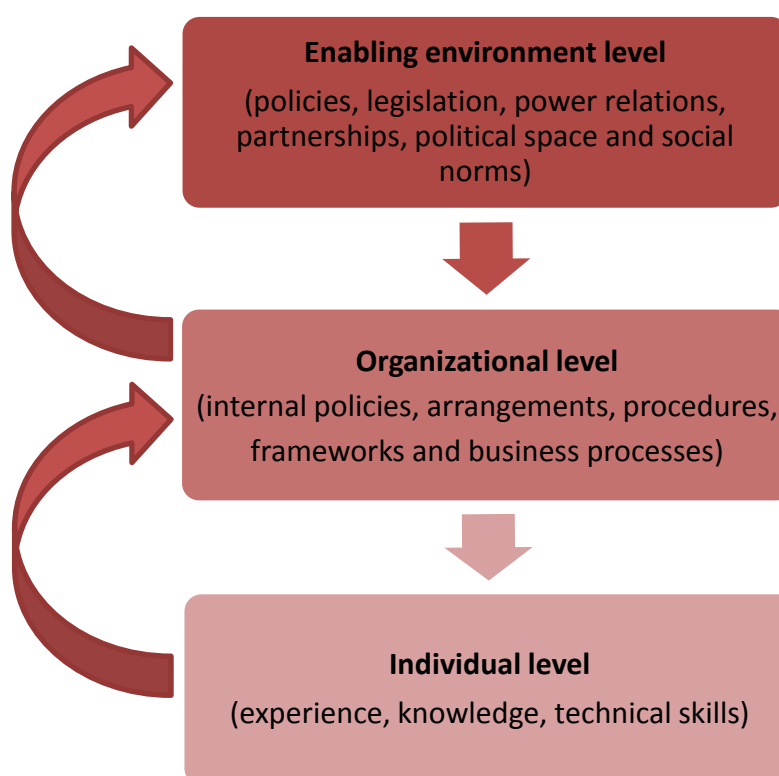


Three levels of analysis

The first variable is the level of analysis (enabling environment, organizational and individual): Recognizing that gender capacities are required at these different levels in order to create maximum impact. Each of these levels can be the point of entry for the capacity assessment and consequent capacity development interventions:

- The **enabling environment**: The broader system, including downstream/upstream policies, rules and legislation, regulations, gender power relations, external partnerships, political space and gender norms and values;
- The **organizational** level: The internal policies, arrangements, procedures and frameworks that allow an organization to mainstream gender in all its operations, enabling the coming together of individual capacities for achieving common goals; and
- The **individual** level: The skills, experience, knowledge, leadership, and motivation of people enabling gender mainstreaming.

Figure 2. Levels of capacity



Types of partners and their functions

The second variable is the type of work and roles/functions the partner is actually engaged in. Partnership for the program occurs at three levels³⁷:

1. **Operational:** the four CGIAR centers (ILRI, Worldfish, CIAT and ICARDA) that work in partnership to jointly deploy appropriate research within nine country value chains and are responsible for planning and management.
2. **Research:** In addition to the combined and aligned research capability of the four operational partners, global and national research partnership negotiations have been initiated with universities and research institutes to broaden the breadth of research offered.
3. **Development:** Development partners are engaged to help adapt innovations for wider impact at scale. The development partners have been further specified in the development partnership strategy³⁸:
 - Development actors are defined as national and international development agencies and companies that, from an external perspective, seek to boost value chain performance, often across many countries. They do this for reasons of public good, to open up new supply for markets that they are engaged in, or to stimulate new demand for their goods and services. These tend to be large and influential organizations whose commitment to the value chain lasts as long as their resources and intentions allow.

³⁷ CGIAR. 2014. Extension Request 2015-2016: CRP Livestock and Fish.

³⁸ CGIAR. 2014. CRP Livestock and Fish – A Strategy for Development Partnerships.

- Value chain system actors are defined as those that operate within and around a value chain. They include but are not limited to input suppliers, producers, transporters, processors, wholesalers, retailers, consumers, government regulators; and public and private knowledge, business development and financial service providers. They seek to create or stimulate a wider efficiency within a chain. They do so for reasons that range from creating better business opportunities for themselves, to public good actors that seek social and economic transformation through improved equity and access to services. By and large they are local businesses, Civil Society Organizations, NGOs and government departments whose services and mandates overlap, and who are embedded as permanent features in value chains.

With regard to integrating gender in the program, each of these actors has different roles and functions to play, and therefore have different needs in terms of gender capacities. Researchers, value chain system actors and development actors view the nature and importance of gender and development issues in different ways.

The gender capacity assessment and development process excludes operational partners and focuses on the following two types of partners and their functions:

- **National Research Partners** (universities, research institutes), which design and undertake research, integrate gender, and communicate on gender in VC research.
- **National Development Partners** (local government offices, extension offices, local / national NGOs, service providers), which co-design programs and deliver joint outputs across similar programming objectives, do joint advocacy and resource mobilization.

In practice, partners and actors will perform various functions, they can do for example research as well as extension work.

Core gender capacities and parameters

The third variable is the six **core gender capacities**, which are identified for partner organizations so they can co-design and co-implement gender responsive interventions within the program. Not every partner and country may require full capacities in all six areas, but the capacity assessment will consider all six. This core gender capacities were derived from gender organizational assessment frameworks and tools such as those used by ILO³⁹, SNV⁴⁰, FAO⁴¹, Interaction⁴², as well as the nature of the work of the partners. They are:

1. **Gender analysis and strategic planning:** The capacity to design and conduct gender analysis within the context of any of the flagships, access to, and level of knowledge and experience in applying gender analytical tools and methodologies, and the capacity to use gender analytical data to inform new research and policies and to create new opportunities that can be leveraged to support the program activities and eventual scaling up.
2. **Gender responsive programming, budgeting and implementation:** The capacity to implement gender responsive programs as planned, to mainstream gender throughout all operations and programs and allocate financial and human resources for it, having a gender sensitive structure and organizational culture reflected amongst others in an internal gender balance.

³⁹ ILO. A manual for gender audit facilitators. The ILO participatory gender audit methodology.

⁴⁰ SNV. 2000. Manual for the Participatory Gender Audit

⁴¹ FAO. 2011. Gender audit of the Food and Agriculture Organization of the United Nations

⁴² Interaction. 2009. Gender audit: a tool for organizational transformation.

3. **Knowledge management and gender responsive M&E:** The capacity to collect and analyze sex disaggregated data, to monitor, and to report on gender responsive programming, specific gender outputs and outcomes, knowledge management, outreach and communication capacity to document stories, blog post and research publications, ensuring wide (social media) outreach on gender responsive programming and its results.
4. **Effective partnerships and advocacy on promoting gender equality:** The capacity to build coalitions, influence government and external partners, and to advocate for women's rights. The definition of development partnership relationships provided in the development partnerships strategy⁴³ identifies inspired alignment of independent autonomous organizations that come together for strategic reasons, not financial ones.
5. **Gender and leadership:** Commitment and accountability to gender equality and women's leadership, and the organization's leadership's capacity to provide adequate vision and guidance to enhance policies on gender mainstreaming.
6. **Innovation in gender responsive approaches:** Innovative and experimental approaches for impact in women's empowerment (from accommodating to transformative), capacity to search for, absorb and share information, knowledge and resources.

Gender capacity parameters

Based on the above outlined sets of variables, the tables below provide an overview of the parameters which will be used for assessing partners' core gender capacities. The parameters are different for each type of partner. Based on these parameters, specific questionnaires and other tools are developed (See annex 1 - 3).

⁴³ CGIAR. 2014. CRP Livestock and Fish – A Strategy for Development Partnerships.

Gender capacity parameters for National Research Partners (NRPs)

A	Core Gender Capacity: Gender analysis and strategic planning
A.I.1	The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on NRPs capacity to conduct action research that enables identification of interventions that are likely to lead to gender equitable benefits for women and men participating in the value chain
A.II.1	The capacity to systematically include gender analysis in all research of the targeted VC
A.II.2	The capacity to develop and apply gender analytical frameworks and tools in research
A.II.3	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.
A.II.4	Providing access to gender (analysis) training for female and male scientists
A.III.1	The capacity and commitment of scientists to include gender analysis in their research work
A.III.2	The ability to understand and use gender analysis tools and frameworks
A.III.3	The ability to apply and translate gender (analysis) training in work
B	Core Gender Capacity: Gender responsive programming, budgeting, and implementation
B.I.1	The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the capacity to develop gender responsive research
B.I.2	The effect of the partner's research on governmental gender policies, budgets, and implementation
B.II.1	The capacity to undertake gender responsive research
B.II.2	The capacity to ensure that outcomes of gender responsive research are used by development actors and service providers in their VC interventions
B.II.3	The capacity to use feedback from gender responsive interventions to new research
B.II.4	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation
B.II.5	The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance
B.II.6	Presence of gender scientists who have the capacity to do gender specific research
B.II.7	Position and mandate of gender scientists and/or focal points
B.III.1	Ability of scientists and other staff to implement gender responsive research
C	Core Gender Capacity: Knowledge management and gender responsive M&E
C.I.1	The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the capacity to collect and analyze sex disaggregated and gender equality data, to monitor and to report on gender responsive programming, to develop knowledge products
C.I.2	The effect of the partner's knowledge products on policies and legislations regarding gender and on gender relations and social norms
C.II.1	The capacity to collect, interpret and report on sex-disaggregated data in all research
C.II.2	Existence and quality of a gender responsive M&E system and ability to use it
C.II.3	The capacity to provide inputs for national policies and legislation on gender responsive knowledge management within VCs
C.II.4	The capacity to collect, develop and make accessible quality knowledge documents and publications on gender
C.II.5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications
C.III.1	Scientists' ability and commitment to collect, interpret and report on sex- disaggregated data

C.III.2	Presence of (gender/M&E) experts who have the capacity to analyze sex disaggregated and gender equality data, to report on gender responsive programming and to develop knowledge documents and publications on gender
D	Core Gender Capacity: Effective partnerships and advocacy on promoting gender equality
D.I.1	The effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the capacity to develop partnerships and coalitions, and advocate for gender equality
D.I.2	The effect of partner's knowledge and advocacy on policies and legislations regarding gender and on gender relations and social norms
D.II.1	The capacity to participate in advocacy for gender equality
D.II.2	The capacity to produce relevant research material that is used (by other partners) to advocate for gender equality in the value chain
D.II.3	The capacity to develop and maintain effective partnerships with actors along the VC targeted at advocating for and promoting gender equality together with the partner
D.III.1	Staff competency to produce relevant research material
E	Core Gender Capacity: Gender and leadership
E.I.1	The enabling or hindering effect of the environment on the organization's commitment and accountability to gender equality and women's leadership
E.II.1	Organization's commitment to gender equality and transforming gender power relations
E.II.2	Organization's leadership / senior management accountability to gender equality and transforming gender power relations
E.II.3	Organization's vision towards gender equality and transforming gender power relations
E.II.4	The capacity to undertake research on women's decision-making power and their role in leadership positions and how to make these more equitable
E.II.5	Effectiveness in hiring women as researchers and fellows and to acquire gender balance throughout the organization
E.II.6	Presence of women in leadership (management, senior scientists) and balanced representation
E.III.1	Capacity to research women's decision-making power and their role in leadership positions and decision-making bodies
E.III.2	Researcher's knowledge, attitudes and practices towards enhancing women's positions in leadership
F	Core Gender Capacity: Innovation in gender responsive approaches
F.I.1	The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the capacity to develop and share Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women
F.II.1	The capacity to develop, test and apply Gender Transformative Approaches (GTAs)
F.II.2	The capacity to evaluate and share insights on Gender Transformative Approaches (GTAs)
F.II.3	The capacity to ensure innovative GT approaches are used by others and scaled up
F.III.1	Scientist's ability to conduct research into Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women

Gender capacity parameters for development partners

A	Core Gender Capacity: Gender analysis and strategic planning
A.I.1	The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the organization's capacity to analyze factors that enhance or hinder men and women to attain equitably benefits from the value chain, and to formulate and manage strategic planning processes to enhance gender equality
A.II.1	The capacity to analyze gender dynamics within the value chain
A.II.2	The capacity to apply gender analysis tools and frameworks
A.II.3	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these
A.II.4	Providing access to gender (analysis) training for female and male staff
A.II.5	The capacity to develop strategies to address gender dynamics that widen the benefit gap between women and men in the value chain
A.III.1	Staff's knowledge of gender analytical frameworks and tools, and the ability to analyze gender dynamics within the value chain
A.III.2	The ability to understand and use gender analysis tools and frameworks
A.III.3	The ability to apply and translate gender (analysis) training in work
B	Core Gender Capacity: Gender responsive programming, budgeting, and implementation
B.I.1	The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the organization's capacity to develop gender responsive programs
B.I.2	The effect of the partner's work on governmental gender policies, budgets, and implementation
B.II.1	The capacity to implement programs in line with national gender policies and frameworks
B.II.2	The capacity to develop gender responsive programs
B.II.3	The capacity to translate research outcomes to define and/or adjust gender responsive programs
B.II.4	The capacity to ensure that interventions benefit women and men equally
B.II.5	The capacity to sensitize communities on gender issues
B.II.6	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation, and the proportion of project budget allocated to gender mainstreaming
B.II.7	The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.
B.II.8	Presence of gender experts who have the capacity to develop and implement gender responsive programs
B.II.9	Position and mandate of dedicated gender staff (expert or focal point)
B.III.1	Staff's ability to implement gender responsive interventions
B.III.2	Balance between responsibilities of gender experts and general staff members on gender mainstreaming
B.III.3	Gender expert's capacity to negotiate for dedicated financial resources for gender mainstreaming within the organization
C	Core Gender Capacity: Knowledge management and gender responsive M&E
C.I.1	The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the organization's capacity to collect and analyse sex disaggregated and gender equality data, to monitor and to report on gender responsive programming, to develop knowledge products
C.I.2	The effect of the partner's knowledge products on policies and legislations regarding gender and on gender relations and social norms

C.II.1	The capacity to collect, interpret and report on sex- disaggregated data
C.II.2	Existence and quality of a gender responsive M&E system and ability to use it
C.II.3	Capacity to train other actors on gender responsive M&E
C.II.4	Access to and production of knowledge documents and publications on gender
C.II.5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications
C.III.1	Staff's ability to collect, interpret and report on sex- disaggregated data
C.III.2	Staff's ability to develop/work with gender sensitive systems and tools for monitoring, evaluation and learning and measuring changes from gender interventions
C.III.3	Staff's access to and ability to produce quality documents and publications on gender
C.III.4	Access to gender-sensitive M&E training of female and male staff
D	Core Gender Capacity: Effective partnerships and advocacy on promoting gender equality
D.I.1	The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the capacity to develop partnerships and coalitions, and advocate for gender equality
D.I.2	The effect of partner's knowledge and advocacy on policies and legislations regarding gender and on gender relations and social norms
D.II.1	The capacity to advocate for gender equality
D.II.2	The capacity to develop joint gender advocacy materials with other organizations and use research outcomes and other material to advocate for gender equality in the value chain
D.II.3	The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable
D.II.4	The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC
D.III.1	Staff competency to build partnerships and coalitions
D.III.2	Staff competency to advocate for gender equality
D.III.3	Staff competency to develop joint gender advocacy materials with other organizations
E	Core Gender Capacity: Gender and leadership
E.I.1	The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the organization's capacity to influence the local and national discourses on gender social norms regarding female leadership and women's decision-making power
E.II.1	Organization's commitment to gender equality and transforming gender power relations
E.II.2	Organization's leadership / senior management accountability to gender equality and transforming gender power relations
E.II.3	Organization's vision towards gender equality and transforming gender power relations
E.II.4	The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions
E.II.5	Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance
E.II.6	Presence of women in leadership (management) and balanced representation
E.III.1	Access to leadership training of female staff
E.III.2	Ability of female staff to influence decisions, participate and voice one's needs and aspirations
E.III.3	Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs
F	Core Gender Capacity: Innovation in gender responsive approaches
F.I.1	The enabling or hindering effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the organization's capacity to develop and share Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women

F.II.1	The capacity to apply gender transformative approaches (GTAs)
F.II.2	The capacity to recognize and analyze gender transformative outcomes
F.II.3	The capacity to document and learn from GTA's
F.II.4	The capacity to ensure GTA's are used by others and scaled up
F.III.1	Staff's ability to apply Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women

Gender capacity assessment and development process and steps

The gender capacity assessment and development will involve a number of steps, from preparation, to assessment, formulating and implementing a capacity development response, to evaluation and reporting. The steps are based on the program's capacity assessment guideline⁴⁴, and capacity development approach as outlined in the Capacity Development Road Map 2014-2016⁴⁵. The following six steps are required:

- Step 1: Engage stakeholders and design gender capacity assessment tools per country;
- Step 2: Conduct capacity assessments in-country;
- Step 3: Interpret and analyze capacity assessment data;
- Step 4: Formulate and implement a capacity development response per country;
- Step 5: Evaluate the process and outcomes of the capacity development response per country;
- Step 6: Finalize a capacity development response per country and present a gender capacity response implementation report.

The steps proceed in a spiral, each of which is composed of a circle of planning, action and fact-finding about the results of the action. Ideally, the gender assessment team consists of two or more (inter)national consultants, who are gender experts.

Step 1: Engage stakeholders and design gender capacity assessment tools per country

The gender capacity assessment process starts with identifying organizations and individuals that need to be involved in the assessment process, what roles they play and any stakes they have in bringing about change.

Key Activities:⁴⁶

- Rapid pre-assessment (desk) review of relevant documents, including country specific reports and other documentation related to gender in the value chain in that country;
- Define the objectives and scope of the gender capacity assessment in that particular country together with Country Value Chain Coordinator;
- Decide on stakeholders that need to be involved: National VC partners to be involved in the assessment, persons within targeted partners (management, staff, and gender experts), and gender experts and gender focal points that are not necessarily related to partners, through preliminary (Skype) discussions with the Country Value Chain Coordinator;
- Develop a work plan detailing what needs to be done, by whom, when, what resources are required with objectives, and relevant capacities to be assessed;
- Adapt capacity assessment tools to the specific context at hand;
- Prepare detailed agenda including list of partners and/or persons to meet;
- Procedure of reaching out to any of these stakeholders, including responsibilities and tasks of the assessment team and the national operational partner.

These activities need to be finalized at least 2 weeks before visiting the country to allow enough time for preparations, especially setting up meetings and workshops.

⁴⁴ CGIAR. 2014. Capacity Assessment Guideline (draft)

⁴⁵ CGIAR. 2014. Capacity development 2014-2016 (draft)

⁴⁶ Adapted from: CGIAR. 2014. Capacity Assessment Guideline (draft)

Step 2: Conduct capacity assessments in-country

The gender capacity assessment will generate both a quantitative ranking of capacities and qualitative information, which will help to specify priorities for action on capacity development. During this step three different tools will be applied to gather information:

Tool 1. FGD with questionnaires for organizations (Annex 1): The capacities of development partners and research partners, at organizational level, will be assessed during a FGD that includes a questionnaire. The FGDs will also provide some information related to individual capacities since organizational capacities should allow the development of individual capacities. Each organization will assess its own capacities, guided by the consultant(s). The capacities will be scored following the parameters. Aside from scoring, the tool gives sufficient space for detailed qualitative information. After scoring the capacities, participants will define priority capacities for capacity development, and decide upon desired capacities. It is important that the questionnaire is administered by a trained gender expert, as the questions need to be explained and sometimes adapted to the local situation. This tool will take approximately 3-4 hours.

Tool 2. Online questionnaires (Annex 2): To get more in-depth information, from a different viewpoint, individuals (mid-level staff and gender experts) are invited to fill in an online questionnaire. The questionnaire tool assesses capacities at individual level. In order to increase the response rate, questionnaires will also be made available as a printout, to be distributed via the management of the organization. Filling in the questionnaire will take less than 15 minutes. If necessary, the consultant team will make follow up calls to reach the desired response rate.

Tool 3. Key informant interviews (Annex 3): The third tool is developed to collect data at the level of the enabling environment. This tool is a semi-structured interview, to be held with (gender) experts who are part of the program, either operational, development or research partners. This can include experts working for organizations that are excluded from the assessment, such as SNV, CARE, GIZ, as well as ILRI or any of the other operational partners, since these people are expected to have a good overview and insight of national gender issues, legislation, civil society, etc. Key informant interviews can be done with one or several experts at the same time and will take approximately 45 minutes.

Key Activities

- Kick-off meeting with Country Value Chain Coordinator, Flagship and Cluster Leaders, gender focal point, and others (to be determined) to get more understanding of the partnership, validate work plan and agree on gender capacity issues relevant in the specific country/value chain that need to be assessed, as well as partners and experts to be involved;
- Key informant interviews to determine relevant gender issues and institutional context in that particular country and value chain;
- Refine capacity assessment tools (especially questions for each of the parameters) with relevant gender issues in that particular country and value chain;
- Assessments of selected key partners' (representing the different types of actors) existing and desired gender capacities at organizational and individual level through a facilitated discussion and questionnaire (since the tool takes approximately 3 hours, only 2 organizations can be assessed in one day);
- Online questionnaire to be filled in the same week by individuals;
- Feedback/validation meeting with Country Value Chain Coordinator, Flagship and/or Cluster Leaders, gender focal points, key partners to discuss preliminary findings and to provide an opportunity to share additional contributions or correct/adjust earlier provided information. In this workshop, environmental factors and their influence on capacities, will be discussed, as well as key desired capacities.

Step 3: Interpret and analyze capacity assessment data

Once meetings have been conducted, and interviews and questionnaires have been completed, the capacity assessment team will interpret the results. For the data entry, presentation and analysis of results, excel worksheets will be used. Results will be analyzed at country level, per type of partner and core capacity. Data analysis will be both quantitative (analysis of scores) and qualitative (analysis of information coming from discussions and interviews).

When interpreting the assessment results, the team will discern gender capacity strengths and gaps and the patterns of these gaps. Through triangulation, the assessment team may find that the data and information gathered from different sources provide conflicting insights, especially with data coming from organizational and individual questionnaires. Individual perceptions are influenced by many factors, and the same rankings may be interpreted differently by different people. It is therefore important to get a variety of perspectives and take into account different points of view when writing the (preliminarily) gender capacity assessment report (see annex 4 for the report template).

The report will compare the level of desired capacity against the level of existing capacity. This helps determine whether the level of existing capacity is sufficient or needs improvement and helps the team identify priority topics for the initial capacity development response. The report will reflect upon an integrated set of deliberate and sequenced actions, attempting to build momentum for the capacity development process by outlining a combination of high-priority short-term initiatives and immediate quick-impact actions, as well as long-term activities that lead to the desired capacity development outcomes⁴⁷.

During the process of CA and CD, it is likely necessary to go back to an earlier step if information or knowledge is obtained as a consequence of the assessment. For example, after having done the capacity assessment (step 2) of partner organizations, we may wish to go back to refine tools and further interview other key stakeholders who can provide knowledge over an unresolved issue. In the same vein: during step 3, we may need to go back to assess some more, due to a new insight obtained from the analysis, and so on.

Step 4: Formulate and implement a capacity development response per country

The gender capacity development response will be tailor-made per value chain country. The capacity assets and needs identified by the gender capacity assessment provide the starting point for the formulation of a capacity development response. The guiding capacity development response is based upon the three-dimensional matrix with the three levels of capacity, the six core gender capacities and types of partners.

The capacity development response will start from existing strengths rather than weaknesses. It will combine medium-term initiatives (one year) with short-term activities (less than one year). The capacity development response is focused both on the value chain country as a whole, as well as capacities per partner organization that need to be developed. The response will furthermore indicate how the capacity development needs to be done.

The capacity development response shall be implemented under the coordination of the flagship coordinator with the facilitating support of the international consultancy team. During the CD process different types of learning methodologies will be applied, based on experiential learning

⁴⁷ CGIAR 2014 Capacity Assessment Guideline (draft)

(e.g. Kolb's adult learning cycle). This will require the inclusion of feedback loops in which results are systematized, analyzed and discussed, after which tools will be adjusted where necessary. Most adjustments will be done in the pilot country, but also in the other three countries, in order to respond to differences between the value chain countries.

The capacity development responses per value chain country will be budgeted. The actual allocation of this budget is the responsibility of each country coordinator.

Step 5: Evaluate the process and outcomes of the capacity development response per country

The results of the capacity development response will be evaluated after finalizing implementation (within one year), using the indicators that have been defined in step four. The capacity development is monitored throughout the implementation. Indicators for monitoring and evaluation will be defined for the relevant parameters as assessed in step three. These indicators will be used as basis for information collection, monitoring and evaluation of the capacity development response. Feedback loops based on Appreciative Inquiry⁴⁸, in other words starting from strengths and progress to remaining challenges, will indicate further action. In the iterative process, research leads to action, and action leads to evaluation and further action. The method generates new knowledge about the subject matter [= the "how-to" of the CD work that needs to take place] of the process as well as about the process itself. The process proceeds in a spiral of steps, each of which is composed of a circle of planning, action and fact-finding about the results of the action⁴⁹.

Step 6: Finalize a capacity development response per country and present a gender capacity development response implementation plan

The results of the evaluation of the capacity development process are used to further refine gender capacity development responses for each country in the future.

⁴⁸ Cooperrider D. L. and L.E. Sekerka. Toward a Theory of Positive Organizational Change. In Gallos, J.V. *Organization Development*. San Fransisco: Jossey-Bass: 223-238.

⁴⁹ Cheung-Judge and Holbeche. 2011. *Organization Development: A Practitioner's Guide for OD and HR*.

Annex 1. Organizational assessment tool

Introduction to the tool

Purpose

This tool is an assessment of six gender capacities at the organizational level. This level refers to organization's internal policies, arrangements, procedures and frameworks that allow an organization to operate and deliver on its mandate. The organizational capacities enable the coming together of individual capacities (the skills, experience, knowledge, leadership and motivation of people) for achieving common goals.

Methodology

The tool uses focus group discussion as well as a questionnaire. Minimum 2 but preferably 5-7 people, mixed positions, including the management of the organization, mixed gender should be encouraged to attend. After scoring the capacities, participants will define priority capacities for capacity development, and decide upon desired capacities. It is important that the questionnaire is administered by a gender expert, as the questions need to be explained and sometimes adapted to the local situation. This tool will take approximately 3 hours.

Instructions

The tool uses an Excel worksheet. For each organization, one worksheet is filled in.

1. Opening and introductions. Brief presentation on the background of the gender capacity assessment, development of a gender capacity development strategy and implementation of the strategy initiative, its purpose and scope (focused only on the targeted value chain)
2. Open the sheet "data entry_org". Fill in basic information on the organization, name of the interviewer, date and time of the interview, and notes, e.g. anything specific that happened before or during the interview that may have influenced the assessment
3. Explain the scoring 1-5 and practice with one parameter
4. Do the assessment, following the same order as the sheet. For each core gender capacity, facilitate a discussion around what each capacity would mean for this particular organization. Use the definitions in the guide. After a short discussion on each gender capacity, several questions that are related to this capacity, are scored. For each parameter, one or more questions need to be asked. While the parameters cannot change, the questions can be adapted to the local situation and understanding of the organization. The scoring is done by all present staff members together after consensus. Scores are entered next to the question. The comments should be entered next to the parameter.
5. After doing the assessment, open the sheet "summary c's". You should be seeing a list of all the parameters with their scores and comments. By selecting column D, you can sort the scores ascending and descending, to get the top 10 of strongest and least developed capacities. Copy the selection and paste (use "paste special") in the sheet "overview". After sorting, make sure that all the capacities are back in the original order, by sorting the first column (A).
6. Use the top 10 strongest and least developed capacities, to discuss capacity development. Capacities that have come up during the assessment should be included as well. The inputs for capacity development are entered in the sheet "data entry_org". The priority capacities are the parameters that need to be developed, the proposal for capacity development gives an explanation and content to what has been discussed.
7. Provide a brief narrative of the outcomes of the assessment (in the sheet "overview").
8. The sheet "overview" and "summary" can be saved as PDF and shared with the organization.

Scoring gender capacities

1. Very Low: No evidence or only anecdotal evidence of the gender capacity
2. Low: Gender capacity exists but has not been developed
3. Medium: Gender capacity exists and is under development or partially developed
4. High: Gender capacity exists, is widespread, but not comprehensive, further development is planned or needed
5. Very High: Gender capacity exists and is fully developed and integrated into the organization – no more capacity development needed

Development partners

Country:	
Name organization:	
Name(s), positions and gender of participating staff:	
Interviewer	
Date	
Time	
Notes	

Summary Core Gender Capacities	Average score
Gender analysis and strategic planning	
Gender responsive programming, budgeting, and implementation	
Knowledge management and gender responsive M&E	
Effective partnerships and advocacy on promoting gender equality	
Gender and leadership	
Innovation in gender responsive approaches	

Core Gender Capacity: Gender analysis and strategic planning			
Definition	The capacity to design and conduct gender analysis within the context of any of the flagships, access to and level of knowledge and experience in applying gender analytical tools and methodologies, and the capacity to use gender analytical data to inform new research and policies and to create new opportunities that can be leveraged to support the program activities and eventual scaling up.		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools.</p> <p>Discussion: what are gender issues in the targeted value chain?</p> <ul style="list-style-type: none"> • Gender division of labor (productive, reproductive, community roles) and roles; • Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources; • Gender differences in decision-making and leadership; • Nature and level of participation of men and women in livestock and fish value chains; • Gender differences in educational level and technical knowledge <p>Give some examples.</p> <p>Are these gender issues analyzed by the organization?</p>	Current score (1-5)	Comments
A.II.1	The capacity to analyze gender dynamics within the value chain		

	To what extent are gender dynamics within the value chain, including interpreting the various gender roles played by men and women, access to and control of resources and benefits, and other gender issues that enhance or hinder men and women to equitably benefit from the value chain, analyzed and understood by the organization? How does the organization know of these gender issues?		
	To what extent are incentives and procedures in place to ensure that staff applies gender analysis in their work? To what extent do staff always apply gender analysis in their work, e.g. before starting a project or intervention? Are projects checked on the existence and quality of gender analysis?		
A.II. 5	The capacity to develop strategies to address gender dynamics that widen the benefit gap between women and men in the value chain		
	To what extent are strategies developed to address gender dynamics in the value chain? What kind of interventions have been developed and implemented in 2014?		
A.II. 2	The capacity to apply gender analysis tools and frameworks		
	To what extent are gender analytical frameworks and tools to identify and address gender-based constraints and opportunities in technology and value chain developments in the targeted value chains applied? Which frameworks and tools are normally used?		
	To what extent does the organization make use of a toolkit or inventory of tools?		
A.II. 4	Providing access to gender (analysis) training for female and male staff		
	To what extent have all staff received sufficient training on gender (analysis)? How many trainings have they attended? Are the trainings sufficient in quality and quantity?		
A.II. 3	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these		
	To what extent does the organization understand internal gender dynamics and develop strategies to deal with these, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance? E.g. are affirmative actions necessary and to what extent?		

Core Gender Capacity: Gender responsive programming, budgeting, and implementation

Definition	The capacity to implement gender responsive programs as planned, to mainstream gender throughout all operations and programs and allocate financial and human resources for it, having a gender sensitive structure and organizational culture, reflected amongst others in an internal gender balance.		
FGD	Discuss the kind of programs that this organization implements. Are gender issues taken into consideration? Examples: - gendered participation in livestock and fish value chains; - gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations, and breeds; - women's access to markets and control over resources, technologies, labor, power and the benefits of their work; - level and equity in animal source food consumption within poor households; - Preferences of male and female producers for certain breeds; etc.	Current score (1-5)	Comments
B.II. 1	The capacity to implement programs in line with national gender policies and frameworks		
	To what extent does the organization develop and implement programs in line with national gender policies and frameworks? Are national gender policies and frameworks known and studied? In case of (para) governmental agencies: To what extent are the national gender policies implemented and actively communicated and disseminated by the organization?		
B.II. 2	The capacity to develop gender responsive programs		
	To what extent does the organization develop programs that are gender responsive? How many projects/programs implemented in the last year have an explicit focus on gender? What kind of projects have been developed last year?		
	To what extent is sufficient budget allocated for gender responsive interventions or projects? How much in 2014?		
	To what extent are systems, procedures and incentives in place to ensure that all interventions are gender responsive? Give specific examples of each that was used in 2014. Are proposals and reports checked on gender sensitivity? Who checks them?		
B.II. 3	The capacity to translate research outcomes to define and/or adjust gender responsive programs		
	To what extent does the organization use research outcomes from the national research partnership to define and/or adjust gender responsive programs? Which studies have been used? How relevant is research done in the livestock and fish program for the organization?		

B.II. 4	The capacity to ensure that interventions benefit women and men equally		
	To what extent, and how does the organization make sure women and men benefit equally from provision of services, inputs, trainings, and technologies? Give examples.		
	To what extent, and how does the organization make sure women and men benefit equally from envisaged program impacts such as on the increase of household income, increased farmers' participation in the value chain, improved access and consumption of animal source food, etc.? Give examples.		
	Are mechanisms, such as policies and procedures, in place to ensure that interventions benefit women and men? Are they effective, e.g. does all staff understand and implements?		
B.II. 5	The capacity to sensitize communities on gender issues		
	To what extent does the organization develop and implement interventions to sensitize women about their rights?		
	To what extent does the organization develop and implement interventions to strengthen farmers groups, cooperatives, producer's organizations and associations, with a gender equality perspective? What kind of interventions, e.g. training? With what effect?		
B.II. 8	Presence of gender experts who have the capacity to develop and implement gender responsive programs		
	To what extent does the organization have gender experts in place? What are their highest degree specializations (major and minor)?		
	To what extent does the organization seek gender expertise from outside? How many were sought in 2014? For how long (weeks) did they render their services?		
B.II. 6	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation, and the proportion of project budget allocated to gender mainstreaming		
	Do you have a gender policy (a statement/intention on gender equality) developed and in place? Describe it.		
	Do you have a gender strategy (a strategic roadmap) developed and in place? Please give us a copy.		
	To what extent has your gender mainstreaming policy been implemented? Does everyone know and understand the gender policy?		
	To what extent are adequate financial and human resources available to implement the policy? Does it have a special budget to undertake gender related activities?		
B.II.	Position and mandate of dedicated gender staff		

9	(expert or focal point)		
	To what extent do gender experts and/or focal points have a mandate to ensure gender is mainstreamed?		
B.III .2	Balance between responsibilities of gender experts and general staff members on gender mainstreaming		
	To what extent responsibilities for gender mainstreaming shared within the organization? Do other staff members have formal responsibilities for integrating gender in their work, e.g. in their job descriptions?		
B.II. 7	The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.		
	To what extent are actions towards a more gender responsive organization implemented? Give specific examples of actions implemented towards a better gender balance in 2014 and with what results?		
	To what extent are policies and procedures in place to ensure gender equality in the workplace?		

Core Gender Capacity: Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyze sex disaggregated data, to monitor and to report on gender responsive programming, specific gender outputs and outcomes, knowledge management, outreach and communication capacity to document stories, blog post and research publications, ensuring wide (social media) outreach on gender responsive programming and its results.		
FGD	<p>Explain the difference between sex-disaggregated data within and beyond the household, and household data disaggregated by household head. Explain the extent to which these two data are useful for gender analysis and the invisibility of women from MHH in data disaggregated by HH head.</p> <p>Explain the definition of gender responsive monitoring, evaluation and learning.</p>	Current score (1-5)	Comments
C.II. 1	The capacity to collect, interpret and report on sex- disaggregated data		
	To what extent does the organization collect sex-disaggregated data?		
	To what extent are mechanisms in place to ensure that all data collected is sex disaggregated? What are they?		
	To what extent is sex disaggregated data not only collected, but also interpreted and reported on? How many projects reported this in 2014? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in 2014. What analysis was conducted on the data? By whom (qualification)?		
C.II. 2	Existence and quality of a gender responsive M&E system and ability to use it		
	To what extent is the M&E system gender responsive? Give a specific example.		
	To what extent do reports reflect lessons on changes in gender norms? Please share a gender responsive M&E report and the tools used to collect the data used in the report.		
	To what extent are guidelines, tools and methods for gender responsive M&E in place?		
C.II. 3	Capacity to train other actors on gender responsive M&E		
	To what extent does the organization train other actors on gender responsive M&E? How many organizations / persons have been trained?		
C.II. 4	Access to and production of knowledge documents and publications on gender		
	To what extent does the organization collect, develop and make accessible knowledge documents and publications on gender? How many did you publish in 2014? Who provided the gender expertise for each? Can we get one or two copies?		

C.II. 5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications		
	To what extent does the organization provide gender inputs, perspectives, insights to other organizations' reports and publications? Which organizations in 2014? Who did it? Can we have one or two such reports?		

Core Gender Capacity: Effective partnerships and advocacy on promoting gender equality			
Definition	The capacity to build coalitions, influence government and external partners, and to advocate for women's rights. The definition of development partnership relationships provided in the development partnerships strategy identifies inspired alignment of independent autonomous organizations that come together for strategic reasons, not financial ones.		
FGD	Make sure that everyone understands the definition of partnerships and advocacy for gender equality. Discussion: Do you have partnerships around gender equality, with other organizations along the value chain, e.g. service providers, producer organizations, development organizations? Do you advocate for gender equality?	Current score (1-5)	Comments
D.II. 1	The capacity to advocate for gender equality		
	To what extent does the organization participate in advocacy for gender equality? Does the organization aim to influence governmental policies? Provide documented evidence for such participation. Does it have an influence on policy-making at national level? Does it have an influence on regulatory frameworks at local, national levels? In case of (para) governmental agencies: To what extent does the organization collaborate with civil advocacy groups for gender?		
D.II. 2	The capacity to develop joint gender advocacy materials with other organizations and use research outcomes and other material to advocate for gender equality in the value chain		
	To what extent does the organization develop joint gender advocacy materials with other organizations? What kind of materials were developed? Give examples from 2014.		
	To what extent does the organization use research outcomes and other materials to advocate for gender equality in the value chain? Give examples from 2014.		
D.II. 3	The capacity to develop and maintain effective partnerships with the government (amongst others in gender responsive PPP interventions) and influence policies being more gender equitable		
	To what extent does the organization work with government in partnership? Are public-private		

	partnerships in place? Are these partnerships gender responsive, e.g. are gender sensitive/specific organizations included? Are gender issues central to the partnership? In case of (para) governmental agencies: To what extent does the organization collaborate in gender responsive public-private partnerships?		
	Are partnerships with government used for influencing policies? Give an example from 2014.		
D.II. 4	The capacity to develop and maintain effective gender coalitions/ partnerships with research partners and other actors along the VC		
	To what extent is gender equality central to partnerships? Are coalitions in place around gender equality in value chains? How many and who are the partners? Are R4D partnerships or collaborations key to any success in promoting gender equality? Which other initiatives have gender capacities?		
	To what extent does the organization work with gender-sensitive/ specific organizations? Does it work with women and women groups to address possible gender related constraints (e.g. transportation, mode of payment)		
	To what extent does the organization promote gender equality among its partners? Give specific examples from 2014.		

Core Gender Capacity: Gender and leadership			
Definition	Commitment and accountability to gender equality and women's leadership, and the organization's leadership's capacity to provide adequate vision and guidance to enhance policies on gender mainstreaming.		
FGD	none	Current score (1-5)	Comments
E.II. 1	Organization's commitment to gender equality and transforming gender power relations		
	To what extent is the organization's leadership committed to gender equality? Give two specific examples of clear and explicit commitment towards gender equality.		
	To what extent is commitment towards gender equality shared throughout the organization? To what extent do staff support gender responsive approaches? What do most staff say about integrating gender?		
	To what extent do the organization's culture and values support gender equality? Does the organization value gender-sensitive behavior? Does it demonstrate gender-sensitive behavior? (language used, jokes, material used, etc.)		
E.II. 2	Organization's leadership / senior management accountability to gender equality and transforming		

	gender power relations		
	To what extent is the organization's leadership supportive in the allocation of human and financial resources for gender equality?		
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?		
	To what extent does the organization report on gender equality? Do reports reflect implementation of gender responsive actions?		
E.II. 3	Organization's vision towards gender equality and transforming gender power relations		
	To what extent does the organization have a clear vision towards gender equality? Does gender equality and/or empowerment of women appear in the general vision or mission statement? To what extent does everyone understand and promote the vision?		
E.II. 4	The capacity to develop strategies for strengthening women's decision-making power and their role in leadership positions		
	To what extent does the organization develop and implement programs/projects on women's decision-making power and their role in leadership positions? Give an example from 2014.		
E.III. 3	Staff's knowledge, attitudes and practices towards stimulating women's leadership in programs		
	To what extent do staff support women's decision-making power and their role in leadership positions?		
E.II. 5	Effectiveness in hiring women as staff members, extension officers, and in leadership positions, and to acquire gender balance		
	To what extent are mechanisms such as affirmative actions in place to hire women and to promote them in leadership positions?		
E.II. 6	Presence of women in leadership (management) and balanced representation		
	To what extent is the organization balanced in terms of female and male representation at all levels?		
	What were the numbers of men and women in 2014 at management and middle management level? Is it balanced?		
	What were the numbers of men and women (see table) in 2014 in different -non managerial - staff positions? Is it balanced?		

Core Gender Capacity: Innovation in gender responsive approaches			
Definition	Innovative and experimental approaches for impact in women's empowerment (from accommodating to transformative), capacity to search for, absorb and share information, knowledge and resources.		

FGD	Define Gender Transformative Approaches (GTAs), incl. examples. Discussion: Does the organization have any experience with Gender Transformative Approaches (GTAs)? What are other innovative approaches and methods with regard to gender? Give examples.	Current score (1-5)	Comments
F.II. 1	The capacity to apply gender transformative approaches (GTAs)		
	To what extent does the organization apply Gender Transformative Approaches (GTAs)? Give specific examples for 2014.		
	To what extent are incentives, manuals and procedures in place to ensure that Gender Transformative Approaches (GTAs) are applied?		
F.II. 2	The capacity to recognize and analyze gender transformative outcomes		
	To what extent does the organization recognize Gender Transformative outcomes when they happen? Give specific examples for 2014.		
F.II. 3	The capacity to document and learn from GTA's		
	To what extent does the organization document and learn from Gender Transformative Approaches (GTAs)? Have experiences been documented? Share samples of such documents from 2014.		
F.II. 4	The capacity to ensure GTA's are used by others and scaled up		
	To what extent has the organization scaled up innovative approaches – how many approaches went to scale in 2014? Have these innovations been upscaled by others? Give specific examples from 2014.		

Inputs for the Capacity development Strategy			
	Discuss highest and weakest scores and vote to define the priority of importance of capacities: each participant gets 5 votes to indicate which five capacities are more important / relevant according to him / her. Important capacities can include weak capacities that need to be strengthened, as well as existing capacities that need to stay in place. Discuss the outcome of the voting and make a priority listing of 5 – 10 capacities. Discuss and agree for each prioritized capacity how to maintain or strengthen them.		
	Priority capacities to maintain or develop	Desired score (1-5)	Proposal for capacity development
1			
2			

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National research partners

Country:	
Name organization:	
Name(s), positions and gender of participating staff:	
Interviewer	
Date	
Time	
Notes	

Summary Core Gender Capacities	Average score
Gender analysis and strategic planning	
Gender responsive programming, budgeting, and implementation	
Knowledge management and gender responsive M&E	
Effective partnerships and advocacy on promoting gender equality	
Gender and leadership	
Innovation in gender responsive approaches	

Core Gender Capacity: Gender analysis and strategic planning			
Definition	The capacity to design and conduct gender analysis within the context of any of the flagships, access to and level of knowledge and experience in applying gender analytical tools and methodologies, and the capacity to use gender analytical data to inform new research and policies and to create new opportunities that can be leveraged to support the program activities and eventual scaling up.		
FGD	<p>Make sure that everyone understands the definition of gender analysis and gender analytical tools.</p> <p>Discussion: what are gender issues in the targeted value chain?</p> <ul style="list-style-type: none"> • Gender division of labor (productive, reproductive, community roles) and roles; • Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources; • Gender differences in decision-making and leadership; • Nature and level of participation of men and women in livestock and fish value chains; • Gender differences in educational level and technical knowledge <p>Give some examples.</p> <p>Are these gender issues analyzed by the organization?</p>	Current score (1-5)	Comments
A.II. 1	The capacity to systematically include gender analysis in all research of the targeted VC		
	To what extent do scientists always apply gender analysis in their research work?		

	To what extent are incentives and procedures in place to ensure that scientists always apply gender analysis in their research work? To what extent do scientists always apply gender analysis in their work, e.g. before starting a research project? Are research works checked on the existence and quality of gender analysis?		
A.II. 2	The capacity to develop and apply gender analytical frameworks and tools in research		
	To what extent are gender analytical frameworks and tools applied in research? Which frameworks and tools are normally used?		
	To what extent does the organization make use of a toolkit or inventory of tools?		
A.II. 4	Providing access to gender (analysis) training for female and male scientists		
	To what extent have all scientists received sufficient training on gender (analysis)? How many trainings have they attended? Are the trainings sufficient in quality and quantity?		
A.II. 3	The capacity to analyze gender dynamics in the organization and to develop strategies to deal with these, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance.		
	To what extent does the organization understand internal gender dynamics and develops strategies to deal with these? E.g. are affirmative actions necessary and to what extent?		

Core Gender Capacity: Gender responsive programming, budgeting, and implementation			
Definition	The capacity to implement gender responsive programs as planned, to mainstream gender throughout all operations and programs, and allocate financial and human resources for it, having a gender sensitive structure and organizational culture, reflected amongst others in an internal gender balance.		

FGD	<p>The function and role of research organizations is to ensure that research in commodities and value chain functioning and up scaling, takes gender issues into consideration. Research can be done either specifically on gender issues in value chains (strategic gender research), or, gender is mainstreamed into research.</p> <p>Discuss the kind of research that this organization does, are gender issues researched? Examples:</p> <ul style="list-style-type: none"> - gendered participation in livestock and fish value chains; - gender roles and relations in feed resourcing and feeding and animal health, use of technologies and innovations, and breeds; - women's access to markets and control over resources, technologies, labor, power and the benefits of their work; - level and equity in animal source food consumption within poor households; - Preferences of male and female producers for certain breeds; etc. 	Current score (1-5)	Comments
B.II. 1	The capacity to undertake gender responsive research		
	To what extent does the organization undertake gender responsive research (both strategic gender research and mainstreaming gender in research)? How many of the studies you conducted in the last year have an explicit focus on gender?		
	To what extent is sufficient budget allocated for strategic gender research? How much in 2014? To what extent is sufficient budget allocated for mainstreaming gender research? How much in 2014?		
	To what extent are systems, procedures and incentives in place to ensure that research is gender responsive? Give specific examples of each that was used in 2014. Are proposals and reports checked? Who checks them?		
B.II. 2	The capacity to ensure that outcomes of gender responsive research are used by development actors and service providers in their VC interventions		
	To what extent are outcomes of gender responsive research used by development actors and service providers in the value chain? Give examples of outcomes used in 2014. Do development actors and service providers request for specific gender responsive research?		
	To what extent are research outcomes sufficiently translated into relevant and useful products for development actors and service providers ? Give a specific example for 2014.		
B.II. 3	The capacity to use feedback from gender responsive interventions to new research		
	To what extent have you used feedback from development interventions to develop and		

	undertake new gender responsive research? Give an example.		
B.II. 6	Presence of gender scientists who have the capacity to do gender specific research		
	To what extent does the organization have gender scientists (master's degree and above) in place? What are their highest degree specializations (major and minor)?		
	To what extent does the organization seek gender expertise from outside? How many were sought in 2014? For how long (weeks) did they render their services?		
B.II. 4	Existence, quality and scope of a gender (mainstreaming) strategy including financial and human resource allocation		
	To what extent do you have a gender policy (a statement/intention on gender equality) developed and in place? Describe it.		
	To what extent do you have a gender strategy (a strategic roadmap) developed and in place? Please give us a copy.		
	To what extent has your gender mainstreaming policy been implemented? Does everyone know and understand the gender policy?		
	To what extent are adequate financial and human resources available to implement the policy? Does it have a special budget to undertake gender related activities?		
B.II. 7	Position and mandate of gender scientists and/or focal points		
	To what extent do gender scientists and/or focal points have a mandate to ensure gender is mainstreamed?		
B.II. 5	The capacity to implement actions towards a more gender responsive organization, including the adjustment of internal policies, procedures, business plans, etcetera to make them more gender responsive, affirmative actions towards a better gender balance		
	To what extent are actions towards a more gender responsive organization implemented? Give specific examples of actions implemented towards a better gender balance in 2014 and with what results?		
	To what extent are policies and procedures in place to ensure gender equality in the workplace?		

Core Gender Capacity: Knowledge management and gender responsive M&E			
Definition	The capacity to collect and analyze sex disaggregated data, to monitor and to report on gender responsive programming, specific gender outputs and outcomes, knowledge management, outreach and communication capacity to document stories, blog post and research publications, ensuring wide (social media) outreach on gender responsive programming and its results.		
FGD	<p>Explain the difference between sex-disaggregated data within and beyond the household, and household data disaggregated by household head. Explain the extent to which these two data are useful for gender analysis and the invisibility of women from MHH in data disaggregated by HH head.</p> <p>Explain the definition of gender responsive monitoring, evaluation and learning.</p>	Current score (1-5)	Comments
C.II. 1	The capacity to collect, interpret and report on sex-disaggregated data in all research		
	To what extent does the organization collect sex-disaggregated data?		
	To what extent are mechanisms in place to ensure that all data collected is sex disaggregated? What are they?		
	To what extent is sex disaggregated data not only collected, but also interpreted and reported on? How many studies reported this in 2014? Give an example of recommendations derived from interpretation of sex-disaggregated data collected in 2014. What analysis was conducted on the data? By whom (qualification)?		
C.II. 2	Existence and quality of a gender responsive M&E system and ability to use it		
	To what extent is the M&E system gender responsive? Give a specific example.		
	To what extent do reports reflect lessons on changes in gender norms? Please share a gender responsive M&E report and the tools used to collect the data used in the report.		
	To what extent are guidelines, tools and methods for gender responsive M&E in place?		
C.II. 3	The capacity to provide inputs for national policies and legislation on gender responsive knowledge management within VCs		
	To what extent does the organization provide gender inputs for national policies and legislation on gender responsive knowledge management within VCs? Which inputs have been provided in 2014? Who did it? To which policy?		
C.II. 4	The capacity to collect, develop and make accessible quality knowledge documents and publications on gender		

	To what extent does the organization collect, develop and make accessible state of the art knowledge documents and publications on gender? How many did you publish in 2014? Who provided the gender expertise for each? Can we get one or two copies?		
C.II. 5	Capacity to provide gender inputs, perspectives, insights to other organizations' reports and publications		
	To what extent does the organization provide gender inputs, perspectives, insights to other organizations' reports and publications? Which organizations in 2014? Who did it? Can we have one or two such reports?		

Core Gender Capacity: Effective partnerships and advocacy on promoting gender equality			
Definition	The capacity to build coalitions, influence government and external partners, and to advocate for women's rights. The definition of development partnership relationships provided in the development partnerships strategy identifies inspired alignment of independent autonomous organizations that come together for strategic reasons, not financial ones.		
FGD	Make sure that everyone understands the definition of partnerships and advocacy for gender equality. Discussion: Do you have partnerships around gender equality, with other organizations along the value chain, e.g. service providers, producer organizations, development organizations? Do you advocate for gender equality?	Current score (1-5)	Comments
D.II. 1	The capacity to participate in advocacy for gender equality		
	To what extent does the organization participate in advocacy for gender equality? Does the organization aim to influence governmental policies? Provide documented evidence for such participation. Does it have an influence on policy-making at national level? Does it have an influence on regulatory frameworks at local, national levels?		
D.II. 2	The capacity to produce relevant research material that is used (by other partners) to advocate for gender equality in the value chain		
	To what extent are gender research outcomes used by other partners to advocate for gender equality in the value chain? Give an example from 2014.		
	To what extent do other organizations/partners refer to research outcomes in their advocacy? Do partners request for specific research? Give specific examples from 2014.		
D.II. 3	The capacity to develop and maintain effective partnerships with actors along the VC targeted at advocating for and promoting gender equality		

	together with the partner		
	To what extent is gender equality central to partnerships? Are coalitions in place around gender equality in value chains? How many and who are the partners? To what extent was collaboration key to any success in promoting gender equality and achieve a result in that area? Which other initiatives in the sub-sector have gender capacities?		
	To what extent does the organization work with gender-sensitive/ specific organizations? Does it work with women and women groups to address possible gender related constraints (e.g. transportation, mode of payment)		
	To what extent does the organization promote gender equality among its partners? Give specific examples from 2014.		

Core Gender Capacity: Gender and leadership			
Definition	Commitment and accountability to gender equality and women's leadership, and the organization's leadership's capacity to provide adequate vision and guidance to enhance policies on gender mainstreaming.		
FGD	none	Current score (1-5)	Comments
E.II. 1	Organization's commitment to gender equality and transforming gender power relations		
	To what extent is the organization's leadership committed to gender equality? Give two specific examples of clear and explicit commitment towards gender equality.		
	To what extent is commitment towards gender equality shared throughout the organization? To what extent do staff support gender responsive approaches? What do most staff say about integrating gender?		
	To what extent do the organization's culture and values support gender equality? Does the organization value gender-sensitive behavior? Does it demonstrate gender-sensitive behavior? (language used, jokes, material used, etc.)		
E.II. 2	Organization's leadership / senior management accountability to gender equality and transforming gender power relations		
	To what extent is the organization's leadership supportive in the allocation of human and financial resources for gender equality?		
	To what extent are mechanisms in place to ensure that gender-mainstreaming intentions are actually implemented?		
	To what extent does the organization report on gender equality? Do reports reflect implementation of gender responsive actions?		
E.II. 3	Organization's vision towards gender equality and transforming gender power relations		
	To what extent does the organization have a clear vision towards gender equality? Does gender equality and/or empowerment of women appear in the general vision or mission statement? To what extent does everyone understand and promote the vision?		
E.II. 4	The capacity to undertake research on women's decision-making power and their role in leadership positions and how to make these more equitable		
	To what extent does the organization apply innovative approaches and methods in gender responsive research? Provide documented evidence from 2014.		
E.III.	Researcher's knowledge, attitudes and practices		

2	towards enhancing women's positions in leadership		
	To what extent do scientists/researchers support women's decision-making power and their role in leadership positions?		
E.II. 5	Effectiveness in hiring women as researchers and fellows and to acquire gender balance throughout the organization		
	To what extent are mechanisms such as affirmative actions in place to promote women in researchers and fellows positions and in leadership positions?		
E.II. 6	Presence of women in leadership (management, senior scientists) and balanced representation		
	To what extent is the organization balanced in terms of female and male representation at all levels?		
	What were the numbers of men and women in 2014 at management and middle management level? Is it balanced?		
	What were the numbers of men and women (see table) in 2014 in different -non managerial - staff positions? Is it balanced?		

Core Gender Capacity: Innovation in gender responsive approaches			
Definition	Innovative and experimental approaches for impact in women's empowerment (from accommodating to transformative), capacity to search for, absorb and share information, knowledge and resources.		
FGD	Define Gender Transformative Approaches (GTAs), incl. examples. Discussion: Does the organization have any experience with Gender Transformative Approaches (GTAs)? What are other innovative approaches and methods with regard to gender? Give examples.	Current score (1-5)	Comments
F.II. 1	The capacity to develop, test and apply Gender Transformative Approaches (GTAs)		
	To what extent does the organization develop, test and apply Gender Transformative Approaches (GTAs)? Give specific examples for 2014.		
	To what extent are incentives and procedures in place to ensure that Gender Transformative Approaches (GTAs) are developed and tested?		
F.II. 2	The capacity to evaluate and share insights on Gender Transformative Approaches (GTAs)		
	To what extent does the organization evaluate and share insights on Gender Transformative Approaches (GTAs)? Have experiences been documented and accessed by multiple audiences? Share samples of such documents from 2014.		
	To what extent are systems and procedures in place to ensure that Gender Transformative Approaches (GTAs) are evaluated and shared?		
F.II. 3	The capacity to ensure innovative GT approaches are used by others and scaled up		
	To what extent has the organization scaled up innovative approaches – how many approaches went to scale in 2014? Have these innovations been upscaled by others? Give specific examples from 2014.		

Inputs for the Capacity development Strategy			
	Discuss highest and weakest scores and vote to define the priority of importance of capacities: each participant gets 5 votes to indicate which five capacities are more important / relevant according to him / her. Important capacities can include weak capacities that need to be strengthened, as well as existing capacities that need to stay in place. Discuss the outcome of the voting and make a priority listing of 5 – 10 capacities. Discuss and agree for each prioritized capacity how to maintain or strengthen them.		
	Priority capacities to maintain or develop	Desired score	Proposal for capacity development

		(1-5)	
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Annex 2. Tool for individual staff

Introduction to the tool

Purpose

This tool is an assessment of six gender capacities at the individual level. This level refers to the individual capacities (the skills, experience, knowledge, leadership and motivation of people) for achieving common goals.

Methodology

The tool uses an individual questionnaire that is entered online or in a printed form.

Instructions

The online questionnaires can be sent as an email, or printed out. It is advised to bring printed versions to the organizational assessment. The link to the online questionnaires can be sent after the organizational assessment is done, to the management of the organization, requesting them to share it among staff.

For development partners:

https://docs.google.com/forms/d/1tLkgoeFVukiBIWE8uBnJXTaQNnegPXaTa1SMI4caa70/viewform?usp=send_form

For national research partners:

https://docs.google.com/forms/d/1V3W602tsZ6C0qxZnMjdFofm-hw3y4Kbr73EUK0a4hx0/viewform?usp=send_form

The responses to the questionnaires will also appear in Google Forms. They need to be entered manually in the organizational assessment Excel worksheet.

The following email can be sent to management:

“Dear all,

Thank you for your participation in the gender capacity assessment. We have done the assessment with your organization, looking at organizational level capacities. As explained in the workshop, we have also developed a tool that assesses capacities at the level of individual staff members. We would like to request you to share this questionnaire among your staff members, including management, extension/field staff, gender experts, etc. and encouraged them to fill in the questionnaire. The questionnaire can also be filled in by people that have attended the assessment. Filling in this questionnaire takes 10-15 minutes.

Please use the following link:

If you prefer, the questionnaires can be sent to you by email.

Please find more information below” [insert information about the capacity assessment in particular country]”

Development partners

Core Gender Capacity: Gender analysis and strategic planning		Current score (1-5)	Comments
A.III.1	Staff's knowledge of gender analytical frameworks and tools, and the ability to analyze gender dynamics within the value chain		
	To what extent do you have the knowledge of gender analytical frameworks and tools?		
	To what extent do you have the skills, experience, and knowledge to analyze gender dynamics within the value chain?		
A.III.2	The ability to understand and use gender analysis tools and frameworks		
	To what extent do you have sufficient skills and experience to apply gender analytical tools in your work? Are manuals of toolkits available and distributed by the organization?		
A.III.3	The ability to apply and translate gender (analysis) training in work		
	To what extent have you received sufficient training on gender (analysis)? Can you apply learnings in your work?		

Core Gender Capacity: Gender responsive programming, budgeting, and implementation		Current score (1-5)	Comments
B.III.1	Staff's ability to implement gender responsive interventions		
	To what extent do you have the skills, experience, and knowledge to ensure programs are implemented gender responsive?		
B.II.9	Position and mandate of dedicated gender staff (expert or focal point)		
	Are you responsible to ensure gender is mainstreamed?		
	To what extent are you empowered by leadership to implement gender responsive actions?		
B.III.2	Balance between responsibilities of gender experts and general staff members on gender mainstreaming		
	To what extent are responsibilities for gender mainstreaming shared with others in the organization? Do other staff members have formal responsibilities for integrating gender in their work, e.g. in their job descriptions?		
B.III.3	Gender expert's capacity to negotiate for dedicated financial resources for gender mainstreaming within the organization		
	To what extent do you manage to negotiate for adequate financial resources to mainstream gender? Is there a special budget to undertake gender related activities?		

Core Gender Capacity: Knowledge management and gender responsive M&E		Current score (1-5)	Comments
C.III.1	Staff's ability to collect, interpret and report on sex-disaggregated data		
	To what extent do you have the skills, experience, and knowledge to collect, interpret and report on sex-		

	disaggregated data?		
C.III.2	Staff's ability to develop/work with gender sensitive systems and tools for monitoring, evaluation and learning and measuring changes from gender interventions		
	To what extent do you have the skills, experience, and knowledge to develop/work with gender sensitive systems and tools for monitoring, evaluation and learning and measuring changes from gender interventions		
C.III.3	Staff's access to and ability to produce quality documents and publications on gender		
	To what extent do you have access to documents and publications on gender?		
	To what extent do you have produced documents and publications on gender?		
C.III.4	Access to gender-sensitive M&E training of female and male staff		
	To what extent have you received sufficient training on (gender-sensitive) M&E?		

Core Gender Capacity: Effective partnerships and advocacy on promoting gender equality		Current score (1-5)	Comments
D.III.1	Staff competency to build partnerships and coalitions		
	To what extent do you have the skills, experience, and knowledge to build partnerships and coalitions?		
D.III.2	Staff competency to advocate for gender equality		
	To what extent do you have the skills, experience, and knowledge to advocate for gender equality?		
D.III.3	Staff competency to develop joint gender advocacy materials with other organizations		
	To what extent do you have the skills, experience, and knowledge to develop joint gender advocacy materials with other organizations?		

Core Gender Capacity: Gender and leadership		Current score (1-5)	Comments
E.III.1	Access to leadership training of female staff		
	To what extent did you receive sufficient leadership training?		
E.III.2	Ability of female staff to influence decisions, participate and voice one's needs and aspirations		
	To what extent are you able to influence decisions, participate and voice one's needs and aspirations? How is their ability related to male staff?		

Core Gender Capacity: Innovation in gender responsive approaches		Current score (1-5)	Comments
F.III.1	Staff's ability to apply Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women		

	To what extent do you have the skills, experience, and knowledge to apply Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women?		
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National research partners

Core Gender Capacity: Gender analysis and strategic planning		Current score (1-5)	Comments
A.III.1	The capacity and commitment of scientists to include gender analysis in their research work		
	To what extent do you have the knowledge of gender analytical frameworks and tools?		
	To what extent do you have the skills, experience, and knowledge to analyze gender dynamics within the value chain?		
A.III.2	The ability to understand and use gender analysis tools and frameworks		
	To what extent do you have sufficient skills and experience to apply gender analytical tools in your work? Are manuals of toolkits available and distributed by the organization?		
A.III.3	The ability to apply and translate gender (analysis) training in work		
	To what extent have you received sufficient training on gender (analysis)? Can you apply learnings in your work?		

Core Gender Capacity: Gender responsive programming, budgeting, and implementation		Current score (1-5)	Comments
B.III.1	Ability of scientists and other staff to implement gender responsive research		
	To what extent do you have the skills, experience, and knowledge to do gender specific research?		
B.II.7	Position and mandate of gender scientists and/or focal points		
	To what extent do you have a mandate to ensure gender is mainstreamed?		
	To what extent are you empowered by leadership to conduct gender responsive research?		

Core Gender Capacity: Knowledge management and gender responsive M&E		Current score (1-5)	Comments
C.III.1	Scientists' ability and commitment to collect, interpret and report on sex- disaggregated data		
	To what extent do you have the skills, experience, and knowledge to collect, interpret and report on sex- disaggregated data?		
C.III.2	Presence of (gender/M&E) experts who have the capacity to analyse sex disaggregated and gender equality data, to report on gender responsive programming, and to develop knowledge documents and publications on gender		
	To what extent do you have the skills, experience, and knowledge to develop and apply gender responsive M&E systems?		
	To what extent do you have the skills, experience, and knowledge to develop knowledge documents and publications on gender?		

Core Gender Capacity: Effective partnerships and advocacy on promoting gender equality		Current score (1-5)	Comments
D.III.1	Staff competency to produce relevant research material		
	To what extent do you have the skills, experience, and knowledge to produce relevant research material?		
	To what extent is research material used (by other partners) to advocate for gender equality in the value chain?		

Core Gender Capacity: Gender and leadership		Current score (1-5)	Comments
E.III.1	Capacity to research women's decision-making power and their role in leadership positions and decision-making bodies		
	To what extent do you have the skills, experience, and knowledge to research women's decision-making power and their role in leadership positions and decision-making bodies?		

Core Gender Capacity: Innovation in gender responsive approaches		Current score (1-5)	Comments
F.III.1	Scientist's ability to conduct research into Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women		
	To what extent do you have the skills, experience, and knowledge to conduct research into Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women?		

Annex 3. Tool for enabling environment level

Introduction to the tool

Purpose

This tool is an assessment of the influence of the environment (policies, rules and legislation, regulations, gender relations and social norms), on capacities of national research partners and developmental partners.

Methodology

This tool consists of a Key Informant Interview. The interview can be done with individuals alone, or with a small group of experts. People who are interviewed should be gender experts having a good level of understanding and insight in national policies and frameworks, and/or culture and norms affecting gender equality in the value chain. Interviewed people can be research or development partners, as well as operational partners. They can also be from outside the livestock and fish partnership.

Instructions

1. Opening and introductions. Note names etc. of participant(s).
2. Brief presentation on the background of the gender capacity assessment, development of a gender capacity development strategy and implementation of the strategy initiative, its purpose and scope (focused only on the targeted value chain).
3. Discussion following each of the questions. The interview is semi-structured with open questions. A PowerPoint presentation can be helpful to guide the discussion in case the interview is done with a group.
4. Data is analyzed together with information coming from the document review, and processed in the report to describe the context of the particular country and the environment in which the organizations act.

Semi-structured interview guide: environmental level

Country:

Name organization:

Name:

Position and qualifications:

Gender:

Date:

1. Gender issues

This question is meant to probe the discussion and to get a shared understanding.

What are gender issues in the targeted value chain?

- Gender division of labor (productive, reproductive, community roles) and roles;
- Gender differences in access to markets and control resources, technologies, labor, power and the benefits of their work, including financial resources;
- Gender differences in decision-making and leadership;
- Nature and level of participation of men and women in livestock and fish value chains;
- Gender differences in educational level and technical knowledge.

The gender issues need to be adapted to the local context, based on preliminary literature review.

2. Environmental factors

Which environmental factors play a role in the development of the targeted VC in the country?

Are gender issues taken into consideration?

How do they affect gender relations, position of women?

- Governmental policies and regulations
- Bilateral and multilateral aid
- Civil society
- Research institutes
- Private sector
- Producers and processors associations
- Formal and informal factors? Gender relations and social norms?

3. Effect on core capacities



- How do the environmental factors enable/disable gender capacities?
 - Which capacities are affected, how, and to what extent?
 - availability of financial and human resources
 - collaboration
 - availability of gender documentation, data, information
- A. Gender analysis and strategic planning: The capacity to do gender analysis, access to and knowledge of gender analytical tools, and the capacity to use information from analysis in strategic planning.
- B. Effective partnerships and advocacy on promoting gender equality: The capacity to build coalitions, influence government and external partners, and to advocate for women's rights
- C. Gender responsive programming, budgeting and implementation: The capacity to develop gender responsive programs and implement them as planned, allocate financial and human resources to it, having a gender sensitive structure and organizational culture, reflected amongst others in an internal gender balance.
- D. Knowledge management and gender responsive M&E: The capacity to collect and analyze sex disaggregated and gender equality data, to monitor and to report on gender responsive programming.
- E. Gender and leadership: The commitment and vision towards gender equality and women's rights; women's leadership and power to take decisions. Commitment and leadership is important throughout the organization, from management down to other staff
- F. Innovation in gender responsive approaches: The effect of the environment (policies, rules and legislation, regulations, gender relations and social norms) on the capacity to develop and share Gender Transformative Approaches (GTAs) and other innovative approaches and methods that empower women

4. Effect on organizations

Which organizations are affected?

- Research
- Development
 - local government offices
 - extension offices
 - local / national NGOs
 - service providers
- How can these organizations influence the environmental factors?
- How do these organizations influence the environmental factors? Examples of changes?
- What should they do?

5. Effect on capacity development

- How will the environmental factors affect (enable/disable) gender capacity development?
- What needs to be done to strengthen the influence of the enabling factors?
- How can disabling factors be mitigated?

6. Capacity development

What recommendations do you have for the gender capacity development strategy in this country?

What capacities to focus on, what methodologies would you apply and which stakeholders should be involved?

Annex 4. Template for (preliminary) capacity assessment report

The following overview provides a template for the (preliminary) capacity assessment report:

Acknowledgments

Table of Contents

Abbreviations

Executive summary

1. Introduction to the capacity assessment
2. Objectives and scope of the capacity assessment
3. Methodology and process of the capacity assessment
4. Presentation of findings per country and specific country contexts
5. Presentation of findings per Core Gender Capacity, interrelated levels (enabling environment, organizational and individual)
6. Presentation of findings per partner type, interrelated levels (enabling environment, organizational and individual)
7. Analysis of gender capacity strengths and weaknesses
8. Proposed gender capacity development response

Annexes: Filled worksheets (tool 1-2) per organization

Annex 5. Main gender issues in the flagships

The main gender issues per flagship are listed below. The extension request proposal⁵⁰ as well as the specific Strategic Implementation Plans (SIPs) per flagship have been used as references⁵¹.

Animal Health

This flagship aims to ensure that smallholder livestock production systems can withstand the impact of disease and form a reliable basis for smallholders to produce good quality and safe products for sale and consumption. Animal health research work focuses on four clusters of activity:

1. Animal Health Assessment and Prioritization;
2. Animal population health and food safety;
3. Vaccines and diagnostic assay developments;
4. Equitable animal health services delivery⁵².

BOX 1. MAIN GENDER ISSUES IN FLAGSHIP: ANIMAL HEALTH

- Animal health services that are equally delivered to men and women, taking into account specific obstacles that women face like knowledge, space and time constraints;
- Improved veterinary technology and knowledge are provided directly to those men and women that are responsible for livestock health care;
- Promote positions for women as animal health service providers;
- Collect and analyze sex disaggregated data with regard to access to animal health services, effectiveness of services, etc. and use this for policy and program planning and development;
- Generating knowledge regarding the gender division in roles and decision-making power over livestock in the household and community;
- Schedule vaccination campaigns, training, and information campaigns for times and places that meet women's and men's needs.

Genetics

This flagship aims to ensure that improved and appropriate livestock and fish breeds and strains are widely available, used sustainably by women and men, and are equitably providing nutritious, affordable food and income for the poor. Genetics research work focuses on four clusters of activity that form key stages to deliver on its objective as follows:

1. System, strategy, and genome assessment;
2. Improved breeds and strains;
3. Delivery and use systems;
4. Breakthrough technology and information systems.

Box 2. Main gender issues in flagship: Animal genetics

- Developing robust strains and breeds that can perform in a range of farming systems, across the gender divide;
- Robust delivery systems to ensure that poor female and male livestock and fish keepers can access these genetic resources, technology, and information systems equally;
- Recognizing the role of women in genetic resource management;
- Effective participation of all stakeholders at all levels of policy and program making and implementation, with a particular focus on participation of women (who own or manage a substantial amount of the genetic resources) in decision-making positions.

⁵⁰ CGIAR. 2014. Extension Request 2015-2016: CRP Livestock and Fish

⁵¹ <http://livestock-fish.wikispaces.com/>

⁵² CGIAR. 2014. Extension Request 2015-2016: CRP Livestock and Fish

Feeds and Forages

This flagship aims to ensure that livestock-owning smallholders can access the feed and forages they need to support profitable and sustainable livestock production, that non-livestock owning smallholders can benefit from small-scale feed businesses, and that the wider feed sector benefits from improved tools, analyses and information to facilitate better decision making at all levels. This flagship is organized around the following three clusters of activities:

1. Feed technology platform to guide and support feed and forage work needs in livestock and fish and other systems and commodity CRPs;
2. Assessing current feed resources and devise options for using them more efficiently;
3. Producing more and higher quality feed and forage biomass.

Box 3. Main gender issues in flagship: Feeds and forages

- Understand gender roles and relations in feed resourcing and feeding;
- Enable women's economic participation in feed production, processing, and trading;
- Engagement of female smallholders in the livestock chain as service providers to livestock and fish production.
- Access to land, forestry, and other natural resources for women;
- Control over income generated with feed and forage production and sales.

Systems analysis for sustainable innovations

The SASI flagship defines the process of intervention implementation. It will enable the program to understand complex value chain system dynamics and ensure that innovations formed through the animal health, genetics, and feed & forages flagships are positioned to stimulate transformative system change that benefits women and men. This is undertaken through two clusters of activity:

1. Value chain intervention research;
2. System assessments around, between and beyond value systems.

The strategic gender research agenda is housed in this flagship, led by a dedicated research manager who is mandated to implement and support the integration and mainstreaming of gender research into the other flagships.

Box 4. Main gender issues in flagship: Systems analysis for sustainable innovations

- Understand value chain system dynamics from a gender perspective and include it in all gender assessments and research;
- Conducting value chain analysis with a gender perspective, including mapping the chain, conducting a stakeholder analysis, conducting a market analysis, identifying constraints and opportunities for up-scaling or transforming the chain and redistributing values to improve equity and efficiency, developing a strategic and action plan;
- Gender sensitive information and tools for researchers, practitioners, and decision-makers to assess and intervene in value chains to improve equitable performance;
- Interventions improve country value chain functioning in the interests of poor women and men;
- Developing gender-sensitive monitoring and evaluation indicators;
- Integration and mainstreaming of gender research into the other flagships.

Value Chain Transformation and Scaling

This flagship researches the extent to which value chain innovations achieve transformative scale, and enable poor, small, and medium scale entrepreneurs and consumers to use, and equitably benefit, from program research products. Located at the delivery end of the research to development process, this flagship will interface with development, business and government actors, and put research into use to generate new understanding as to how poor women and men in value chains own and adapt technology in contextually appropriate ways. This flagship is the main point of entry for capacity development. The flagship has three major clusters of activities, namely:

1. Intervention testing;
2. Capacity development for value chain transformation;
3. Implementation actions.

Box 5. Main gender issues in flagship: Value chain transformation and scaling

- Understand how poor women and men in value chains use, own, and adapt technologies and innovations, social, and economic constraints to their use, and outcomes on resource poor men and women;
- Women's access to market information and financial resources for up-scaling / product transformation;
- Enable poor, small and medium scale entrepreneurs and consumers to use and equitably benefit from program research products;
- Value Chain Coordinators will work with multiple stakeholders to identify locally critical gender responsive value chain issues and articulate demand for solutions;
- Understanding the roles, responsibility, and participation of women and men in the different levels of the value chain and enabling women to take on new roles / responsibilities and increase participation, especially in decision-making positions, in the value chain;
- Provide gender sensitive feedback to the discovery flagships to refine interventions and develop new solutions.
- Conducting market analysis with a gender perspective;
- Incorporate gender dimensions into capacity development actions for innovation and design, and test gender transformative approaches (GTAs) as part of integrated packages in the VC.

Annex 6. Gender specific indicators in the IDO manual⁵³

IDO1: Increased livestock and fish productivity in small -scale production systems for the target commodities.

1.1.1 Annual milk yield – disaggregated by sex of household head

1.2.1 Adoption of new or improved technologies and management practices - disaggregated by sex of household head

IDO2: Increased quantity and improved quality of the target commodity supplied from the target small-scale production and marketing systems.

2.1.1 Quantity of target commodity supplied from small -scale producers - disaggregated by sex of household head

IDO3: Increased employment and income for low -income actors in the target value chains, with an increased share of employment for and income controlled by low -income women

3.1.1 Total household income (cash and non-cash) for low-income value chain participants - disaggregated by sex of household head

3.1.2 Total household income in value chain actors' households controlled by women

3.1.3 Employment in value chain actor households - disaggregated by gender

3.2.1 Household income of value chain actor household from target commodity - disaggregated by sex of household head

IDO4: Increased consumption of target commodity responsible for filling a larger share of the nutrient gap for the poor, particularly for nutritionally vulnerable populations (women of reproductive age and young children)

4.1.1 Women's dietary diversity score (wdds)

4.1.2 Consumption of target commodities by women of reproductive age

IDO5: Lower environmental impacts per unit of commodity produced in the target value chains

IDO6: Policies (including investments) and development actors recognize and support the development of the small-scale production and marketing systems, and seek to increase the participation of women within these value chains.

6.2.1 Group actions supporting smallholder farmers by advocating for effective policies - with special attention to poor and women.

⁵³ CGIAR 2014 Livestock and fish research program core and medium-term intermediate development outcome (IDO) indicator manual. Revised