



## **PRGA / ASARECA Gender Position**

### **FINAL REPORT**

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# CONTENTS

	<i>Page</i>
ABBREVIATIONS.....	iv
EXECUTIVE SUMMARY .....	v
1.0 INTRODUCTION.....	1
1.1 <i>Recommendations for ASARECA</i> .....	3
1.2 <i>Rationale for Gender Position</i> .....	3
1.3 <i>Country Visits – Technical Support to Gender Teams</i> .....	4
1.4 <i>Book Publication</i> .....	6
2.0 PROGRESS IN GENDER MAINSTREAMING AT ASARECA .....	8
2.2 <i>Rationale for a Gender Strategy at ASARECA</i> .....	10
2.3 <i>Gender Mainstreaming Framework</i> .....	10
3.0 CONCLUSION.....	13
REFERENCES.....	14
APPENDIXES .....	15
<i>Appendix 1: Book Chapter Abstracts</i> .....	15
<i>Appendix 2: List of Participants in the PRGA–ASARECA Project</i> .....	22
<i>Appendix 3: Gender Mainstreaming in ASARECA: Draft Logical Framework Matrix (2008/09–20012/13)</i> .....	24
<i>Appendix 4: Checklist of ‘best practice’ actions for the four components of the Gender Integration Framework</i> .....	26

## LIST OF TABLES

Table 1. Chapter authors and titles.....	7
Table 2. Gender indicators as integrated in the ASARECA logframe.....	9

## LIST OF FIGURES

Figure 1. ASARECA NARS’ countries.....	2
Figure 2. The four dimensions of gender mainstreaming in an organization .....	12
Figure 3. Combining the Gender Integration Framework and the Gender Equality Wheel framework.....	13

## ABBREVIATIONS

ARC	Agricultural Research Corporation (Sudan)
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
CGIAR	Consultative Group on International Agricultural Research
CGS	competitive grant scheme
CIDA	Canadian International Development Agency
DRC	Democratic Republic of Congo
DRT	Department of Research and Training (Tanzania)
EASSI	Eastern Africa Sub-regional Support Initiative for the Advancement of Women
ECA	Eastern and Central Africa
ECAPAPA	Eastern and Central Africa Programme for Agricultural Policy Analysis (now PAAP)
EIAR	Ethiopian Institute of Agricultural Research
FAAP	Framework for African Agricultural Productivity
FAO	Food and Agriculture Organization of the United Nations
FOFIFA	Centre National de Recherche Appliqué au Développement Rural (Madagascar)
GA	gender analysis
GE	gender equality
GPSP	Gender Project Support Person
IAR4D	Integrated Agricultural Research for Development
IFAD	International Fund for Agricultural Development
INERA	Institut National pour l'Etude et la Recherche (DRC)
ISAR	Institut de Sciences Agronomique du Rwanda
KARI	Kenya Agricultural Research Institute
NARO	National Agricultural Research Organization (Uganda)
NARS	national agricultural research system(s)
PAAP	Policy Analysis and Advocacy Programme (ASARECA)
PR	participatory research
PRGA Program	CGIAR Systemwide Program in Participatory Research and Gender Analysis for Technology Development and Institutional Innovation
R4D	research for development
UN	United Nations

## EXECUTIVE SUMMARY

This is the final report for the gender position that was supported by the PRGA Program at ASARECA. The position was an outcome of the initiative *Building Capacity in Gender Analysis and Gender Mainstreaming in the NARS of ASARECA*. By the end of the project, it was apparent that a lot needed to be done to continue the gender-mainstreaming efforts at ASARECA—gender mainstreaming is a process. Since ASARECA had no established position for a gender advisor, the PRGA Program offered to support this position for 2 years. Having a gender specialist (or gender unit) is an important step toward gender-mainstreaming efforts. Although gender is a cross-cutting issue which all staff in programs and projects should address, it is important to have a gender specialist in order to ensure accountability, guide the gender-mainstreaming efforts and ensure that attention to gender does not ‘evaporate.’ The position referred to as Gender Project Support Person (GPSP) was located at the Policy Analysis and Advocacy Programme (PAAP), formally Eastern and Central Africa Programme for Agricultural Policy Analysis (ECAPAPA), a program of ASARECA.

Experiences as well as lessons learned through the PRGA–ASARECA project have been synthesized into chapters for a book publication under the theme ‘Influencing Change.’ The editor has approved the chapters (except the Madagascar one which is still under review). The GPSP has co-authored the evaluation chapter based on the project evaluation that she carried out.

The GPSP visited gender teams in three NARS to offer technical support, as well as to discuss issues of gender mainstreaming in specific NARS and in the region. The teams visited were DRT (Tanzania), KARI (Kenya) and EIAR (Ethiopia).

During the reporting period, significant steps were made toward gender mainstreaming at ASARECA. In recognition of the need to contribute more widely to gender mainstreaming through its work, ASARECA engendered its logframe. In consultation with senior management, gender-sensitive indicators were developed to track the integration of a gender perspective in the five result areas of ASARECA. A gender-specific logframe has also been developed to ensure a gender perspective in those result areas.

Although previous efforts to integrate gender in PAAP’s current strategic plan were not successful, ASARECA is now in the process of developing a strategic plan for gender. This will provide guidelines and procedures for implementing gender in programs and projects, and shed light on how to support ASARECA partners in gender mainstreaming. The GPSP has already started consulting some gender practitioners among ASARECA partners regarding the development of a gender policy. She is in the process of writing a background paper to support the strategy. The gender-mainstreaming framework—which is a combination of two frameworks (Gender Integration Framework and Gender Equality Wheel)—will inform the strategy. The next step in the process is a stakeholders’ workshop (scheduled for first quarter of 2009) to consult ASARECA’s staff and partners on the development of the gender strategic plan.

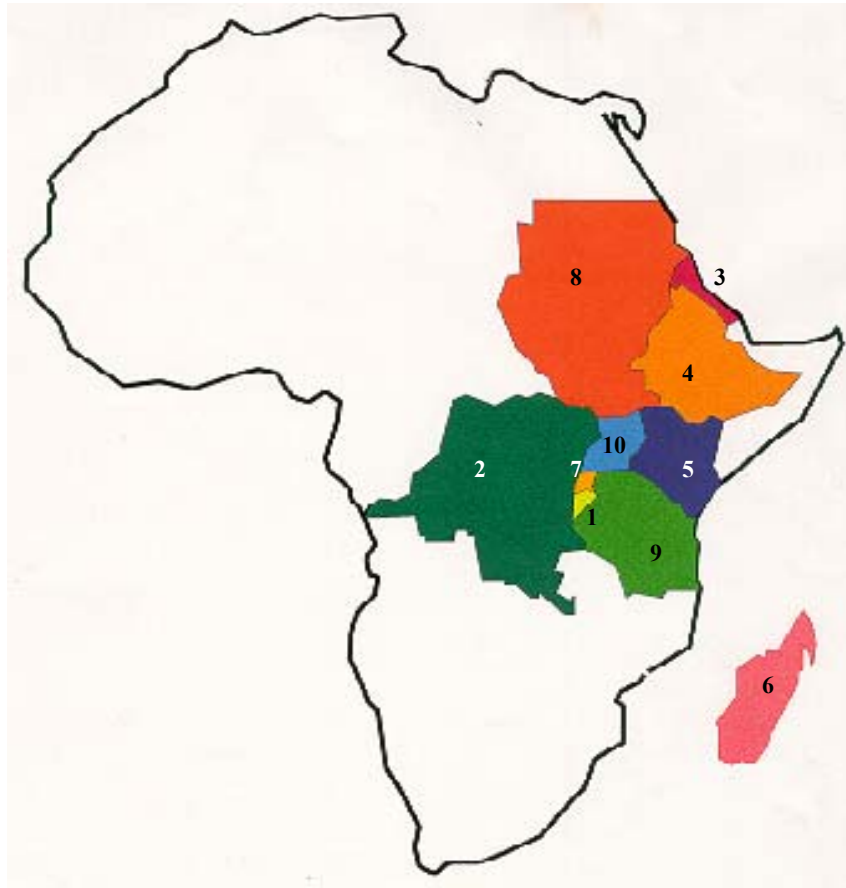
## 1.0 INTRODUCTION

This is the final report for the gender position (Gender Project Support Person, GPSP) was supported by the Systemwide Program on Participatory Research and Gender Analysis for Technology Development and Institutional Innovation (PRGA Program) at the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) for 2 years. The position was an outcome of a collaborative initiative between ASARECA and the PRGA Program through the project *Building Capacity in Gender Analysis and Gender Mainstreaming in the NARS of ASARECA*. The project was initiated in 2004 to develop and enhance the capacity of selected participants from the region to utilize gender-sensitive participatory research and mainstream such approaches in their respective organizations in the region. The position was located at the Policy Analysis and Advocacy Programme (PAAP), formally Eastern and Central Africa Programme for Agricultural Policy Analysis (ECAPAPA), a program of ASARECA. The duration of the position was January 2007 to November 2008.

Eight NARS from eight countries of East and Central Africa participated in this PRGA–ASARECA project. These were: Institut National pour l’Etude et la Recherche (INERA), Democratic Republic of Congo (DRC); Ethiopian Institute of Agricultural Research (EIAR); Kenya Agricultural Research Institute (KARI); Centre National de Recherche Appliqué au Développement Rural (FOFIFA), Madagascar; Institut de Sciences Agronomique du Rwanda (ISAR); Agricultural Research Corporation (ARC), Sudan; Department of Research and Training (DRT), Tanzania; and National Agricultural Research Organization (NARO), Uganda. Figure 1 shows the ASARECA NARS’ countries. Burundi and Eritrea are the only ASARECA countries that did not participate in the project. However, Burundi sent participants in the first workshop but did not carry on with the project (the participants did not submit proposals). Two participants from each country were selected to represent their NARS in the project. The Eastern Sub-regional Support Initiative for the Advancement of Women (EASSI), the head office of which is in Kampala, Uganda, participated in the project during the first phase only.

The main objective of the project was to institutionalize participatory research and gender analysis in NARS of ASARECA. Specific objectives were to:

1. Generate a viable set of ‘best practices’ for mainstreaming gender-sensitive participatory approaches within core programs of selected organizations in the region using a learning and change approach.
2. Develop human resources through building-capacity in ASARECA participating organizations for mainstreaming gender-sensitive participatory approaches in research.
3. Establish a network of innovators in the eastern and central Africa for mainstreaming gender-sensitive participatory approaches in agricultural research for development (R4D).



**Figure 1. ASARECA NARS' countries**

1–Burundi, 2–Democratic Republic of Congo, 3–Eritrea, 4–Ethiopia, 5–Kenya, 6–Madagascar, 7–Rwanda, 8–Sudan, 9–Tanzania, 10–Uganda

Project implementation focused on three major dimensions: capacity-building, organizational change and case studies. Under capacity-building, four training workshops were conducted. The project resource persons visited some participating teams to provide further support. The Coordinator of the PRGA Program and the GPSP of ASARECA were involved in the development of gender-mainstreaming work-plans in KARI and NARO. The highlight of the capacity-building efforts was a training-of-trainers workshop. Participants in the project also conducted training workshops for researchers in their own organizations. Capacity-building and networking were further enhanced through teams' support to each other. Participants differed in their [initial] gender capacities. For instance, two participants (one from EIAR and one from KARI) had Master's Degrees in gender studies and were gender coordinators in their respective organizations. The project utilized such skills and knowledge through networking to enhance capacities and support those who had no previous gender background. The team from KARI, for instance, worked with the DRT team during the latter's training workshop for scientists at DRT.

A major activity under organizational change was assessment of organizations' efforts toward gender mainstreaming. The importance of organizational assessment is to gauge an

organization's progress as far as gender is concerned. This helps to highlight good practices, as well as to highlight gender gaps. Findings from the assessment provided the basis for addressing gender in the organizations.

Case studies were also carried out to provide empirical rationale for institutionalizing gender-sensitive participatory methodologies in agricultural research.

### ***1.1 Recommendations for ASARECA***

By the end of the project, participants came up with recommendations which they felt would further the mainstreaming of gender in the NARS of ASARECA.

- Develop a regional policy that ensures gender-sensitive participation becomes integral to agricultural research in the NARS.
- ASARECA to play a catalytic leadership role in ensuring that member NARS mainstream gender-sensitive participatory research by integrating such approaches in their research programs and projects.
- Support and enhance the capacity of NARS members in their ability to conduct and mainstream gender-sensitive participatory research approaches.
- Provide a regional platform for exchange of experiences and 'best practices' in gender-sensitive participatory research within members countries.
- Generate criteria for gender compliance in the ASARECA Competitive Grant System (CGS) concept notes and full proposals that are part of the competitive grants process.
- Develop performance indicators for programs that integrate participatory research (PR) and gender analysis (GA) approaches common to the NARS in the region. so that they become accepted practice.
- Conduct research to understand and document how institutional changes are happening.

### ***1.2 Rationale for Gender Position***

Findings and recommendations from the project clearly demonstrated that ASARECA still had a long way to go as far as gender mainstreaming was concerned. It is on this basis that PRGA Program offered to support the gender position with the main purpose of continuing leadership in gender mainstreaming in ASARECA. Having a gender specialist (or gender unit) is seen as an important step toward gender-mainstreaming efforts. Although gender is a cross-cutting issue that all staff in programs and projects should address, it is important to have a gender specialist in order to ensure accountability and to guide the gender-mainstreaming efforts. This is particularly important as it ensures that attention to gender does not 'evaporate.'

### ***1.3 Country Visits – Technical Support to Gender Teams***

During the reporting period, the GPSP was able to visit three country teams to provide technical support—DRT, Tanzania; KARI, Kenya; and EIAR, Ethiopia.

In March 2007, the GPSP visited the team in Tanzania. Through the project's organizational assessments, DRT came out as one of the organizations which had not made significant efforts towards gender mainstreaming in spite of the conducive national and agricultural policy environment.

After the PRGA–ASARECA project, participants from DRT formed a gender support group which has been officially recognized by the Director. A training workshop was organized for this team. The GPSP worked with the main organizer (and team leader) Mrs Eva Kanyeka on topics and content of the training. This was done through e-mail and telephone communication. The workshop took place on 5–8 March 2007. Later in the month, the GPSP had a meeting with the team leader, and two other members of the gender team, Mr Kirwa and Mr Lema. From the discussions held, it was clear that the team is enthusiastic and is well-focused toward gender mainstreaming in DRT. This was demonstrated by the fact that the team has already designed a work-plan. The strength of the team lies in the fact that it is made up of influential members from different sectors in DRT. This will not only offer wide views and ideas, but also ensure that decisions made are implemented. The then task for the team was to write a proposal seeking funds to support activities in the work-plan.

Among the NARS of ASARECA, KARI has made the greatest strides toward institutionalization of gender. As such, other NARS (and indeed ASARECA itself) which are at the initial stages of institutionalizing gender can take lessons from KARI's experiences. In this light, the GPSP visited the gender team at KARI in July 2008 to discuss the gender-mainstreaming process and in particular the development of a gender strategy. The KARI team felt that a gender strategy in ASARECA should require gender to be made a criterion for funding projects. This will ensure that project staff make efforts to integrate gender in the projects. Gender-sensitive indicators should also be developed to guide programs and projects, and to track the implementation of gender. The monitoring and evaluating unit should also be sensitized in order to be in a position to monitor and evaluate gender. Gender-desegregated data was also discussed as a 'must' in the gender-mainstreaming process. It was suggested that since most of ASARECA's activities are implemented through the NARS, ASARECA should support the NARS to collect gender-disaggregated data. Such information is important in informing gender-sensitive policies, programs and projects. One of the good practices at KARI has been the incentive for gender-sensitive papers, which would be recognized and awarded prizes during the biannual conferences. It was suggested that farmers should also be given incentives (e.g. seeds). Although gender awareness among KARI staff is high, the number of gender-sensitive projects submitted does not reflect this high level of awareness. It emerged that the main problem is attitude. Due to cultural beliefs, some scientists do not take gender seriously. This experience illustrates that although capacity in gender is a key component of gender mainstreaming, organizations should have mechanisms that support utilization of gender skills, because there needs to be a conducive environment to utilize such skills. Here, the role of management was emphasized. KARI has

made effort to assess projects' attention to gender. The following questions, which track gender dimension of projects, are part of the overall project evaluation at KARI:

- Explain any gender issues addressed by the project and append supporting documents;
- Explain the stages in which gender issues were addressed;
- Explain the potential impact on gender (by the technology developed).

In order to ensure attention to gender from all researchers, gender should be included in researchers' performance contracts. Project teams should be obliged to seek gender coordinators' technical assistance as necessary. The need for information-sharing was also highlighted.

Budget to support gender activities was also highlighted as an important element of gender mainstreaming. The gender coordinator at KARI felt that lack of budget (for the gender office) has limited the impact of the position in the organization.

EIAR has been undergoing organizational changes. It was therefore felt that the gender strategy should be updated to reflect the new changes and challenges for the organization. A gender team has been formed with the initial task of reviewing the existing gender strategy. In light of this and given the fact that ASARECA is also in the process of formulating a gender strategy, the GPSP visited EIAR's gender-coordinating office (in November 2008) to discuss issues around the gender-mainstreaming process. During the visit, she shared with the team some important reference material, including the Gender Integration Framework (GIF) and the Gender in Agriculture Source book (World Bank *et al.*, 2009). The highlight of the discussions was the analysis of the GIF as a planning tool for agricultural organizations. The framework highlights four elements of gender mainstreaming in organizations. These are political will, technical capacity, accountability, and organizational culture. During the discussion, the checklist for each element was discussed in detail in terms of its relevance and/or applicability to agricultural organizations. For instance, it was suggested that the checklist become a role-model for other organizations in gender equality, and would best be adapted as a vision for mainstreaming gender at ASARECA. This is especially relevant given the fact that ASARECA is an umbrella organization. Appendix 4 shows the checklist for gender-mainstreaming best-practice actions for the GIF.

As part of the changes happening at EIAR, there has been a high staff turnover, especially among the unit directors. There is therefore a need to bring the new staff on board in as far as gender is concerned. A workshop has been organized to take place in January 2009, and the GPSP was requested to make a presentation on the overview of gender mainstreaming at ASARECA during that meeting. There is also a need to create a forum for gender discussions between EIAR and its partners, such as the ministry of agriculture and the ministry responsible for gender. Capacity in gender analysis was seen as a gap that needed be addressed. A training manual will be developed to be used for gender training.

The EIAR team suggested that ASARECA's gender strategy should have guidelines on two levels:

- (i) strategy for guiding ASARECA programs and projects;
- (ii) strategy for guiding ASARECA's partners, especially the NARS.

The main challenge for mainstreaming a gender perspective at EIAR was highlighted as attitude. The fact that attitude was also highlighted as a challenge at KARI indicates that ASARECA should make an effort to address it—the fourth element ‘organizational culture’ in the GIF addresses this issue. Addressing the other three elements in the Framework also helps in attitudinal change. Issues of culture and attitude change cannot change overnight, so they are a constant challenge for gender mainstreaming.

The three gender teams visited by the GPSP felt that ASARECA should endeavor to sensitize NARS’ top management on gender.

#### **1.4 Book Publication**

Localized and relevant literature on gender in agriculture has been a challenge in the region. Experiences from the project have therefore been organized into chapters for a book publication under the general theme ‘Influencing Change.’ This will not only contribute to the literature on gender issues in agriculture in the region, but also provide gender training material for the NARS.

The GPSP has been involved in the process of synthesizing the different teams’ experiences into book chapters. This involved liaising with the chapter authors and the editor. The Francophone countries (especially DRC) benefited from the GPSP’s edits, particularly because of the language challenges. Madagascar had particular problems in reviewing the initial draft. Unfortunately, this draft has not been reviewed to date and it might be omitted from the final publication.

The GPSP co-authored a chapter based on the internal project evaluation she carried out at the end of the project. Table 1 shows the chapter authors and chapter titles that have been approved by the editor, while Appendix 1 gives the abstracts from the approved book chapters. The former Coordinator, PRGA Program will contribute an introductory chapter.

**Table 1. Chapter authors and titles**

<b>Authors</b>	<b>NARS, Country</b>	<b>Chapter title</b>
Kinkela Savy Sunda and Celestin Bahandi Alimasi	INERA, DRC	Gender issues and perspectives in agricultural research and development projects in DRC
Yeshi Chiche and Agajie Tesfaye	EIAR, Ethiopia	Toward gender mainstreaming in an agricultural research system: Organizational assessment of gender aspects in Ethiopian Institute of Agricultural Research
Jane N. Ngugi, Dave J.W. Nyongesa and Violet Gathaara	KARI, Kenya	Experiences and lessons learned in the mainstreaming of gender analysis and participatory research in national agricultural research systems: The case of Kenya Agricultural Research Institute
L. Dusengemungu, M. Rucibigango, S. Mukakalisa, P. Badege, D. Mukankubana, C. Nyiraneza and J. Mbanda	ISAR, Rwanda	Influencing change in the Institut des Sciences Agronomiques du Rwanda (ISAR) through gender analysis in participatory research
Ibrahim El-Dukheri and Ishtiag Abdalla	ARC, Sudan	Promoting participatory research and gender analysis within the Agricultural Research Corporation (ARC), Sudan: “Influencing change”
Eva Kilulele Kanyeka, Deogratiou Lwezaura and Ninatubu Lema	DRT, Tanzania	Influencing change: Gender mainstreaming in national agricultural research system in Tanzania
Elizabeth Ssendiwala and Michael Waithaka	PAAP (ASARECA)	Influencing change: Project evaluation
Ruth Kabanyoro and Gard Turyamureeba	NARO, Uganda	Mainstreaming participatory research and gender analysis in NARO, Uganda

## **2.0 PROGRESS IN GENDER MAINSTREAMING AT ASARECA**

During the evaluation of the PRGA–ASARECA project, participants and respondents felt that gender in the NARS was usually ‘confined’ to specific donor-funded projects, rather than being integrated in the organizational work. As such, attention to gender would not normally be taken beyond the gender-specific projects. While gender-specific projects are necessary in achieving gender equality, it is important to view the organization’s work through a gender lens in order to contribute more widely to gender equality. It is for this reason that ASARECA has embarked on the process of integrating gender in its projects and programs. It is important to note that this is an opportune time for such changes at ASARECA, since the organization has been undergoing organizational change. Gender mainstreaming will therefore be part and parcel of this change.

Gender initiatives at ASARECA are implemented through PAAP. It was therefore imperative that gender was integrated in PAAP’s strategic plan for 2008–2013. However, during the development of the strategy, the stakeholders felt that the Programme should maintain four main priority areas for this period. It was argued that gender as a ‘cross-cutting’ issue could not feature as one of these priority areas. However, on a positive turn of events the Canadian International Development Agency (CIDA) pledged to support ASARECA through the Multi Donor Trust Fund to implement activities geared toward gender equality in the East and Central Africa region.

In order to implement such activities and therefore contribute to gender equality through its work, ASARECA has engendered its logical framework so as to integrate gender in its programs and projects. An engendered logframe requires that each component of the logframe matrix is seen through a ‘gender lens.’ Table 2 shows the gender indicators that have been incorporated in the logframe in order to capture gender in the organization’s work. Gender perspective will be tracked in the five result areas of ASARECA. The process of formulating these indicators involved consultations with the senior management, including program managers and the Executive Director at ASARECA.

**Table 2. Gender indicators as integrated in the ASARECA logframe**

<b>Result / Output</b>	<b>Revised Verifiable Indicators</b>
1. Performance-driven governance and management structures and systems established and operational	1.1 Gender-mainstreaming strategy and plan developed and operational by mid-2009
2. Generation and uptake of demand-driven agricultural technologies and innovations facilitated.	2.1 Number of gender-responsive technologies/innovations generated by 2012 2.2 50% of generated demand-driven technologies/innovations made available to uptake pathways by 2012
3. Policy options for enhancing the performance of the agricultural sector in the ASARECA sub-region facilitated	3.1 Gender gaps in relevant agricultural policies identified and documented by 2010 3.2 Policy framework to guide ASARECA programs and units on how to effectively integrate gender into the R4D initiatives developed by mid-2009 3.4 Number of programs and units that have integrated gender into R4D initiatives by 2012 3.5 Number of policy options that enhance access to and use of resources by women, men and the youth recommended to policy-makers by 2012
4. Capacity for implementing agricultural research in the Integrated Agricultural Research for Development (IAR4D) paradigm in the ASARECA sub-region strengthened	4.1 Concepts and operating principles of IAR4D reviewed to incorporate gender perspectives by end of 2009 4.2 Capacity strengthening needs relating to the implementation of R4D reviewed for gender compliance by end of 2009 4.3 No. of gender-sensitive R4D programs implemented by ASARECA
5. Availability of information on agricultural innovation enhanced	5.1 Stakeholder information and communication needs reviewed and gender compliant by mid-2009 5.2 Number of information delivery pathways identified and used by 2012 (At least one for private sector, one for public and one for civil-society organizations, including men, women and youth groups)

In order to ensure accountability and to track as well as implement gender at ASARECA, a gender-specific logframe has been developed specifying the various outputs and indicators to be tracked (see Appendix 3). The next step in mainstreaming gender at ASARECA will entail developing a strategic plan, which will provide guidelines and procedure of incorporating gender in programs, projects and at the workplace.

## **2.2 Rationale for a Gender Strategy at ASARECA**

ASARECA is working in line with lessons learned and recommendations from previous gender initiatives (especially the PRGA Program-supported project). A major recommendation echoed by previous initiatives was a need for guidelines to give direction to ASARECA and its partners. To this end, the process of developing a gender strategy and work-plan for the organization is underway.

According to Macdonald *et al.* (1999), a key characteristic of gender and organizational-change interventions is the clear link made between the strategic objectives of the organization and the interventions. The strategic-planning stage breaks down the desired overall change into specific objectives to which people can relate in terms of their own work responsibilities. This is necessary because experiences suggest that ‘mainstream’ gender-sensitive projects are the best way to meet women’s needs and improve their socio-economic status. The assumption that women (and men) will automatically benefit from a policy, program or project is erroneous, because women and men experience life differently, have different needs and priorities, and are affected differently by development interventions.

Most programs and projects utilize a combination of gender mainstreaming and specific interventions or components to meet the needs of women. Gender mainstreaming is a process or strategy that works toward the goal of redressing gender inequality, inequality that would otherwise be reinforced in the standard male-biased interventions.

## **2.3 Gender Mainstreaming Framework**

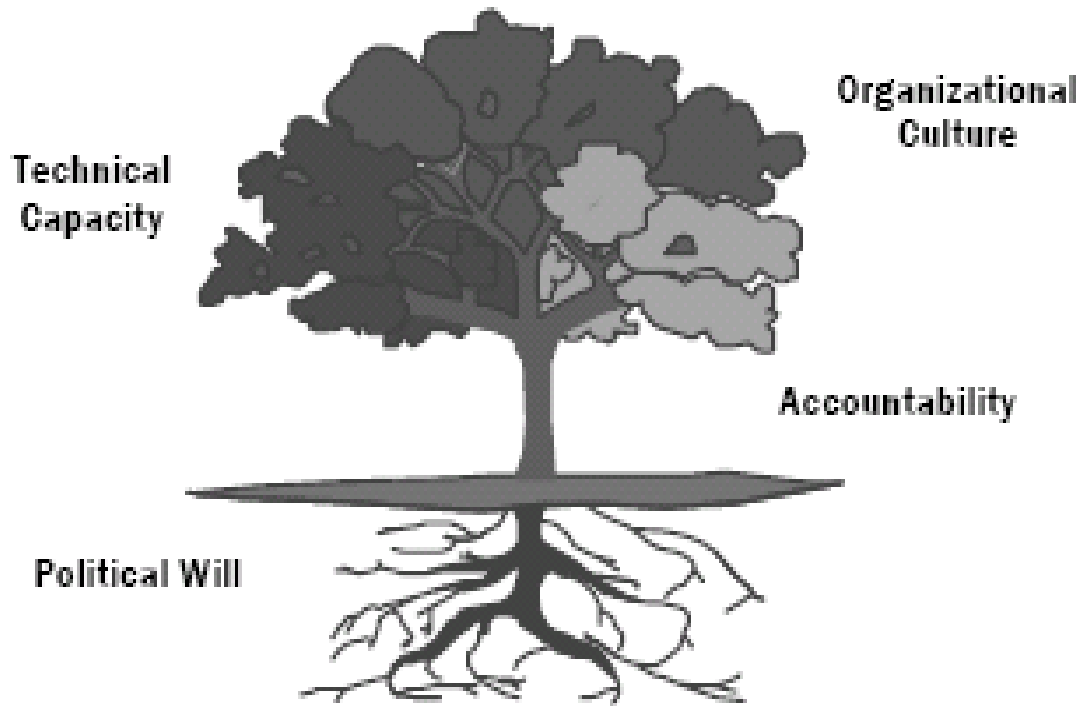
The gender strategy at ASARECA will be informed by the Gender Integration Framework (GIF). The framework highlights four essential elements of gender mainstreaming. These elements are depicted as parts of a growing tree (Figure 2). The first element is political will, which represents the root of the process and symbolizes the proverbial point ‘where rubber meets the road.’ Political will becomes evident when top-level leadership publicly supports gender integration, commits staff time and resources, and institutes needed policies and procedures. At ASARECA, this element has so far been demonstrated by the approval of the gender strategic-planning process.

The second element is technical capacity, which entails changing organizational procedures, as well as building individual skills. Staff capacity to integrate gender in their everyday work needs to be built or enhanced. Conducive organizational procedure will ensure that the process continues even when skilled individuals leave the organization. This also means that

capacity-building should be ongoing (according to the needs of the organization). At ASARECA, staff capacity to integrate gender in programs, projects and research work needs to be enhanced as scheduled in the logframe (Appendix 3). For gender mainstreaming to be successful, there needs to be a critical mass that understands the rationale for and the key concepts related to the process. A clear conceptual understanding of these issues is essential for program and project staff. The staff's capacity in gender analysis also needs to be enhanced. Gender analysis is a methodology used to investigate the socially constructed differences between women and men and among women themselves. It is these differences that determine the extent to which women and men vary in their access to and control over resources and encounter different constraints and opportunities in society (at household, community, market and state level). Established patterns of gender inequalities and inequity can be exposed, explored and addressed through gender analysis.

Accountability is the third element and it involves encouraging and reinforcing new behaviors and practices. This ultimately requires building responsibility for gender integration into job descriptions, work-plans and performance assessments. When gender mainstreaming becomes a routine part of the organization's work and staff are held accountable, there is a corresponding impact throughout the organization's projects. The more deeply embedded gender becomes in the organization, with clear measures or performance, the more likely staff will automatically include gender in their work. Gender-sensitive indicators are critical at organizational, program and project level, and must be subject to change as additional data become available. In order to ensure that gender mainstreaming does not remain 'lip service,' monitoring and evaluation systems must be established at organizational and program levels with close attention paid to carefully tailored gender indicators.

The fourth element is organizational culture, which deals with the informal norms and embedded attitudes of an organization. Organizations are made up of people (male and female) who already have attitudes in line with their culture. Since gender refers to the socially and culturally constructed attitudes of being male or female, changing attitude has remained a big challenge to gender mainstreaming. Internalizing equality is imperative for both women and men as they develop, enhance and sustain a culture of gender-sensitivity. With the fulfillment of the three other elements of GIF, a new culture emerges that is more sensitive, appreciative and accommodating of women's contribution.



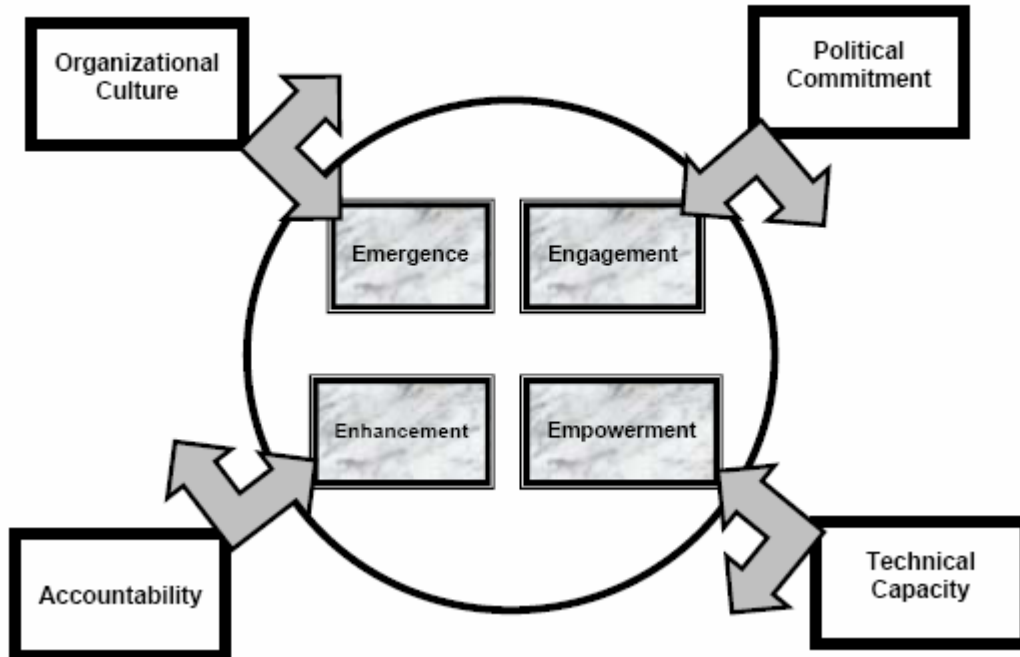
**Figure 2. The four dimensions of gender mainstreaming in an organization.**  
*Source: James-Sebro (2005).*

The GIF was used to develop a work-plan for gender mainstreaming at KARI and NARO through the PRGA–ASARECA initiative. In NARO for example, participants in the planning workshop felt uncomfortable with the terminology ‘political will.’ They instead opted to change it to ‘institutional will.’

The GIF can effectively be used in conjunction with the Gender Equality Wheel (GEW). While the GIF guides the gender mainstreaming at organizational and program level, the GEW is best at guiding the projects (because it helps to support the community-level outcomes). The GEW provides a framework to categorize the outcomes and impact of gender mainstreaming on the women, men, families and communities for a diverse range of research and development projects. It tracks women’s transition from alienation and isolation to ultimate involvement in community activities and strategic participation in social, economic, cultural and political transformation—and significantly, men’s recognition, support and involvement in this process. The GEW identifies four stages of the progress toward gender equality:

- **Engagement** of women to come out of isolation. This represents the stage at which people (especially women) come out of isolation, discover new possibilities for their lives, and begin to build mutual support.
- **Empowerment** with ideas, knowledge, skills and resources. This builds the self-confidence in women and men that comes with new knowledge, ideas, skills and resources as they explore new ways of seeing and acting.

- **Enhancement** of lives in households and communities. This refers to the application of new ideas, knowledge and skills to enhance the lives of family and community members and provide household and community gains.
- **Emergence** into the public sphere. This moves women and men onto the public stage and to social and political action that transforms their social, cultural and political environment.



**Figure 3. Combining the Gender Integration Framework and the Gender Equality Wheel framework.**

*Source: Gurung (2008).*

### 3.0 CONCLUSION

As this report illustrates, the support for a gender position at ASARECA has made a great contribution toward gender-mainstreaming efforts at ASARECA and its partners, especially in terms of technical expertise, as well as harnessing of lessons from previous gender initiatives at ASARECA to chart the way forward. The book publication will contribute to relevant and localized reference and training material. Steps already made—especially the integration of gender indicators in the ASARECA logframe and plans for a gender strategic plan—will transform ASARECA into a gender-sensitive organization. ASARECA’s work has great potential to contribute to gender equality in the region, because agriculture is a major contributor to the economy in the region and women are at the centre of agricultural production and food security.

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## APPENDIXES

### *Appendix 1: Book Chapter Abstracts*

#### **Influencing change: Gender mainstreaming in national agricultural research system in Tanzania**

*Eva Kilulele Kanyeka, Deogrations Lwezaura and Ninatubu Lema*

This paper presents approaches to gender-mainstreaming project undertaken in agricultural research for 3 years in Tanzania. The project's aim was to institutionalize gender issues in the NARS so that scientists develop technologies that address the needs of different gender categories. The overall objective was to assess the extent of the consideration of gender issues in technology development and adoption with a view to mainstreaming gender in the NARS. The methodological approaches comprised of three activities—institutional analysis, capacity-building, and a mini-survey. Consultations were made involving research managers and policy-makers. Policy documents and research reports were analyzed to gauge the level and extent of gender consideration in research. In an effort to build the capacity of researchers in gender integration and analysis, three Training of Trainers (TOTs) workshops were conducted, one in Lake Zone and the other two in Eastern Zone, lasting for 5, 3 and 4 days, respectively. A total of 40 researchers and 6 extension staff benefited from the training (19 women and 27 men); they in turn will train other researchers in the zones.

The mini-survey was conducted in four districts of Eastern Zone—Kilombero and Kilosa in Morogoro, and Handeni and Muheza in Tanga. Stratified and purposive sampling was used. The sample comprised 112 farmers, covering five farming systems and 10 villages. The data-collection methods used included key-informant interviews, observation and the use of a semi-structured questionnaire. Two types of questionnaires were used in the interviews: one for farmers and the other for researchers aimed at soliciting information on their research projects.

General observations indicate that the majority of respondents were aware of gender issues in technology development and transfer. However, researchers at DRT had various levels of gender awareness. Moreover, the majority lacked knowledge and skills in gender analysis. It was observed that efforts to change attitudes and mindset through improving capacity of researchers, extension, farmers and other stakeholders in participatory research and gender analysis would influence change in gender aspects. Novel gender analytical tools, such as the Harvard Framework, seem to be useful in gender analysis and reporting.

In addition, the findings revealed the importance of the identification of differences in priority agricultural technologies between men and women. Generally, women prefer technologies that are aimed at reducing farm drudgery and for food security; for instance, more women preferred technologies that may reduce weeds (50% cf. 47% of men). About 67% of the total respondents were women who preferred accessing high-yielding varieties that will improve their household food security. In Tanzania, storage facilities may themselves be gender biased in that “women's crops” (e.g. sweet potatoes, yams) are often

perishable so that storage development favors male-produced crops (e.g. rice, cashew nuts). The study revealed that issues of post-harvest losses and wastage are closely bound up with gender divisions of labor, and thus implicit assumptions about who will perform the necessary work should be questioned. Further, the findings showed that changing in analytical capacity and mindset of institutions would be an important factor in influencing gender change.

### **Influencing change in the Institut des Sciences Agronomiques du Rwanda (ISAR) through gender analysis in participatory research**

*L. Dusengemungu, M. Rucibigango, S. Mukakalisa, P. Badege, D. Mukankubana, C. Nyiraneza and J. Mbanda*

The importance of gender analysis, which was not previously taken into consideration in ISAR, has been clearly demonstrated over the last decade. The sub-project reported here aimed to influence change in ISAR research, seeking to integrate gender issues into the whole research methodology.

Field work, training workshops and awareness-raising were the main strategies used to influence change. The field work included (1) institutional assessment using interviews with ISAR management and scientists, and (2) promotion of climbing beans among farmers in Musasu and Runyinya, Southern (formerly Butare) Province. Four training workshops were organized by the parent project for NARS gender change agents. Two gender-awareness sessions for ISAR managers and scientists were held in Rubona in March and September 2006. An assessment of the effectiveness of all these strategies used to achieve the main objective was done through SWOT analysis.

The current status of gender analysis and participatory research in Rwanda and particularly at ISAR has been assessed. In the policy arena, nothing is specified in this area, except at national level where 30% of parliamentarians must be women. The number of women among ISAR employees is still very low compared to that of men for researchers, technicians, administrative staff and laborers (14%, 40%, 34% and 31%, respectively). This implies that there is low integration of women in research activities due to historical low integration of women in education, especially in science and technology studies. Therefore, women have performed poorly in recruitment interviews even when they have been considered. Hence promotion of gender balance in the research domain remains difficult for ISAR.

On the other hand, interviews with farmers showed that women are overloaded by climbing-bean farming activities. This situation may guide researchers in developing new technologies to stimulate men to do activities usually reserved for women.

Training sessions on climbing-bean and agroforestry technologies were organized for farmers. Then, 42 on-farm trials of these technologies and 42 agroforestry nurseries were installed in Musasu and Runyinya, with data recorded from the beneficiaries of these trials. However, the study on climbing beans was not very successful because of prolonged drought and the trials had to be repeated. Nevertheless, the study found out that although

bean production is mainly women's work, Rwandan men were ready to participate in weeding when a new method of planting in lines was introduced.

The first ISAR gender-awareness session was conducted in Rubona (March 2006) for 54 ISAR heads of stations, socio-economists and other scientists from each station. It provided participants with the skills to use gender analysis and participatory research in their research projects. The second session (September 2006) created more awareness on gender in agricultural research among 48 participants (23 women and 25 men) from various ISAR research stations, and evaluated the project. These two seminars showed that gender issues are useful for scientists in their daily research and such awareness-building seminars might be very useful in mainstreaming gender throughout ISAR.

As a way forward, a joint action plan for incorporating gender issues in all ISAR research programs was prepared by the participants. It was agreed that lobbying to ISAR top management should be continued and follow-up for ISAR centers and stations should be carried out. This will be done by the six-member ISAR gender support group.

### **Promoting participatory research and gender analysis within the Agricultural Research Corporation (ARC), Sudan: 'Influencing change'**

*Ibrahim El-Dukheri and Ishtiag Abdalla*

The ASARECA–PRGA Program gender-mainstreaming project aimed at enhancing the capacity of the NARS to do gender and organizational analyses as a pre-requisite for gender mainstreaming. The idea behind mainstreaming gender-sensitive participatory research is that it will improve technology generation, dissemination and uptake. Gender-sensitive participatory research is the strategic involvement of key stakeholders in the process of technology generation and dissemination. It stresses the participation of the intended population in the design and evaluation of interventions. Organizational analysis is used to identify opportunities for gender mainstreaming, while gender analysis is used to identify gaps and needs for corrective measures. Gender analysis was done in two domains in Sudan and organizational analysis was carried out to assess the situation within the ARC system. The gender analysis showed gender disparities and gender-based constraints. The organizational analysis indicated the existence of gender gaps at the policy level as well as within operational procedures. Capacity-building and seeking to change attitudes were the most plausible entry points for promoting change in advance of gender mainstreaming. In recognition of the importance of changing attitudes and having policy in place, the investigation team built its action plan around these two issues. Sources of resistance to the change are: lip service, culture resistance and knowledge gap. The action plan developed by the Sudan team focused on change of attitudes and influencing policy to address the sources of resistance. Mechanisms and strategies for mainstreaming, as per the organizational analysis of the ARC, focused on *sensitization* in the short run and institutional transformation in the long run. The strategies being followed are sensitization measures, advocacy and lobbying. A support group composed of key influential people from the research-to-development continuum in the country was started as a task force to push the process of change strategically. Attitudes toward gender concepts were one of the criteria used in the sensitization of the task force itself and the effort paid off.

## **Gender issues and perspectives in agricultural research and development projects in DRC**

*Kinkela Savy Sunda and Celestin Babandi Alimasi*

Following the example of other countries, the Democratic Republic of the Congo has ratified the Agreement on Eliminating Discrimination against Women (CEDEF) and has adopted the 1995 Beijing Action Plan. By doing so, the Government of the DRC has shown its commitment to promote women's rights.

Since November 2004, the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) has, through the East and Central Africa Program for Agricultural Policy Analysis (ECAPAPA), initiated a gender project through which four workshops on participatory research and gender analysis were organized:

- Nairobi, Kenya in November 2004
- Addis Ababa, Ethiopia in July 2005;
- Nairobi, Kenya in June 2006;
- Entebbe, Uganda in December 2006.

This paper examines the gender status within agricultural research in the DRC. In this respect, participants from the DRC conducted two studies and held a workshop on participatory research and gender analysis at the University of Kinshasa in August 2006.

The first study dealt with the current status of gender within agricultural research and development organizations. The second is intended to analyze gender analysis in a cassava production system. The workshop was organized to sensitize researchers, teachers, civil servants, NGOs, agricultural development representatives and students on participatory research and gender analysis issues.

## **Experiences and lessons learned in the mainstreaming of gender analysis and participatory research in national agricultural research systems: The case of Kenya Agricultural Research Institute**

*Jane N. Ngugi, Dave J.W. Nyongesa and Violet Gathaara*

The overall goal of the Participatory Research and Gender Analysis (PRGA) project in KARI was to enhance the institute's efforts towards the mainstreaming of participatory research and gender analysis. These efforts have been ongoing since early 1990s and mainly focus on capacity-building and other strategies to ensure that research scientists incorporate gender concerns in their projects. The activities implemented through the PRGA project were: (1) institutional analysis to assess the status of participatory research and gender analysis in KARI; (2) case studies to assess the outcome and impact of gender sensitivity in research projects; (3) enhancing KARI's capacity to conduct gender-sensitive participatory research; and (4) planning further gender-mainstreaming strategies. The PR and GA efforts in KARI have led to notable changes in its organizational framework. The technical capacity

has been enhanced as indicated by high levels of recognition (63% for researchers, 78% for managers) for gender concerns as well as the expertise for PR and GA among the research scientists. Emphasis on the need for gender-sensitive research has been made during various research forums and the researchers have started incorporating gender concerns in their research activities—33.3% of the respondents were doing it occasionally and 18.0% regularly. The case studies demonstrated that incorporation of gender concerns in projects leads to active participation of male and female farmers. At the research institution level it leads to the development and transfer of appropriate technologies, proper targeting of technologies to potential users and enhanced adoption by women, particularly in farm enterprises that are traditionally owned by them such as indigenous poultry. The impacts of these projects are increased production, household incomes and improved livelihoods for the entire household and community. The major challenges to KARI's PR and GA mainstreaming process are the persistently low level of incorporation of gender concerns in projects that may be attributed to lack of a specific gender policy and accountability mechanisms, and the unsustainability of the long-term gender-mainstreaming strategies. However, with two trained change agents, the strong recognition of gender both within KARI and in the political arena, and the implementation of the proposed action plan, there are potential opportunities for enhancing the ongoing mainstreaming efforts.

### **Towards gender mainstreaming in an agricultural research system: Organizational assessment of gender aspects in Ethiopian Institute of Agricultural Research (EIAR)**

*Yeshi Chiche and Agajie Tesfaye*

With the technical and financial assistance of the Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) and the CGIAR Systemwide Program on Participatory Research and Gender Analysis for Technology Development and Institutional Innovation (PRGA Program), a project entitled 'Building Capacity in Gender Analysis and Gender Mainstreaming in the National Agricultural Research Systems (NARS) of ASARECA.' was initiated. Rapid assessment was made to see the performance of institutions with respect to internalizing gender aspect in their over all activities. Besides, survey was also conducted in order to exercise the implications of gender disaggregated data for providing information on constraints and opportunities for improvement. A three by three framework of organizational analysis matrix was used to evaluate the organizational dimension and organizational characteristics for being gender responsive. These include technical behavioral and cultural dimension of the institute to reflect on policies practices, capacities and attitude. Checklist was developed to verify the major areas of concern and to maintain the flow of ideas in understanding available opportunities, constraints and factors that affect institutionalizing gender in the research process. Representative research centers were selected and rapid assessment was done using participatory approach. Results indicate that there is conducive National policy environment and strong management support from EIAR to consider gender aspect in research activities to the extent that they have established a gender focal unit at the HQ and assign representatives at different research centers. However, it is observed that the proportion of women staff is in the national research system is by far less than that of men (close to 5%), and limitations in understanding the concept of gender, and lack of clarity on how to collect and interpret gender disaggregated data to assist in designing food security and poverty reduction strategies. There is a need of

focusing on developing the knowledge base of the staff in the national research system and strengthening the functionality of the gender focal unit.

With regard to the field survey 103 women and 202 men farmers were interviewed using formal structured questionnaire about their involvement in farm activities, decision making power, access to and benefit from resources. Findings indicate and endorse the relevance of gender disaggregated data. Land preparation and planting is the role of men (95%) more so than women (5%). The share of men was also higher (78%) than women (22%) in feed harvesting and collection. However, the share of women and men was equal in weeding. Reproductive roles (household maintenance activities) were the major responsibilities of women. A higher proportion of men (55%) obtained access to higher levels of formal education than women (19%). Exposure of men to crop production extension services is also more (48%) than that of women (3%). Moreover, 51% of men obtained access to extension services in livestock production as compared to only 5% of women. Gender disparity in access to credit services is narrow (89% of men and 66% of women) as compared to other services. In 43% of households, income from sale of cattle was controlled by men, while it was controlled equally in 38% of households. Decision-making is usually made jointly by husband and wife where usually it takes only consultation for the wife.

The agricultural technologies to be generated should meet the needs and interests of women and men as per the major roles they play and also focus on reducing the burden of rural women. Rural saving systems should be strongly promoted and income generating activities should also be targeted with training on better utilization of income for livelihood improvement in household nutrition, family health education etc to the level that it can significantly be observed on the national development index.

### **Mainstreaming participatory research and gender analysis in NARO, Uganda**

*Ruth Kabanyoro and Gard Turyamureeba*

A collaborative initiative between Association for Strengthening Agriculture Research (ASARECA) and Consultative Group on International Agriculture Research (CGIAR) Systemwide Program on Participatory Research (PR) and Gender Analysis (GA) for Technology Development and Institutional Innovation (PRGA Program) was initiated in 2003 to develop and enhance the capacity of selected participants from the region to utilize gender sensitive participatory research and mainstream such approaches in their respective organizations. The implementation of the PRGA program started in 2004, it was conducted for 2 years with the aim of assessing and developing methodologies and organizational innovations for gender -sensitive PR and operationalizing their use in the National Agricultural Research Systems (NARS) of the ASARECA region. During this period, three workshops were conducted in phases, participants were drawn from Ethiopia, Sudan, Madagascar, Uganda, Tanzania, Kenya, Democratic Republic of Congo (DRC) and Rwanda. Burundi and Eritrea did not participate. There were 2 participants from each country, Ruth Kabanyoro and Gard Turyamureeba represented the National Agricultural Research Organization (NARO) in the workshops.

## **Influencing Change: Project evaluation**

*Elizabeth Ssendivala and Michael Waithaka*

An internal evaluation of the project 'Building Capacity in Gender Analysis and Gender Mainstreaming in the NARS of ASARECA' was aimed at: assessing organizational changes that had occurred in the participating NARS in regard to gender; assessing the extent to which knowledge and skills gained through the capacity-building project were being utilized; and informing the PRGA Program and ASARECA on strategies for institutionalizing participatory research and gender analysis in the NARS of ECA. The evaluation utilized qualitative methodologies where data were collected through in-depth interviews and electronic survey questionnaires. Skills gained in the project were demonstrated as participants trained fellow scientists in their organizations. Organizational assessments with regard to gender were carried out in the participating NARS. Field studies provided empirical evidence to support the use of gender-sensitive participatory methodologies, and provided relevant and localized training material in the region. A key conclusion was that ASARECA should play a catalytic role in ensuring that member NARS mainstream gender-sensitive participatory research.

***Appendix 2: List of Participants in the PRGA–ASARECA Project***

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*Appendix 3: Gender Mainstreaming in ASARECA: Draft Logical Framework Matrix (2008/09–20012/13)*

Objective Statement	Verifiable Indicators	Sources of Verification	Assumptions
<b>GOAL</b>			
<i>Enhanced sustainable productivity, value added and competitiveness of the sub-regional agricultural system</i>	% increase in yield of selected crops % increase in labor productivity % decrease in production costs of selected commodities % increase in volume of processed agricultural products % increase in value of agricultural output 4% annual growth rate in TFP ( <i>target in FAAP document</i> )	<ul style="list-style-type: none"> <li>• Government statistics</li> <li>• Economic Commission for Africa statistics and reports</li> <li>• FAO statistics</li> <li>• COMESA and other regional organization reports</li> <li>• Selected CGIAR reports and publications</li> <li>• External evaluation and impact assessment</li> <li>• Appropriate UN organizations</li> </ul>	
<b>Purpose</b>			
<i>Enhanced utilization of gender-sensitive agricultural research and development innovations in eastern and central Africa</i>	The number of male and female farmers, processors and others who have adopted new technologies		

Outputs			
<p><b>1. Gender strategy, plan and policy framework developed</b></p>	<p>1.1 Guidelines and procedures on how to integrate gender in ASARECA programs and projects developed</p> <p>1.2 Policy framework to guide ASARECA programs and units on how to effectively integrate gender into the R4D initiatives developed by mid-2009</p>	<ul style="list-style-type: none"> <li>• ASARECA GE Strategy and Action Plan Report</li> <li>• Policy framework report</li> <li>• Program annual reports</li> </ul>	
<p><b>2. Staff and stakeholders' capacity in gender analysis and gender mainstreaming enhanced</b></p>	<p>2.1 Capacity strengthening needs related to gender analysis and gender mainstreaming identified and documented by end 2009</p> <p>2.2 Number of ASARECA staff and stakeholders trained in gender analysis and gender mainstreaming by 2010</p> <p>2.3 Number of program and project reports that have gender-disaggregated information</p> <p>2.4 Number of gender-responsive technologies/innovations generated by 2012</p> <p>2.5 Number of gender-sensitive R4D projects implemented by ASARECA (at least 1 per program)</p>	<ul style="list-style-type: none"> <li>• Program annual reports</li> </ul>	
<p><b>3. Effective approaches and methods for gender mainstreaming up-scaled and out-scaled in the ASARECA sub-region</b></p>	<p>3.1 Information-exchange system on gender work and experiences developed</p> <p>3.2 Gender issues in agricultural information and communication identified and documented by end 2009</p> <p>3.3 Number of gender exchange forums held</p>		

## ***Appendix 4: Checklist of ‘best practice’ actions for the four components of the Gender Integration Framework***

### **1. Political Commitment**

#### ***What the leadership must do***

- Make public commitment to and organizational mandate for mainstreaming gender
- Realign the organization’s mission statement with social inclusion, viewing it as integral to poverty reduction
- Publicly show support for mainstreaming gender-analysis methods as integral to social inclusion, and communicate to all staff a ‘new way of doing business’
- Facilitate open discussion among staff, acknowledge discomfort around the issues, and promote a safe environment for discussion.

#### ***Change policies, procedures and systems***

- Support long-term organizational transformation, beginning with assessment and action-planning
- Approve the hiring of a gender methods ‘coordinator’ with significant experience and give him/her public support, endorsement and power within the organization
- Form a gender task force or equivalent and support their action-plans
- Provide a budget
- Develop an action-plan that includes the four components of the mainstreaming framework
- Review and revise recruitment practices and personnel policies
- Communicate the social inclusion and gender policy to all partner organizations.

#### ***Actions to expand awareness externally in country***

- Reach out to other organizations for advocacy for such approaches
- Decide to become a role model for other organizations
- Promote the link between social inclusion and poverty alleviation in public.

### **2. Technical Capacity**

#### ***Assess capacity, knowledge and perception of staff about gender issues***

- Conduct an organizational assessment of the current level of awareness of, knowledge about, and skills in issues related to gender.

#### ***Increase gender-analysis expertise among staff***

- Assign a gender specialist to coordinate the implementation of an action-plan
- Employ gender trainers to increase staff capacity at all levels
- Ensure all senior managers are included in training.

#### ***Produce and utilize gender training materials***

- Mainstream gender issues in long-range strategic planning, including all sector plans
- Prepare a gender-analysis manual and appropriate policies to guide the implementation of mainstreaming these approaches.

#### ***Make changes in technical or project approaches***

- Disaggregate project data, including participation of women and men, i.e. do not simply start collecting data on women
- Identify how gender factors have hampered achievement of project goals
- Identify women and men most affected by project interventions and ensure their input and full participation (including sex-disaggregated focus groups)
- Examine access and control issues regarding resources for gender factors in projects
- Identify harmful cultural practices that might be supported by projects and analyze how organizational policies can be used as a leverage to introduce social change
- Identify and work with opinion leaders, especially religious leaders and women elders, in communities on gender issues surrounding harmful practices
- Make a concerted effort to identify women for participation and leadership in non-traditional areas of projects
- Extend the gender training to organizational partners
- Partner with other organizations to secure advice and expertise
- Consult with external groups that can assist with strategic planning to change attitudes and increase acceptance of such approaches.

### **3. Accountability**

- Require gender indicators for monitoring and evaluation of project processes and outcomes
- Build indicators into performance reviews, to demonstrate commitment to gender-analysis methods and their application
- Build gender-analysis methods performance into terms of reference
- Have the gender coordinator screen proposals and reports for: participation of women and men at equitable levels, and examination of the impact of results on power relationships between men and women
- Disaggregate data by sex in reports
- Require that all project requests for core funding integrate gender issues
- Require integration of gender issues in direct funding of partners
- Ensure that gender factors are included in all logical frameworks or similar project-planning documents
- Be clear that the responsibility for gender mainstreaming lies with all the staff
- Identify the gender coordinator or human-resources development manager as the one accountable for assessing the progress on gender plans.

### **4. Organizational Culture—Change in mindsets and values**

- Implement systemic changes in policies, contracts and grants to challenge harmful cultural practices to the adoption of gender-analysis approaches
- Disseminate information on successes and challenges, including household and community improvements as a result of adoption of gender-analysis methods
- Nurture a safe environment for discussion of misunderstandings of, discomfort with, and lingering biases toward such approaches.