

**Together we can find solutions
for improved livelihood
and sustainable agriculture**



**ASARECA Gender Mainstreaming Strategic Plan
2011–2015**





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**ASARECA
Gender Mainstreaming Strategic Plan
2011–2015**



ASARECA Secretariat
Plot 5 Mpigi Road
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Preface

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) was established in 1994, by National Agricultural Research Institutes in ten member countries: Burundi, Democratic Republic of Congo, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Sudan, Tanzania and Uganda.

ASARECA is a sub-regional, not-for-profit organization whose mission is: To enhance regional collective action in agricultural research for development, extension, training and education to promote economic growth, fight poverty, eradicate hunger and enhance sustainable use of resources in Eastern and Central Africa (ECA).

This mission is a commitment to overcome poverty and hunger in the ECA region. ASARECA sees improved delivery and impact of scientific knowledge, policy options and gender responsive technologies as a powerful instrument to drive the sub-region towards meeting the Comprehensive African Agricultural Development Program (CAADP) which is the agricultural agenda of the New Partnership for African Development (NEPAD) and the Millennium Development Goals (MDGs).

In 2007, ASARECA developed a strategy (2007-2016) that outlines the direction and priorities for agricultural development in the region in the context of CAADP and the MDGs. The ten ASARECA countries have been and are currently investing in agriculture research, extension, education and training. While ASARECA mobilizes operational finances for sub-regionally planned agricultural innovation activities. The partner NARS contribute their infrastructure, personnel and some funding towards the sustainable implementation of the Programme. The support provided by ASARECA through its development partners adds value to national efforts by addressing transboundary constraints, avoiding duplication of effort while ensuring spillover of technologies and knowledge across member countries.

ASARECA serves as a forum for promoting regional agricultural research and strengthening relations between National Agricultural Research System (NARS), in Eastern and Central Africa including the Consultative Group for International Agricultural Research (CGIAR). Aiming to strengthen NARS and link them regionally, ASARECA has expanded its initiatives and leadership in linking agricultural research to the political dialogue possible in COMESA, FARA and AU/NEPAD. ASARECA monitors political and institutional change in the global research environment and provides to its member countries representation in such fora. ASARECA adds value to the work of NARS in the sub-region through:

- The identification of shared goals and the promotion of economies of scale and scope through collaboration, specialization and sharing of results
- The identification of sub-regional public goods that would be under-produced in the absence of shared goals and a regional mechanism
- Sharing of knowledge and experiences with institutional innovation for more effective agricultural research for development (AR4D), extension and agricultural training and education.

Central to ASARECA's vision and mission is the recognition of the value of regional collaboration and the need for regional collective action among member countries and their partners. Also central to ASARECA's vision and mission is the notion that agricultural research, convened and facilitated by ASARECA, furthers development aims such as broad-based economic growth, poverty eradication and improved livelihood.

Within its overall vision for change, ASARECA has taken concrete steps to mainstream gender into its agriculture research agenda and institutional frameworks by developing a Gender Mainstreaming Strategy for the period 2011-2015. ASARECA embraced gender equality as a vital consideration in agricultural production. Gender Mainstreaming Strategy marks the beginning of the systematic integration of gender into the programmes, policies and activities of ASARECA. The principal purpose of gender mainstreaming in ASARECA is to contribute to the achievement of the organizations mission. The strategy is founded on the lessons learnt from two previous ASARECA led gender interventions and the findings of gender audit. The goal of the strategy is to ensure that ASARECA achieves gender responsiveness at all levels of institutional frameworks and all stages of design, planning, implementation, monitoring and evaluation of agricultural research.

The Gender Mainstreaming strategy is in line with the United Nations Economic and Social Council (ECOSOC) highlighting the necessity to ensure that gender equality is a primary goal in all areas of social and economic development; by making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally

This strategy will be implemented within the institutional framework of ASARECA. The primary responsibility will fall within the Gender Unit and Programme staff, with clear gender indicators that have been developed and incorporated within the ASARECA M&E mechanisms.

What is presented in this document is the strategy and priorities developed for mainstreaming gender in ASARECA governance and programming functions through collective action of the ASARECA member NARs. I would like to thank the ASARECA Gender Expert-Forough Olinga and Dr. Michael Waithaka, Manager for Policy Analysis and Advocacy Programme, and all our stakeholders, for having worked hard and enabled ASARECA define its future direction and priorities in the context of the sub-regional partnerships and equal opportunity for a just and sustainable agriculture development.



Seyfu Ketema

Executive Director, ASARECA

Executive summary

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA), a sub-regional agricultural research organisation. It was established in 1994 by ten member countries: Burundi, DR Congo, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Sudan, Tanzania and Uganda. The secretariat of ASARECA is in Entebbe, Uganda. The countries are represented by their national agricultural research institutes.

ASARECA's broad goal is to increase economic growth and improve livelihoods in the Eastern and Central Africa (ECA) region while enhancing the quality of the environment. The organisation's core objective is to develop policies and programs aimed at deepening co-operation in agricultural research and policy among the member countries for the mutual benefit of all the stakeholders in the agricultural sector. To that end, ASARECA has developed seven programmes that include (i) Staple Crops, (ii) High Value non-Staple Crops, (iii) Livestock and Fisheries, (iv) Agro-Biodiversity and Biotechnology, (v) Natural Resource Management and Biodiversity, (vi) Policy Analysis and Advocacy and (vii) Upscaling and Knowledge Management.

Within its overall vision for change, ASARECA has taken concrete steps to mainstream gender into its agriculture research agenda and institutional frameworks by developing a Gender Mainstreaming Strategy (GMS) for the period 2011-2015. The strategy is founded on the lessons learnt from two previous gender interventions and the findings of the Gender Audit that was conducted in 2009. The approved log-frame of ASARECA already provides the mandate for mainstreaming gender. The goal of the strategy is to ensure that ASARECA achieves gender responsiveness on all levels of institutional framework and all stages of

design, planning, implementation, monitoring and evaluation of agricultural research agendas. Four strategic objectives have been developed and these are:

- To develop a better understanding of gender amongst the NARS and key partners.
- To influence donors and government agricultural policies towards becoming more gender responsive.
- To secure adequate and equitable allocation of resources for GM.
- To institutionalize GM at ASARECA.

To operationalise the objectives, two thematic areas have been developed and these are:

Theme I: Developing institutional mechanisms for GM in ASARECA.

Theme II: Integrating gender in ASARECA programmes/projects.

For purposes of implementation, the six results that must be achieved by 2015 are as follows:

- i. Developing an ECA regional gender policy by the end of 2011.
- ii. Providing a regional platform for exchange of experiences and the most effective practices through a GM working group by the end of 2011.
- iii. Supporting the NARS and implementing partners to develop and sustain systems for GM by 2014.
- iv. Building capacity in gender analysis and GM for researchers and managers of NARS in ten countries by the end of 2012.
- v. Facilitating integration of gender into mechanisms and methodologies of ASARECA's programmes and projects by 2014.
- vi. Generating criteria for gender compliance through developing gendered performance indicators for ASARECA projects and programs by 2014.

The GM Strategy will be implemented within the institutional framework of ASARECA. The primary responsibility will fall within the normal duties and functions of the Gender Unit and Programme staff. Clear gender indicators will be developed and incorporated within the ASARECA M&E mechanisms.

1.0. Background



1.1. ASARECA's vision for change

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) is a non profit sub-regional agricultural research organisation. It was established in 1994 by ten member countries represented by their national agricultural research for development institutes. The ten countries are Burundi, DR Congo, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Sudan, Tanzania and Uganda. The secretariat of the organisation is located in Entebbe, Uganda. These countries cover an area of 8.5 million km² with a total population of around 280 million people, most of whom are rural dwellers pursuing agricultural livelihoods. Roughly one third (300 million hectares) of ECA's total land area is devoted to agricultural use. Agriculture is therefore the most common occupation in ECA and accounts for 43% of the regional GDPs.

Given that the bulk of the region's population resides in rural areas and depends on this sector for income and sustenance, and also given the low levels in agricultural productivity growth, hunger and malnutrition and infant mortality have increased in the recent years. The picture that emerges for ECA is, therefore, one of a region comprising countries progressively less able to meet the needs of their burgeoning populations. With agriculture looming so large in most national economies, sluggish growth in agricultural productivity has translated into sluggish growth overall and generally low per capita income levels. High levels of agricultural importation-particularly of staples- appear to be only partially filling the consumption needs of a population lacking purchasing power, resulting in high levels of adult and child malnutrition and towering child mortality rates.

In such a situation it is critical for national level efforts to be complemented by efforts through collective action by countries in the sub-region. The formation of ASARECA was, therefore, inspired by the need to promote the population's well being through regional collective action and to ensure effective utilisation of available resources to produce technology, knowledge and innovation systems that would function as sub-regional public goods shared freely by member countries.

Central to ASARECA's vision and mission is the recognition of the value of regional collaboration among member countries to overcome poverty and hunger and foster the development aims of broad-based economic growth, poverty eradication and improved livelihood. ASARECA sees the improved delivery and impact of scientific knowledge, policy options and technologies as powerful instruments to drive the sub-region towards meeting the CAADP, the agricultural agenda of the AU/NEPAD.

ASARECA's broad goal is to increase economic growth and improve livelihoods in the ECA while enhancing the quality of the environment. Its core objective is to develop policies and programs aimed at deepening co-operation in agricultural research and policy among the member countries for the mutual benefit of all the stakeholders in the agricultural sector.

To that end, ASARECA has developed seven programmes that include (i) sStaple cCrops, (ii) High Value non-Staple Crops, (iii) Livestock and Fisheries, (iv) Agro-Biodiversity and Biotechnology, (v) Natural Resource Management and Biodiversity, (vi) Policy Analysis and Advocacy, and (vii)Upscaling and Knowledge Management. These programmes have been implemented through partnership and collaboration of the NARS in member countries, the CGIAR, universities and other advanced research centres. While ASARECA mobilises operational finances for sub regionally planned programmes, the partner NARS contribute infrastructure, personnel and a certain amount of funding towards their implementation.

The demand-side stakeholders include:

- i. Farmers' associations
- ii. National and sub-regional associations that coordinate agricultural research, extension, training and education
- iii. Associations of processors of agricultural products
- iv. Associations of agricultural service providers
- v. Agricultural businesses and related marketing agents
- vi. Consumer associations
- vii. Organised women's groups and youth groups working in agriculture
- viii. Non-governmental associations working in agricultural research and development
- ix. International agricultural research centres, universities and advanced research institutes
- x. Investors, donors and development partners.

For the period 2011to 2015, ASARECA is working towards realizing five specific objectives. These include:

- Establishing performance driven gender responsive governance and management structures and operational systems.
- Facilitating the generation and uptake of demand driven agricultural technologies and innovations.

- Facilitating policy options to enhance the performance of the agricultural sector in the ECA sub-region.
- Strengthening the capacity for implementation of agricultural research for development in the ECA sub-region.
- Enhancing availability of information on agricultural innovation.

1.2. The internal and external context

1.2.1. The global, regional and national environment with implications for ASARECA's GMS

The concept of bringing gender issues into the mainstream was established as a global strategy for promoting gender equality in the Platform for Action adopted at the UN fourth World Conference on Women, held in Beijing, China in 1995. It highlighted the necessity of ensuring that gender equality remain a primary goal in all areas of social and economic development. The ECOSOC defined the concept of gender mainstreaming as “the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in any area and at all levels. It is a strategy for making the concerns and experiences of women as well as of men an integral part of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres, so that women and men benefit equally, and inequality is not perpetuated. The ultimate goal of mainstreaming is to achieve gender equality”. Mainstreaming includes gender-specific activities and affirmative action, whenever women or men are in a particularly disadvantageous position. Gender-specific interventions can target women exclusively, men and women together, or only men, to enable them to participate in and benefit equally from development efforts.

It has generally been observed that progress in expanding women’s opportunities has lagged behind for the reason that women’s capabilities have not been developed quickly enough to keep them on a level with men. Gender equality requires changing underlying social norms in addition to observable outcomes and changes in laws, institutions and policies. Measuring gender equality and women’s empowerment, therefore, cannot be conducted through a single indicator. While equality indicators measure women’s status relative to that of men and are expressed as ratios, empowerment indicators measure changes in absolute levels of women’s well being rather than in comparison with men.

The agenda for realizing gender equality (especially following the Millennium Declaration in 2000) put some emphasis on gender-specific interventions after realizing to the difficulty of achieving MDG 3 on gender equality and empowerment of women without working intensely on specific gender disparities. At the country level, many governments and institutions established women’s machineries in the form of ministries, departments, gender desks and offices and charged them with the responsibility of implementing and overseeing the gender mainstreaming agenda. In practice, women’s machineries have served several purposes, including policy coordinating units, knowledge and support providers and advocates.

The global GM agenda has provided a reference point at regional and national levels. For example, many African countries adopted the Beijing Platform of Action, including the ECA countries that make up the ASARECA constituency. An example of the best practices to

address efficient costs of gender inequality is the intervention that was taken by COMESA in 2002 in recognition of the fact that sustainable economic and social development of the region requires the effective participation of women, men and youth. COMESA adopted a gender policy which advocated an equal and full participation of women in all aspects of its activities and operations taking place in the region. This policy emphasized the principle of affirmative action across all spheres of COMESA policies, systems, structures, programmes and activities in order to redress existing gender imbalances. One of the areas focused on by affirmative action was ensuring that the barriers which prevent women's participation in core COMESA activities such as trade, the private sector, infrastructure development and science and technology be addressed and removed. The gender policy was also implemented in order to facilitate the review of legislation in COMESA member states towards the promotion of women's access to and control of productive resources like land, credit, technology and information.

A more recent development took place in 2009 when the ECA presented a debate on the progress made, the remaining challenges and the actions taken to promote gender equality and the empowerment of women in Africa in the last decade. The discussion sprung from a conviction that both gender equality and the empowerment of women are desirable and mandatory for the achievement of sustainable development. The intervention also reviewed the activities undertaken to promote gender equality and the empowerment of women and the progress made, especially in implementing the BPA. The review showed both good practices as well as highlighted some gender issues that remain unresolved and areas in which the situation of women has deteriorated. It focused on the major challenges that must be addressed if gender equality is to be achieved and also outlined the measures that must be taken to ensure the fulfillment of the ECA's gender empowerment objectives. One of the discussion's most important conclusions is the need to question the commitment of governments to the goal of GM. The evidence to support this conclusion was based on two findings of a review of 12 countries of Africa. The first finding is that despite long-held implementation plans and gender policies, no country scored highly for making resources available for the implementation of the BPA. The second is that there were no concrete laws made in order to protect women from gender based violence and there were no effective policies and plans set towards its eradication. Cultural practices that discriminate against women were observed to be largely untouched in most countries while resources for implementing interventions aimed at achieving gender equality came mainly from external partners rather than governments, thereby raising concern regarding the eventual sustainability of such interventions.

As for agriculture-specific matters, the AU's commitment to gender equality is entrenched in the African Charter on Human and People's Rights. The SDGEA and the Post Conflict Reconstruction and Development adopted by the heads of state in 2006 further reinforce this commitment. The AU also developed a Gender Policy to address gender concerns within key AU decisions, declarations and instruments having a bearing on the advancement of women and gender equality, including the CAADP.

The CAADP of the NEPAD of the AU provides a vision and policy framework for addressing the enormous challenges facing African agriculture. The African Vision of AU/NEPAD (*"regional agricultural production to grow by an annual rate of 6% by 2015"*) is to be achieved through:

- Dynamic agricultural markets among nations and between regions.
- Making available affordable food and ensuring the just and equitable distribution of wealth.

- Being a strategic player in agricultural science and technology development.
- Developing a culture of sustainable use of natural resource base.

Four key, mutually reinforcing pillars for investment were identified as:

- Extending the area under sustainable land management and reliable water control systems.
- Improving rural infrastructure and trade-related capacities for improved market access.
- Increasing food supply and thereby reducing hunger.
- Agricultural research, technology dissemination and adoption of the same.

To achieve the annual agricultural growth envisioned, the issues pertaining to gender, equal opportunity, and other inequalities in the region need to be addressed. The region comprises a total population of more than 280 million people, about half of them women, most of whom are rural dwellers pursuing agricultural livelihoods, but with different social contexts. Agriculture accounts for 43% of the overall regional GNP and over 80% of the workforce in agriculture is women. The above conditions render the addressing of gender concerns in agriculture central to the achievement of the AU/NEPAD vision.

Through using strong partnerships at all levels, ASARECA has strategically positioned itself to contribute towards achieving the AU/NEPAD vision. It serves as a forum for promoting regional agricultural research and strengthening relations between NARS in the sub-region, the CGIAR and advanced agricultural research to the political dialogue at the COMESA, FARA and AU/NEPAD. In order to deliver on the CAADP agenda, ASARECA is using multiple approaches that include:

- Aligning its strategic plan to the FAAP and its principles
- Working with CAADP country teams set up by COMESA
- Using the NARIs network to work with COMESA and FARA to identify priority investment areas (especially in research),
- Working with COMESA and FARA to ensure the development of sound investment documents for the country's CAADP process
- Contributing directly to CAADP pillar IV with regard to: strengthening Africa's capacity to build human and institutional capacity, empowering farmers and strengthening agricultural support services.

The need to address gender concerns in agricultural research is clearly articulated in the FAAP, a document which was developed specifically to guide stakeholders in African agricultural research and development to meet the objectives of CAADP. The relevant FAAP principle is laid out thus: "integration of gender considerations at all levels, including farmers and farmer organisations, the private sector, public institutions, researchers and extension staff." This commitment provides the impetus for all stakeholders involved in contribution to the AU/NEPAD vision, including ASARECA, to ensure that gender concerns are addressed in institutions as well as in all their programmes and projects.

1.2.2. The internal context: assets and challenges to GMS in the NARIs of ASARECA

An internal scan focusing on the status of GM in the ASARECA NARIs was done through the PRGA/ASARECA initiative in 2009 and updated by participants during a strategy development workshop. It was generally observed that the NARIs were at varying stages of

GM: some programmes were still in their infancy while others were at an advanced stage. A detailed country situation for different member countries regarding GM is presented below:

Tanzania has a gender focal person at the Ministry level but there is none at the DRT. An institutional gender audit that was conducted at the DRT in 2005 indicated that 25 scientists had undergone some gender related training but the majority still lacked knowledge and skills in gender analysis. A mini-survey conducted in four districts of the Eastern Zone (Kilombero and Kilosa in Morogoro, and Handeni and Muheza in Tanga) indicated that a majority of scientists were aware of gender issues in technology development and transfer. It was observed overall that improving the capacity of researchers, extension, farmers and other stakeholders in gender and participatory research has the potential to change attitudes and mindsets regarding gender issues. Currently, there is a gender support team of six people at the national level and an action plan for GM has been developed. Resource mobilisation and efforts are now focused on lobbying for funds at the national level to implement activities.

In summary, the assets available to the Tanzania programme include gender infrastructure support at a national level as well as a support team. On the other hand, the challenges include insufficient knowledge and skills, negative attitudes and mindset in relation to gender issues and a lack of money for implementation of programmes.

Madagascar: FOFIFA, an assessment of opportunities and constraints on GM based on the perception of researchers, found that most respondents were familiar with participatory methods and gender analysis. Inadequate human and financial resources were identified as the factors limiting GM. A process of developing an action plan to mainstream gender is in process.

Eritrea did not participate in the PRGA / ASARECA initiative but was represented in the strategy development meeting. Lack of capacity in gender analysis was identified as a major cause for concern. As a result, gender is not yet incorporated systematically in research, but rather gets included in an ad hoc manner.

Burundi also did not participate in the PRGA / ASARECA initiative but was represented in the strategy development meeting. Like in Eritrea, a lack of capacity in gender analysis and GM were identified as a major gap.

Sudan: In ARC, research managers were sensitized and researchers were trained in gender analysis in 2006. An institutional assessment of GM was conducted in which gender gaps were identified at the policy level as well as within operational procedures. It was also acknowledged that there is no gender focal person or M&E unit. An action plan was developed by the Sudan team, focusing on effecting a change in attitudes and influencing policy to address the sources of resistance which include lip service, cultural resistance and knowledge gaps. A support group composed of key influential people from the research unit was put in place to push forward the process of change.

Uganda: NARO (an organisational assessment done in 2005 through the PRGA / ASARECA project) revealed that apart from the NARO Statute (1992) which provides for women representation on the Board, there were no policy provisions for gender considerations in the organisation. At the time of the assessment, the entire organisation employed a total of 631 scientists, and support staff that were distributed to various institutes. Less than 30 percent of these were women. There are more women in the lower ranks in NARO. Responses from participants showed that although awareness of gender concerns exists, the perceptions,

appreciation and status of the research programs vary. A number of scientists in NARO view the current gender initiative as a reflection of foreign interest. As a follow-up action, researchers and technicians were trained in gender and a six-person gender team has been constituted to implement a project. A draft action plan for GM has been developed and a proposal for soliciting for funds is being developed.

Rwanda: An assessment that was conducted in ISAR found the organisation to be very receptive to gender issues. Two gender-awareness sessions for ISAR managers and scientists were held in Rubona in March and September 2006. Most researchers (70%) have been sensitized towards gender issues. However, the administrative staff is yet to be sensitized. Except at national level (where 30% of parliamentarians must be women) there is no policy regulating women's representation in organisations. The number of women among ISAR employees was found to be low compared to that of men for the posts of researchers, technicians, administrative staff and laborers (14%, 40%, 34% and 31% respectively). Currently the centre is engaged in lobbying for funds to continue work on gender and is in the process of developing a new project related to GM.

Kenya: The process of GM in KARI was initiated in 1995 with the establishment of a Gender Task Force (GTF) that was composed of all program heads, representatives from donor organisations and other stakeholders. Priority was given to gender integration in research initiatives with less emphasis on the organisational and cultural dimension. Since then, over 80% of researchers have been sensitised towards GM. As a result, there has been an increase in gender sensitive reporting and a number of gender related studies have been conducted. At the farmer level, there has been increased access to technologies by men and women farmers among other things. Challenges for gender mainstreaming at KARI include low inclusivity rate of gender concerns in projects, lack of set mechanisms to sustain the GM efforts and lack of a specific budget for integration efforts.

Ethiopia: Gender analysis in EIA was initiated in 1990 with support from the International Maize and Wheat Improvement Center (CIMMYT) and the International Centre for Tropical Agriculture (CIAT). Priorities in GM were identified and an action plan developed, a gender unit at the head quarters was established, a users' guide was developed and centre managers were trained. An organisational assessment was conducted in 2005. Findings indicated that the key problems included a lack of understanding about gender (which was commonly perceived as 'women's issue'), uncertainty and reservations on the relevance of gender to agricultural research, limited technical capacity in gender analysis and limited financial support for conducting gender related activities. Challenges for GM at EIAR include a high rate of trained staff turn over, the heavy workload of the staff, the limited number of qualified female staff, unsustainable funding and a limited technical capacity for integrating gender aspects in research.

From the assessment of the internal context of the NARIs, the key asset of the GM effort is that the main debate on the subject is already in motion and a number of actions to build capacity are being implemented. The bulk of the organisation's efforts need to be placed on providing clear policy guidelines and support, reinforcing capacity and reframing the GM debate for the few whose mindset and understanding of its relevance in agricultural research and other programmes and projects are still a challenge. There is also a need to mobilise adequate financial resources to support the implementation of the gender-related actions proposed by this strategic plan.

2.0. ASARECA's Gender Mainstreaming Strategy



2.1. ASARECA's position

Within its overall vision for change, ASARECA has taken concrete steps to mainstream gender into its agricultural research agenda and institutional framework by developing a GMS for the period 2011–2015. The strategy is founded on the lessons learnt from two previous gender interventions and the findings of the Gender Audit that was conducted in 2009. The approved log-frame of ASARECA already provides the mandate for mainstreaming gender.

Initial efforts to mainstream gender at ASARECA were made in 2001 with the *Gender Factor in Agricultural Research Programs (2001–2004)* that was supported by the IDRC. The focus of this initiative was to develop approaches and design methodologies and tools that would facilitate gender analysis and information dissemination based on the collection and utilization of gender disaggregated data in agricultural research, in ongoing and planned projects/programmes and in NRM and commodity research. This project was also intended to build the capacity of ASARECA member NAROs, Regional Agricultural Research Networks, the Committee of its Directors in the formulation of gender policy where the latter did not exist and the utilization of gender disaggregated information in project/programme planning and implementation.

Based on the recommendations of this project, a follow-on project *Building capacity in Gender Analysis and Gender Mainstreaming in the National Agricultural Research Systems (NARS) of ASARECA (2004–2008)* was developed and supported by the system-wide program in

PRGA. This initiative involved participants from DRC, Ethiopia, Kenya, Madagascar, Rwanda, Sudan, Tanzania, and Uganda. An assessment of the project performance indicated that enhanced knowledge and skills had been achieved in the areas of conducting gender sensitive and participatory research, gender analysis and mainstreaming gender in organisations.

When it came to application however, an institutional assessment of eight NARIs established that none of them had a gender specific policy; only three of them had gender-coordinating units and gender concerns reflected in their strategic plans. For most of the NARIs, gender analysis was considered only when specific development partners requested it. It was also established that the number of women in the institutes was significantly lower than that of men with the gap widening the further up one looked in the hierarchy. The assessment found that some of the best practices in GM in the NARIs included offering scientists incentives to do gender-sensitive work, appointing a gender coordinator and setting up a gender unit, documenting gender-based case studies, organising annual or biannual seminars with a focus on gender, exchanging visits/networking concerning GM and continuing training in gender analysis skills.

2.2. Strategic choices for GM

ASARECA recognises that gender equality is essential to fulfilling its mandate of enhancing regional collective action in agricultural research for development, extension and agricultural training and education, promoting economic growth, fighting poverty, eradicating hunger and enhancing the sustainable use of resources in ECA. In working to respond to the lessons



learnt and recommendations made from the experiences of the two GM interventions that have been described above and the gender audit results, ASARECA has taken a number of strategic decisions. These are as follows:

2.2.1. Goal

The overall goal of the GMS is to ensure that ASARECA achieves gender responsiveness at all levels of institutional framework and all stages of design, planning, implementation, monitoring and evaluation of its agricultural research agenda.

2.2.2. Objectives

The strategy incorporates ideas deliberated upon during the ASARECA stakeholder consultative workshop in April 2009 in which the participants identified four strategic objectives for the period 2011–2015.

These are:

- To develop a better understanding of gender amongst the NARS and key partners
- To influence donors and government agricultural policies towards becoming more gender responsive
- To secure adequate and equitable allocation of resources for GM
- To institutionalize GM at ASARECA.

2.2.3. The target audience

The target audience has been defined at two levels: i) all NARS in ECA and ii) ASARECA and its implementing partners. Because the target audiences are more than one, different actions have been developed to ensure that all targeted audiences are enabled to help ASARECA achieve the four objectives listed.

2.3. Thematic areas and related actions to achieve the strategy

One of the outputs of the approved ASARECA logical framework for the period 2009-2014 is to work towards “strengthened gender-responsive governance and management systems in ASARECA”. To respond to this output, two thematic areas have been developed to institutionalise GM in ASARECA. These are:

Theme I: Developing institutional mechanisms for GM

Theme II: Integrating gender into programmes/projects

2.3.1. Developing institutional mechanisms for GM

For the first thematic area, there are two levels of audiences that are envisioned as being the key to its success. First is the ASARECA Board of Directors and development partners that are expected to support and facilitate development of appropriate institutional mechanisms. This audience has already indicated its commitment to GM by supporting the several actions that have been described in the section on the background to this strategy and by authorising

an output that targets GM in the current institutional logical framework. However, there is still a need to develop and disseminate a gender policy that explicitly relates ASARECA's mission and values to gender equality in research and research-for-development.

Second are the NARS in the ten member states and the ASARECA Secretariat whose programmes and projects the gender policy is expected to guide. When it comes to the issue of GM, the internal scan in the background to the strategy has demonstrated that the NARS have varied opportunities and barriers. The institutional mechanisms developed are expected to guide them towards the development and implementation of manageable steps they can take for the fulfillment of the organisation's aims.

Under the first thematic area, three specific actions by ASARECA have been identified in order to develop regional infrastructure that will guide policy change (direction and coherence) in the NARS, ASARECA management and implementing partners. These take the form of:

- i. Developing an ECA regional gender policy by the end of 2011.
- ii. Providing a regional platform for the exchange of experiences and the most effective practices through a GM working group by the end of 2012.
- iii. Supporting the NARS and implementing partners to develop and sustain systems for GM by 2014.

The expected outputs of thematic area I include:

- A gender policy to guide the process of GM.
- A gender action plan in programmes to implement the policy.
- A gender unit / program established in the organisation structure.
- Gender responsive plans, documents and reports.

The expected outcomes of thematic area I include:

- Coherent GM in institutions.
- Coordinated and effective GM activities.
- Gender disaggregated statistics and information
- Effective documentation and dissemination of useful messages and the best practices in GM.

2.3.2 Integrating gender into ASARECA's programmes and projects

The articulation of gender concerns in the agricultural research agenda constitutes the essence of GM in ASARECA and the research agenda implemented by NARS in the ten member countries in the ECA. GM in programmes/projects is an expression of the institutions' desire to meet the gender needs and interests of the different categories of people in the community it serves and narrow the gap between researcher and end-user. It translates directly into relevancy of technology to their livelihoods, hence the up-take of technology and its subsequent contribution to hunger and poverty reduction. This process constitutes the consideration of gender concerns in the design, planning, implementation, monitoring and evaluation of the agricultural research agenda. It is achieved through the

involvement of all categories of people in the identification of research priorities – a process that will result in a demand driven research agenda and the implementation of programmes to ensure that such an agenda does not deviate from the identified needs.

While sensitization and the creation of gender awareness may suffice for some categories of staff, integration of gender in the agricultural research agenda calls for development of the technical proficiency of programme staff. The acquisition of gender knowledge and skills is essential in order to enable researchers and administrators to recognise gender disparities, apply gender tools in data collection as well to use this data in the design, planning, implementation, monitoring and evaluation of their work to facilitate the behavior change that will make GM an essential aspect of all activities.

For this thematic area, two audiences form the core target group: the NARS and ASARECA managers (researchers and programme staff).

Under the second thematic area, three specific actions by ASARECA have been identified to enhance behavioral change among the targeted audience. These are:

- Building capacity in gender analysis and GM for researchers and managers of NARS in ten countries by the end of 2012.
- Facilitating the integration of gender into mechanisms and methodologies of ASARECA's programmes and projects by 2014.
- Generating criteria for gender compliance through the development of gender responsive performance indicators for ASARECA projects and programs by 2014 (the check list already exists, indicators are required). Work with M&E.

It is envisaged that integrating gender concerns in the agricultural research agenda will improve the targeting of technology, create a larger demand and enhance uptake, leading to increased agriculture production and improved livelihoods.

The expected outputs of thematic area II include:

- ASARECA researchers and managers will be trained in concepts and tools for GM.
- Integration of gender issues /concerns into the research programmes and projects.
- Gender analysis conducted at each stage of planning, implementation and monitoring and evaluation cycle with clear sex disaggregated statistics and targets.
- Quantitative and qualitative reporting of the progress of implementation of the gender policy and strategy.
- Availability of Gender Disaggregated Data in all ASARECA programmes.

The expected outcomes of thematic area II include:

- Gender responsive programmes/projects
- Increased demand for gender responsive and gender specific technology.
- Increased uptake by both female and male consumers.
- Creation of a staff body with adequate skills and knowledge for the implementation of GM in agricultural research.

3.0. Implementation of the strategy



The implementation of the GMS will primarily be conducted with the help of the gender unit at the ASARECA secretariat. The implementation of the strategy in the programmes will however be the responsibility of the programmes themselves, with support from the centre. The NARS will be offered support by the Gender Unit to implement parts of the policy that fall within the mandate of the Secretariat.

3.1. Actions for implementing the GMS

A summary of the six strategic objectives to be achieved by 2015 are as follows:

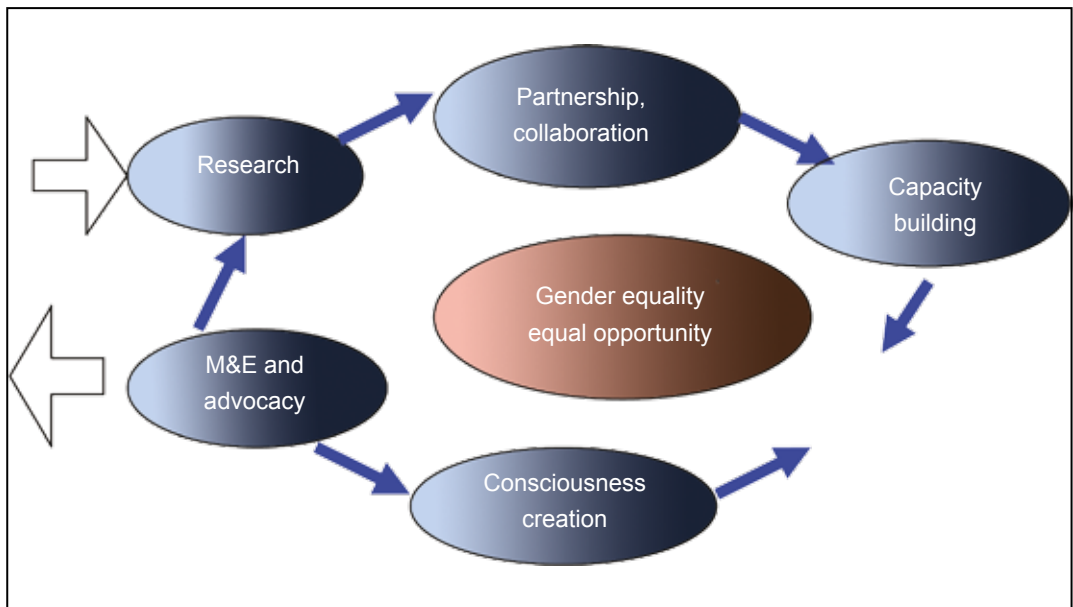
- Developing an ECA regional gender policy by the end of 2012.
- Providing a regional platform for exchange of experiences and best practices through a GM working group by the end of 2012.
- Supporting the NARS and implementing partners to develop and sustain systems for GM by 2015.
- Building capacity in gender analysis and GM for researchers and managers of NARS in ten countries by the end of 2012.
- Facilitating integration of gender into mechanisms and methodologies of ASARECA's programmes and projects by 2014.
- Generating criteria for gender compliance through developing gendered performance indicators for ASARECA projects and programs by 2012.

3.2. Inter-linked interventions for achieving objectives

In order to achieve the six GM strategic objectives, ASARECA has distinguished the following interlinked interventions:

- Research
- Capacity building
- Awareness creation
- M & E and advocacy
- Partnership and collaboration
- Participatory learning

Figure 1: Inter-linkages of interventions for implementing the GMS



4.0. Monitoring and evaluation



The gender unit will work closely with the ASARECA monitoring and evaluation unit to develop a set of gender indicators that will be incorporated in the institutions' M&E framework /mechanisms. The process will be participatory and follow the existing guidelines in the organisation. In addition, the gender unit will develop a gender M&E plan to keep track of the implementation of the strategy.

The expected outcomes include:

- Having a participatory gender responsive M & E framework in place.
- Gender analysis reflected at every stage of M & E in programmes/projects
- Sex disaggregated data mandatory in M & E reports
- Staff with skills and knowledge to mainstream gender in M&E processes.
- Improved knowledge, attitudes, and skills related to gender evaluation among research managers and staff.

The above efforts will contribute greatly to better monitoring and evaluation, thereby leading to more meaningful and accurate results. It will also help in the precise tracking required to capture the constantly changing socioeconomic dynamics influencing the livelihood of the farmers in the region. The participatory M & E methods are a learning process that will in turn update knowledge, attitudes, and skills in GM approaches in evaluation. The purpose is to move towards achieving the goal of equal opportunity and bringing about the required changes in the procedures and operations of institutions which can respond to the needs and priorities of all categories of people within ASARECA and its partner organisations.

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Glossary of terms and definitions

Beneficiary (ies): The person, group, community or organisation(s) who may benefit from the development project. Intended beneficiaries are those the project aims to support.

Capacity building- Capacity building refers to activities that strengthen the ability of organisations or individuals to successfully undertake development activities.

Community: Any group of people with a set of common interests. Within a geographical community there may be various subgroups with different interests that may be compatible or come into conflict.

Development: A process of encouraging and enabling men and women to take active part in decisions influencing their lives and to maximise opportunities to realise their potential and the potential of their communities.



Sex: Refers to physical and psychological aspects of human beings,

Sex roles: These are roles for men and women, which are biologically determined and limited to one particular sex.

Gender: Gender is a concept that refers to socially constructed roles and responsibilities of women and men in any given culture or location. Gender defines the relationship between all actors in a given society. These roles are influenced by social, cultural, political, environmental and economic set up.

Gender roles: These are the roles which are classified by sex, with the classification being social rather than biological. In most cases either men or women could have easily undertaken the identified role, unlike with the case of sex roles which are not interchangeable. Gender roles tend to differ between societies and tend to change over time for reasons ranging from education, technology, and economics to social crises among others.

Gender equality: Unlike sex, which refers to the biological difference between male and female, gender refers to men's and women's roles and responsibilities that are socially determined. Gender equality is a principle based on the belief that all men and women are equal before and under the law and should have equal rights, dignity and equal opportunity in economic, political and social life.

Equity: Equity means fairness and justice in the distribution of benefits and responsibilities between men and women and boys and girls. Equal opportunities in access to social and economic resources

Gender statistics: Gender statistics represent gender issues and concerns in society according to sex variables. Not all the data disaggregated by sex will necessarily raise gender issues,

Gender analysis: This is the systematic examination of the roles, relations and processes. Gender analysis is a practical tool for examining community diversity and the implications of this diversity for development. It focuses on the activities and resources of both women and men, clarifying where they differ (conflict, cooperate or complete) and where they complement each other. Gender analysis provides a bigger picture of a community.

Sex-specific data: Data collected according to physical attributes

Gender indicator: Gender-sensitive indicators have the special function of pointing out gender-related changes in society over time. Their usefulness lies in their ability to point to changes in the status and roles of women and men over time, and therefore to measure whether gender equity is being achieved. The use of gender indicators and other relevant evaluation techniques will lead to a better understanding of how results can be achieved; using gender-sensitive indicators will lead to more effective planning and program delivery [CIDA, 1997].

Participation: Participation is an often misunderstood word which means different things to different people. In the context of ASARECA it refers to the active involvement of intended target group / beneficiaries, both men and women across the socioeconomic ladder, during all stages of a project.

Stakeholder: A person or organisation with an interest in the outcome of a project. Not all stakeholders will be beneficiaries nor will they necessarily all be supportive of a particular project. Knowing who the stakeholders are and their particular interests is important in designing a project and gaining support for it.

Sustainability: Sustainability primarily refers to the need for the benefits of a development project to continue beyond the life of the project. This is more likely to occur if beneficiaries, both men and women, have been active participants. It is an important consideration in ASARECA projects. Sustainability always needs to be seen in the local project context and depending on the nature of the project, political, economic, financial, social, gender, cultural, institutional and environmental factors may be important.

Gender sensitization: This mainly focuses on enhancing opportunities and building the capacities of both men and women, to create awareness regarding the cultural and social differences between men and women about the cultural and social differences between men and women and how these result in roles, power relations, privileges, responsibilities, needs, access to and control over resources and benefits.

Gender blindness: A number of programmes or policies fail to recognize gender as a key determinant of the choices available to women and men. Gender responsive development programmes on the other hand are those which take gender issues into account.

Gender-neutral: A number of programmes presume that men and women have similar needs and thus merit similar treatment and services. Gender neutral programmes tend to operate on the principle that men and women should be treated equally in order to ensure that gender will no longer be a basis for the allocation of benefits and burdens in society.

Gender mainstreaming (GM): This refers to deliberate efforts to integrate strategies and actions that address gender inequalities into policies, plans, programmes, projects, institutions and laws. The ultimate goal of GM is equal participation in, and benefit from development initiatives for both men and women. It involves identifying and removing constraints that may deter the effective participation and/or benefit of women and men from the development process. Mainstreaming gender perspectives in statistics entails that all statistics are produced taking into consideration gender roles and gender differences and inequalities in society. Given the centrality of data collection, analysis and dissemination, the mainstreaming of gender perspectives in statistics is crucial. All data, both those on individuals as well as those not directly related to individuals, should be collected, compiled and analyzed taking into account the gender-based factors that influence women's and men's roles, access to resources, and the way women and men benefit from access to resources, facilities and services [UN, 2002]

Gender-disaggregated data (GDD): Gender disaggregated data represents gender issues and concerns in society according to sex variables. Not all the data disaggregated by sex will necessarily raise gender issues. The GDD builds on SDD and reflects the status of all socio-economic groups in community, samples or target populations. It identifies disparity in gender roles, identifies the gender concerns and their implications to the projects and programmes by identifying the causes of imbalances and raise consciousness on the issues in the society.

Gender balance refers to equal treatment for both females and males in every aspect that can be envisaged.

Productive activities: Those activities carried out to produce goods and services for payment in cash or kind. They include both market production with an exchange value, and subsistence/home production with an actual use-value, but also a potential exchange value (Moser 1993).

Reproductive activities: These are activities relating to biological reproduction and also care and maintenance of the family. Some such activities are caring for the children and the sick, cleaning the home and washing clothes. These activities are not remunerated and payment is not expected for them.

Gender stereotypes: Repeated pronouncement or beliefs repeated or reproduced without variation, corresponding to a fixed or general pattern and lacking individual distinguishing features or qualities. Stereotypes ignore the reality of individual differences and produce normative, standard values, and very often reflect common prejudices.

Gender awareness: The ability to identify problems arising from gender inequality and discrimination, even where they may not be obvious or part of a commonly accepted view. Gender awareness refers to a high level of gender consciousness.

Gender sensitivity: Refers to the ability to recognise and take into consideration gender issues arising from the different social locations of men or women and their gender roles. It must be noted that sensitization only allows an entry point for capacity building but by itself does not foster gender responsive plans. ASARECA recognizes the importance of GM as a development issue, and has gone further to establish a mechanism to accelerate the progress in the operation.

Gender blindness : This is a situation where people, programmes or policies fail to recognise gender as a key determinant of the choices available to women and men. Programmes or policies fail to recognize gender as a key determinant of the choices available to women and men..

Gender responsive: Gender responsive development programmes are those, which take gender issues into account and respond to the needs and priorities of all people.

Gender planning: This is a planning approach that takes into account the fact that women and men play different roles (gender roles) and therefore have different needs. The gender planning approach provides tools for incorporating gender into development planning.

Empowerment: Empowerment implies enabling people to understand the reality of their situation and to reflect upon the factors shaping that situation. It refers to people gaining the ability to undertake activities, set their own agendas and change events. Empowerment of women involves the radical alteration of the structures that perpetuate their disempowerment on the basis of gender.



Acronyms and abbreviations

AIS	Agricultural Innovation Systems
AU	African Union
BPfA	Beijing Platform for Action
CAADP	Comprehensive Africa Agricultural Programme
CEDAW	Convention for the Elimination of all Forms of Discrimination against Women
CGIAR	Consultative Group for International Agricultural Research
COMESA	Common Market for Eastern and Southern Africa
ECOSOC	United Nations Economic and Social Council
FAAP	Framework for African Agricultural Productivity
FARA	Forum for Agricultural Research in Africa
GDD	Gender Disaggregated Data
IDRC	International Development Research Center
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
NARIs	National Agriculture Research Institutes
NARS	National Agriculture Research Systems
NEPAD	New Economic Partnership for African Development
NGO	Non Government Organization
NRM	Natural Resource Management
PRGA	Participatory Research and Gender Analysis
SDD	Sex Disaggregated Data
SDGEA	Solemn Declaration on Gender Equality in Africa
SEAGA	Socioeconomic and Gender Analysis Programme
S&T	Science and Technology
CIMMYT	International Maize and Wheat Improvement Center







About ASARECA

The Association for Strengthening Agricultural Research in Eastern and Central Africa (ASARECA) is a non-political organisation of the National Agricultural Research Institutes (NARIs) of 10 countries—Burundi, D. R. Congo, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Sudan, Tanzania and Uganda.

ASARECA **mission** is to enhance regional collective action in agricultural research for development, extension and agricultural training and education to promote economic growth, fight poverty, eradicate hunger and enhance sustainable use of resources in Eastern and Central Africa.

ASARECA **Programmes** include:

- Staple Crops Programme
- High Value Non-Staple Crops Programme (HVNSCP)
- Livestock and Fisheries Programme
- Agro-Biodiversity and Biotechnology Programme
- Natural Resource Management and Biodiversity Programme
- Policy Analysis and Advocacy Programme
- Knowledge Management and Up-scaling Programme

Partnerships: Through ASARECA, agricultural scientists in the 10 countries work together and in partnership with farmers, extension, private sector, scientists of regional and international institutions and development partners to come up with new innovations that could lead to agricultural-led economic growth, poverty eradication and improved livelihoods.



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