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**AFAAS Gender Mainstreaming Strategy- Draft for validation**

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## Executive Summary

African Forum for Agricultural Advisory Services (AFAAS), a continental organization in Africa with a mandate for implementing the agricultural advisory services aspect of the CAADP Pillar IV programme.

Founded in 2004, with a mission to promote lesson learning and add value to initiatives in agricultural extension and advisory services through information sharing and increase professional interactions, operates via a network of Country Forums (CF) is presently operational in twenty five countries in Africa. The CF brings together a wide range of actors involved in or benefitting from agricultural advisory services in the member countries. They provide a mechanism for the diverse actors, including farmers, to exchange information, share lessons and identify opportunities for providing services to each other and innovating on how to provide advisory services in their sphere of influence.

Within the overall vision for poverty reduction in Africa, AFAAS has taken tangible steps to mainstream gender into its agricultural advisory service provision agenda and institutional framework by developing a Gender Mainstreaming Strategy for the period 2016- 2019. The strategy responds to AFAAS' projected measure of success of 'agricultural advisory services which should have attained sufficient capacity to effectively support value chain actors towards increasing agricultural productivity and food security in a sustainable manner'. The strategy is founded on one of the major strategic directions of AFAAS to 'support and spearhead continental agricultural development to impact on poverty with an approach that combines the following: (a) the potential for promoting sectoral growth through value chain development; (b) supporting more appropriate innovation and service systems for poorer, marginalised smallholder farmers, to strengthen local food self-sufficiency and improve household nutrition; and (c) targeting women and youth, the social groups whose livelihoods are critically dependant on agriculture and are most actively and intensively involved in agriculture.

The goal of the GM strategy is: 'ensure that AFAAS achieves gender responsiveness at all levels of institutional framework and all stages of the programme cycle of its agricultural extension and advisory services mandate'.

To achieve this, four strategic objectives have been developed and they are:

- a) Strengthen gender-focused competencies and approaches in gender mainstreaming in the Secretariat and among AAS member countries in order to advance knowledge, practice and advocacy regarding gender equality in agricultural advisory service provision.
- b) Facilitate a gender responsive learning and knowledge dissemination platform in agricultural extension and advisory services to continuously foster knowledge sharing and learning that advances staff and member country's capacities in the field of gender and agriculture
- c) Improve the effectiveness of AFAAS programmes in creating efficient, effective, and synergistic linkages and partnerships among AAS of member countries to improve the delivery of AEAS to their beneficiaries, men, women and youth through gender integration and gender equitable implementation
- d) Adapt organizational policies, procedures and systems to support gender integration in organisations and their programs and promote a gender equitable working environment.

The core action areas in this Gender strategy are:

- I. Building gender capacities of AFAAS Secretariat staff and country member platforms in Africa to integrate, monitor and in principle, sustain a systematic approach to Gender mainstreaming in their sphere of influence.
- II. Integrate a gender responsive learning platform into the AFAAS interactive learning and improved learning approach.
- III. Incorporate functional systems in AFAAS organizational processes to support the Gender mainstreaming in AFAAS and her Country Fora in the continent.
- IV. Build and promote linkages to improve the gender equitable AEAS among member countries and AFAAS partner organizations.

This strategy will be formally adopted by the AFAAS Board and implemented with a clear commitment to support the process of promoting equitable gender based advisory service provision in the continent. The strategy will also be implemented within the institutional framework of AFAAS. The primary responsibility for the implementation will fall within the duties of the Programme unit of the organization. Clear gender indicators will be developed and incorporated within the AFAAS M&E mechanism.

## **1.0 Section 1: Background and process of developing the AFAAS Gender Strategy**

### **1.1 Background to the AFAAS Gender Strategy.**

The strategic thrust of the African Forum for Agricultural Advisory Services (AFAAS) is anchored on strengthening agricultural advisory services through interactive learning and improved knowledge exchange. It has a continental focus on promoting enhanced utilization of improved knowledge and technologies by agricultural value chain actors for improved productivity which is oriented towards their individual and national development objectives. Therefore, given that most Africans still live in rural areas; and are largely dependent on subsistence agriculture; and most African economies are dependent on agriculture; it is justifiable to conclude that improved agricultural performance will uplift physical and economic access to food; raise the purchasing power of major households and general investment.

Founded in 2004, as a Sub-Saharan African Network of Agricultural Advisory Services (SSANAAS) and later evolved into the Advisory Services (AFAAS); its vision of 'agricultural advisory services that effectively contributes to sustained productivity and profitability growth of African agriculture' and mission to 'Promote lesson learning and add value to initiatives in agricultural advisory services through sharing of information and increased professional interaction' is pivotal to this gender strategy.

AFAAS derives its mandate to implement the agricultural advisory services under the Comprehensive Africa Agricultural Development Programme (CAADP); which is an African-owned and African-led initiative through which interventions to transform agriculture are coordinated. CAADP has four pillars, one of which (Pillar IV) addresses agricultural research, technology dissemination and adoption. The leadership of the implementation of this Pillar is mandated to the Forum for Agricultural Research in Africa (FARA). In this context, AFAAS operates under the umbrella of FARA but has its own autonomy and governance structure.

The present Gender Strategy will contribute to AFAAS' value proposition of promoting lesson learning, information sharing and promoting professional interaction in agricultural extension and advisory services in Africa. The strategy also responds to AFAAS' projected measure of success of 'agricultural advisory services which should have attained sufficient capacity to effectively support value chain actors towards increasing agricultural productivity and food security in a sustainable manner'. It implies that AFAAS shall at the first level, be adjudged as having impact if the

competences of agricultural advisory service providers are enhanced in a direction that enables them to better address the needs and demands of various value chain actors.

Although farming is often considered a male occupation, women play a central role in agriculture worldwide, both constituting a large proportion of the agricultural labour force and livelihoods in developing countries, especially Sub-Saharan Africa. In spite of this broad assertion, it is difficult to make broad generalisations about gender in agriculture due to the variation in gender roles, farming systems, and other factors across geographic and cultural contexts. But in spite of this, some generalisations hold true which include the fact that men have greater access and control than women over productive resources such as land, labour, livestock, credit, and technologies, as well as to services such as extension and education; and studies of agricultural productivity consistently find that women tend to have an average of 20-30 per cent lower productivity than men.

There are strong gender disparities in access to extension services and adoption of new technologies, with male farmers consistently reporting better access to extension information and higher rates of adoption of fertilisers, improved varieties, and other technologies promoted by extension providers. Traditional approaches to extension, such as visits from extension officers and training workshops, tend to reach men more easily than women, though some alternative approaches, such as radio and mobile phone have fared better in reaching women as well. Farmers' willingness and ability to implement the recommendations of extension workers depends heavily on the resources – land, labour, capital, etc – that they have at their disposal. Female farmers therefore often find it more difficult to adopt new technologies or practices even when they are able to access extension, as they tend to control fewer resources than their male counterparts. (CABI 2012)

This strategy recognizes that in order to address AFAAS' general objective of strengthening agricultural advisory services through interactive learning and improved knowledge exchange, gender mainstreaming should be a major driving strategy. It will enable operation of gender responsive strategies that contribute to sustainable broad-based improvements in agricultural advisory service delivery; capacity strengthening of country level advisory service stakeholders, the building of partnerships at national, regional and international levels between AAS and other institutions as they contribute to the sustained growth and transformation of agriculture. This strategy will also drive the elements needed for the building of a continental platform which can sustainably support national AAS to continually enhance their contribution to national, regional, continental and global development objectives.

AFAAS' further commitment to gender mainstreaming is further motivated by one of its strategic thrusts as stated in its Strategic Plan 2011-2015 in which gender features prominently. The section on Poverty and Gender targeting, which states that supporting and spearheading continental agricultural development to impact on poverty has to have an approach that combines the following: (a) the potential for sectoral growth through value chain development; (b) the need for more appropriate innovation and service systems for poorer, marginalised smallholder farmers, to strengthen local food self-sufficiency and improve household nutrition; and (c) targeting women and youth since these are the social groups whose livelihoods are critically dependant on agriculture and who are most actively and intensively involved in agriculture. (Manyire & Apekey 2013). Furthermore, the AFAAS Strategic Plan 2011-2015 notes that over the last three decades, although the role played by women in decision-making in agriculture has substantially increased, there are still areas where progress in advancing gender equality is still needed. These include women's lack of access to land, resources entitlements, inputs as well as the limited roles played by women in planning and in the formulation of policy in the sector. By implication it means women also have less contact with extension services as compared with the men, use lower levels of technology because of the problem of access and cultural restriction on use. (Manyire & Apekey 2013).

## **1.2 The process of formulating of the Gender strategy**

AFAAS, an umbrella organization for Agricultural Advisory Services (AAS) in Africa is built on a principle of synergistic linkages and partnerships among AAS of member countries with a bid to improve the delivery of these services to farmers. This necessitates wide consultation with stakeholders and a network of Country Forums (CFs). The CFs bring together a wide range of actors involved in benefitting from AAS in the member countries. Since these CFs provide a mechanism for a varied range of actors including farmers, to exchange information, share lessons and identify opportunities for service provision in their networks. These country-based platforms also investigate ways of innovating on how to provide AAS in their domain. In this process, the role of AFAAS is to facilitate the CFs in the various countries in aligning their AAS strategies and programmes with the AFAAS strategic plan. To this effect, the gender mainstreaming strategy development process adopted such a participatory approach, involving the major AFAAS partners, CFs, other agricultural networks, agricultural research capacity institutions and identified gender experts to develop the Strategy. The process consisted of the following steps:

- i) E-consultations: This involved e-consultation with Focal persons in twenty CFs in the continent, stakeholders, partners, gender equality experts, a few Sub-Regional Organizations (SROs), women in agricultural networks and associations, Farmer-based organizations, key officers in the Ministries of Agriculture and Academia to seek opinions on strategic issues relevant to gender issues in gender in agricultural extension.
- ii) Interviews with Key informants in AFAAS, academia and gender equality experts.
- iii) The commissioning of a scoping study on Gender Responsive Agricultural Services for Rural Poverty Reduction in selected countries in Africa.
- iv) Literature review: Emerging thinking on gender in agricultural extension, research, development, and mainstreaming from current literature sources published by prominent regional and international bodies dealing with gender and gender mainstreaming in agricultural research and development such as AUC, NEPAD, FAO, ILO, IFPRI, ASARECA, FARA, CGIAR, World Bank, SADC, DFID, GIZ, SIDA, InterAction, CARE, UNICEF, CIDA and IDRC.
- v) The views collated from the literature, e-consultation and key-informant interviews and the study were analyzed in order to extract the key strategic guidelines.
- vi) Compilation of the strategy document using available information.
- vii) Consultative review of various continuum of gender issues across over 23 AFAAS member countries.

**Other proposed actions after the submission of the draft gender strategy:**

- viii) A review of the draft gender strategy document and validation by selected members of the AFAAS-based CFs in a workshop. The purpose of this stakeholder validation will be to reach consensus and “buy in” and ownership of the principles, objectives and approaches proposed in the strategy.
- ix) The draft will then be revised taking into account the suggestions and recommendations made during the validation process.
- x) This revised draft will be submitted for review and approval by the AFAAS Board on a proposed date by the AFAAS management

This gender strategy document consists of the following three broad sections:

- Section 1: The background : consisting of Background, Justification and strategy development process
- Section 2: Guiding principles in the development process including Business case for mainstreaming gender,: guiding principles of the strategy, detailing the perspectives, scope; formative analysis (CFs and stakeholders)
- Section 3: The Strategy: strategic directions and actions, implementation and monitoring plan.

### 1.3 Global Perspectives in Gender Mainstreaming: Implications for AFAAS' Gender Strategy

The concept of mainstreaming gender issues into development programmes 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. Gender equality is stated by the international community as a human right and is central to any development objective; it could enhance productivity, improve development outcomes for the next generation, and make institutions more representative (WDR 2012). From this statement, it could be surmised that a gender strategy arises from the evidence that gender plays an important role in determining economic growth, poverty reduction, and sustainable development.

Gender mainstreaming is defined as “the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels. It is a strategy for making women’s as well as men’s concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes in all political, economic and societal spheres so that women and men benefit equally and inequality is not perpetuated. The ultimate goal is to achieve gender equality.” Source: United Nations Economic and Social Council (1997).

The principles of the Paris Declaration on Aid Effectiveness (2005), followed by the Accra Agenda for Action (2008) and the Busan Partnership Agreement (2011), have influenced the development landscape by calling for mutual responsibility for improving the quality of aid and its impact. Gender equality, human rights and social inclusion are integral to how these commitments are realized. There are important opportunities to harmonize the principles of aid effectiveness with those of bringing gender equality into the mainstream. The aid effectiveness agenda has also opened room for comprehensive and high-level policy dialogues on gender equality, and for these issues to be at the heart of donors’ discussions with partner governments worldwide.

The aim of gender mainstreaming is to change gender neutral (taking no account of gender) ways of thinking and procedures, and the related operating culture. Gender mainstreaming requires AFAAS and members of the country-based CF to be able to combine information on and insight into gender equality with their expertise and professional practices. This, in turn, requires clarification of gender equality issues related to work or project activities, and the motivation and skills to develop such activities on this basis. Mainstreaming in this context includes gender-specific activities and affirmative action, whenever women or men are in a particularly disadvantageous position. It also involves ensuring that gender perspectives and gender equality are central to all activities in agricultural extension, policy development, research, advocacy/dialogue, legislation and programming.

The African Union’s (AU) 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 Comprehensive Africa Agriculture Development Programme (CAADP) is an important thematic area of the New Economic Partnership for Africa’s Development (NEPAD) designed to foster agricultural development. Despite the clear AU policy this program, which was expected to play a pivotal role in boosting Africa’s GDP growth, did not adequately address the problems of gender inequality. The CAADP document did not make any attempt to analyze and articulate the gender issues affecting Africa’s agriculture in general and rural advisory services in particular save for a few statements on the key role of women in agriculture. Consequently, no gender inequality reduction goals, interventions, and resources were included.

But on the other hand, The Framework for African Agricultural Productivity (FAAP) document which was developed specifically to guide stakeholders in African in agricultural research and development to meet the objectives of CAADP makes room for this lapse. 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 drive for all stakeholders involved in contribution to the AU/NEPAD vision, including AFAAS, to ensure that gender concerns are addressed in institutions as well as in all their programmes and projects. Therefore, based on the its continental mandate, the integration of gender consideration in Agricultural Advisory Services at all levels of the of the Agricultural Innovations system has become an important aspect of efforts to increase agricultural productivity, poverty reduction and improved rural livelihoods in Africa.

Gender mainstreaming in AEAS will include defining a process which should ensure that women, men and youth as well as socially disadvantaged groups have equal access to and control over, development benefits and decision-making at all stages of R&D(Institute of Capacity Development, 2013). To achieve this, diverse gender specific indicators should be developed as they relate to the continuum of gender in a given situation for the purposes of detecting inequalities that limits agricultural productivity and development. Opportunities to increase access to production resources and improve rural livelihoods and possibilities for influence should also be identified.

To this effect the design and implementation of gender-disaggregated indicators is central to the development of actions and interventions which could likely promote access and control over production resources by women and youth.

## **Section 2: Guiding principles in the development process**

### **2.1 Business case in mainstreaming gender**

AFAAS’ commitment to gender equality and gender responsive AEAS has been set out in the institution’s Strategic Plan. This strategy builds on AFAAS’ recognition that addressing gender inequalities in accessing extension services as well as building women’s capabilities to access AAS are essential conditions for achieving impact on poverty and malnutrition worldwide. Thus gender inequality is viewed as both a root cause of poverty and an expression of social injustice. The strategic plan emphasises that attention to gender issues should continue to be an overarching concern in pursuing AFAAS’ strategic objectives. This strategy also emphasizes the need for better targeting and impact monitoring, and for basing project design on the needs and perception of the poor themselves. It recognizes that to achieve these objectives, efforts and resources should be significantly scaled up and new priorities established.

This strategy also points to the importance of capacity building and institutional strengthening as integral components of AEAS provision. It involves building “mainstreaming competency” (including the skills and qualities needed to implement a mainstreaming strategy) and a wider institutional transformation. Monitoring and evaluation should include both indicators to measure impact on gender equality and a gender perspective throughout all other indicators. Change will only be sustainable stakeholders and players in AEAS acquire greater capacity to influence the decisions (public and private extension provision) that affect their lives.

This would also make AFAAS’ interventions more strategic. This is because AFAAS considers gender issues in the context of poverty reduction and its effectiveness in fulfilling its mission can be enhanced by an understanding of the gender issues that are particularly important for agricultural extension provision, poverty reduction, economic growth, and well-being. This strategic approach will enhance effectiveness without escalating the costs of doing business.

Improving the alignment of AFAAS policies processes, and resources to support strategic gender mainstreaming will enhance progress in implementation and improve quality.

AFAAS recognises also that gender equality is essential to fulfilling its mandate to implement the agricultural advisory service aspect of CAADP. Therefore the following approach to mainstreaming gender would guide the development of the gender strategy document:

Mainstreaming gender is not the same thing as focusing on or prioritising women. It entails understanding the priorities, constraints, and needs of different groups (men, women, old, young, etc) and ensuring that these are taken into account in project decision making, implementation, and monitoring and evaluation. The essence of gender mainstreaming is to make the invisible, visible, not just at household level, but within the household as well. Societies are not homogenous, and factors such as gender, age, class, ethnicity, and disability shape the agricultural practices and extension needs of different groups, as well as their ability to access different types of services and sources of information. Seeking the views of different segments of society and incorporating an awareness and analysis of these differences throughout the project/programme cycle is essential to ensuring that AFAAS is able to provide equitable benefits for all CFs, the members of their various platforms and in addition farmers and their families, including those who are often left behind by gender-blind approaches to extension.

In its operations, AFAAS aims to advocate for the expand women's access to AEAS and control over fundamental assets, their decision-making role in community affairs and representation in local institutions; and improve well-being and ease workloads by facilitating access to AEAS provision. This is in response to the constraints women face that limit their capacity to contribute to agricultural production and take advantage of new opportunities arising from the changes shaping rural economies. They face overt and implicit discrimination in access to key productive resources such as land and to services such as credit and extension; they face wage discrimination in rural labour markets, and are more likely than men to be in part-time, seasonal and/or low-paying jobs when engaged in rural wage employment; and they often work without remuneration on family farms. These disproportional disadvantages exist for many productive assets, inputs and services, including land, livestock, labour, education, extension and financial services. It reduces women's productivity and diminishes their contributions to the agriculture sector, and not only affects their well-being and that of their families, especially in terms of food and nutrition security, but also imposes a high cost on the economy through productivity losses (FAO 2011)

AFAAS' action will be guided by the principle that points to the fact that development initiatives should incorporate the priorities and needs of both women and men, and give them equal opportunities to access benefits and services in agricultural extension. This is supported by the fact that gender equality is an issue of development effectiveness, not just a matter of political correctness or kindness to women. New evidence demonstrates that when women and men are relatively equal, economies tend to grow faster, the poor move more quickly out of poverty, and the well-being of men, women, and children is enhanced. In this way, AFAAS will be circuitously addressing the structural inequalities that prevent women from realizing their potential as human beings, producers and agents of change in the fight against poverty in all her programming.

Development interventions will only be effective, when the different roles and needs of women and men are taken into account in project design and implementation. AFAAS has increasingly come to recognize that women's social and economic advancement is critical to the reduction of poverty and food security. New evidence demonstrates that women have demonstrated their enormous potential for becoming agents of change. AFAAS' bid to work towards gender equality, and equitable access to AEAS, means enabling women to express that potential, to the benefit of their households and their communities.



Based on an analysis of the specific roles and needs of women and men in a given context, AFAAS-supported projects and programmes will be designed to include women and men both, giving them both equitable opportunities to access AEAS provision, benefits and resources, and enabling them to realize their potential as human beings and economic agents. In parallel, project design and implementation-specific measures will be undertaken to empower women to acquire the means and ability to participate in the mainstream of economic and social development, as well as in the decisions that affect their lives and those of their families.

In summary, AFAAS recognizes that its effectiveness in helping CFs establish their networks can be enhanced by assisting them to take strategic actions designed to overcome the liabilities that gender inequalities represent for development and well-being.

## **2.2 Guiding principles of the strategy**

The mainstreaming of gender in AFAAS and the CF will be guided by the principles below to ensure that gender issues are identified and appropriate strategies used to integrate gender concerns in the projective activities, it will use a gender integrative approach

- (a) Gender disparities exist in agricultural extension and agricultural advisory services and addressing them is prerequisite for successful agriculture development agenda
- (b) AFAAS in her processes, organizational culture and programmes both at the continental and CF will identify and respond to the gender needs of all stakeholders
- (c) AFAAS will ensure that no interventions impact negatively on men or women stakeholders at any level.
- (d) Equal participation of women and men in decision-making in all stakeholders/governance committees and Sub-committees are essential in order to take the gendered needs of the beneficiaries into account.
- (e) The AFAAS Secretariat (AFAAS) and at the regional levels and country levels (CF) have critical responsibility for gender mainstreaming in their processes and initiatives.
- (f) The role of continuous identification of gender concerns, devising gender responsive interventions and collection and reporting of sex and gender disaggregated data in all project activities/initiatives lie within the CF and regional forums.
- (g) Gender sensitive monitoring and evaluation of all project/programme activities shall constitute part of the project performance indicators.
- (h) Networking among the AFAAS Thematic Gender Working Group (GWG), the CF, Regional forum, GFRAS
- (i) Gender working groups and the entire agricultural sector is crucial for effective gender mainstreaming in Agricultural Extension and Rural Advisory provision in the Continent

## **2.3 Constraints for gender mainstreaming in Agricultural Extension and Advisory Services**

This section draws on information gathered from consultations and researches conducted by AFAAS and publications. Through the consultations, specific gender-based problems within agricultural extension and advisory services and related issues in research were highlighted. The constraints include the following:

- a) There are **strong gender disparities in access to extension services and adoption of new technologies**, with male farmers consistently reporting better access to extension information and higher rates of adoption of fertilisers, improved varieties, and other technologies promoted by extension providers. Traditional approaches to extension, such as visits from extension officers and training workshops, tend to reach men more easily than women, though some alternative approaches, such as radio and mobile phone have fared better in reaching women as well. Farmers' willingness and ability to implement the recommendations of extension workers depends heavily on the resources that they have at their disposal. Female farmers therefore often find it more difficult to adopt new technologies or practices even when they are able to access extension, as they tend to control fewer resources than their male counterparts.
- b) There is **inadequate gender awareness and capacity in most Rural Advisory Service (RAS) organizations** (GFRAS 2013), particularly the public sector which has the mandate for policy guidance and quality assurance within the pluralistic extension systems. Evidence of gender biases in agricultural extension organizations include for example, extension messages which are not often responsive to agricultural activities, interests, and responsibilities of female small-scale farmers (DANIDA 2008); low levels of female representation both as client and staff at senior management, professional and field levels. The organizational culture and policies do not provide an enabling environment for recruitment, retention and promotion of female staff. Gender responsive services, among other things, "require structural changes in attitudes and power relations in the whole organizational set up that will change women's ability to participate in setting the agenda and making decisions for the rural advisory services that will contribute to ensure its relevance to both men and women" (GFRAS 2013).
- c) There are **evident weaknesses in gender analysis capacity**. Consequently, many continental, national, and organizational policy and programme documents (notably CAADP and Uganda's NAADS) have broad policy statements not backed by a thorough gender analysis that articulates the gender issues and their root causes. The frameworks used do not lead to understanding of power relations between men and women at household, community, networks, and national levels; and between farmers and RAS institutions, which would enable understanding of the strategic needs and interests of women and inform the development of appropriate transformative goals, targets, strategies, indicators of progress, and interventions.
- d) Most African RAS organizations **lack capacity to mainstream gender**. As Manyire and Apekey (2013) noted, building capacity for gender mainstreaming is not synonymous with gender awareness raising/training. It involves building mainstreaming competency (i.e. the skills and qualities required to implement a mainstreaming strategy) and a wider institutional transformation (ibid). Best practices on how to develop this kind of capacity in RAS is not yet available.
- e) It is **difficult to make broad generalisations about gender in agriculture due to the variation in gender roles, farming systems, and other factors across geographic and cultural contexts** but some generalisations hold true including that men have great access than women to control over productive resources such as land, labour, livestock, credit, and technologies, as well as to services such as extension and education
- f) **Very little is known and documented on how extension services reforms have mainstreamed gender concerns** and whether there is clear impact of these reforms in reaching the most vulnerable segments of rural populations. It has been reported that pluralistic extension services have hardly targeted women farmers as many advisory

services programs tend to be mostly concentrated on productive activities dominated by rural men farmers (Jiggins et al. 1997; Swanson and Rajalahti 2010). However, with regard to the implementation of demand-driven and participatory approaches, some success stories were registered with strategies used in agricultural extension (see example of Zimbabwe in Hagmann et al. 1998). With the lack of a gender sensitive approach to service delivery, challenges still impede the implementation of market-led and participatory AEAS systems. Many systems have put a greater emphasis on promoting various agricultural extension projects without understanding the practical and cultural obstacles that prevent women from accessing the most needed services. This has largely resulted in women's unequal access to AEAS in rural locations. Consequently, the need for AEAS delivery systems focused on best-fit approaches has been underlined as they provide an opportunity for adapting AEAS to different population groups with specific priorities and needs (Manfre et al. 2013).

- g) Many otherwise well intentioned **projects have failed to effectively reach women and men farmers because either gender sensitive targets were not set**; targets were simplistic aiming at women's participation in numbers without considering other key factors influencing access and control over benefits, or the targets were not enforced in practice. Monitoring, evaluation and learning requires a flexible program design which allows implementers to refine methodology during the course of implementation. Unfortunately, many organizations and funders do not allow this kind of flexibility because of challenges inherent in its time consuming, expensive and fluid nature. Various M&E tools for gender responsive services have been developed (See for example Manfre et al 2013) but they still need testing to determine their effectiveness in measuring women's empowerment and gender equity.
- h) Working with farmers in groups is one of the most widely used cost effective strategies for efficiently reaching a large number of farmers. However, groups in general and even women only groups do not necessarily address gender concerns and can lead to exclusion of women. While **women in mixed sex groups enjoy certain advantages such as tapping into men's wider networks, greater resources, and higher social profile; they suffer from gendered patterns of behaviour and resource distribution that limit women's voice and leadership. Single sex groups on the other hand offer greater potential for women empowerment, confidence building and leadership capacity development. However, these also face challenges of marginalization from mainstream support due to stereotypes** about the kinds of enterprises women are interested in, and inequalities in access to resources. It is a challenge to know when to use single sex or mixed sex groups and what interventions to adopt in either situation to effectively empower women. It is important that RAS personnel are equipped with capacity to assess the gender dynamics in mixed sex and single sex groups so as adopt appropriate techniques to elicit participation of men and women (Manfre, 2013, GFRAS, 2013).
- i) **Participation in and benefits from markets:** Female membership in agricultural marketing cooperatives is generally low, and yet women play a major role in the agriculture sector. Women also lack important information on prices for marketing systems which is often provided by extension agents. Poor female farmers tend to occupy particular niches in the marketing systems. Typically, women are concentrated in small-scale, retail trading, with fewer women involved in trading high up the market hierarchy, for example as wholesalers. Women tend to trade specific commodities such as fresh and highly perishable produce. More generally agricultural product markets in Africa are gendered because of the gendered access to transport, with the consequence of women traders being concentrated in local markets, and men trading in more formal domestic, regional and international markets. Men

have better access to information on prices and marketing systems through their intensive marketing networks (Baden 1998)

- j) Many of the obstacles for gender equitable extension services are **rooted in relational power systems** which make it difficult for women to participate and benefit from agricultural trainings and other services due to their role and position in society. Their lack of access to and control over land results in women having less interest than men in investing in extensive agricultural production enterprises and hence extension messages related to such enterprises. Restrictions in movements outside the domestic sphere and interaction with male extension staff; heavy daily workload and childcare responsibilities which leaves no time to seek services that are only available in the public sphere further limit access (DANIDA 2008). Other cultural prohibitions include women not being allowed to leave home alone, use public transport or ride a motorbike all of which effectively prevent women from attending trainings in neighbouring villages or work as a female Extensionist (GIZ 2013).
- k) Lack of integration of gender focused indicators in instruments for data collection
- l) Limited/absence of institutional support for gender focused actions and limited numbers of gender skilled staff in leadership positions to influence policies that support gender responsive actions
- m) Lack of incentives for gender mainstreaming in institutions to support participation and undertaking gender mainstreaming
- n) Lack of political will and commitment for priority setting on planning, implementation and monitoring of gender focused actions at all levels
- o) Low capacity for gender focused research, data collection and analyses, utilization of gender focused data in policy formulation, planning as well as monitoring and evaluation
- p) Even though various governments in Africa have put mechanisms in place to promote various aspects of gender equality in different aspects of public services in general and agricultural and rural advisory services in particular, there are still key challenges to ensure full gender equality. These are related to the following::

- **limited institutional capacity** associated with limited human resources especially, the limited number of female extension workers seriously hinder the provision of the services specific to women ;

- Inadequate and in some cases **absence of gender budgeting and lack of adequate financial support** for gender and development;

- Restricted and in some cases **absence of sex disaggregated data in national statistics**, which is important for evidence based policy making;

- **lack of awareness, misconception, and fatigue about gender issues** among communities and employees at all levels and deep-rooted gender-insensitive socio-cultural norms, attitudes, values, awareness and practices throughout all levels of society;

- **Lack of strong coordination mechanisms** among women machineries, stakeholders and partners, which results in duplication of efforts and resources and limited scaling up of best practices; and

- **Weak implementation and follow up** of national policies, legal instruments and international and continental protocols, conventions and declarations

## **2.4 Prospects for Mainstreaming Gender: Views from Stakeholder Engagement in Agriculture**

Effort has been made on Gender mainstreaming actions in Agricultural research and development by various institutions including CORAF, ASARECA, RUFORUM, AGRA, FARA, National agricultural research institutions, agricultural units of Universities and others (FARA 2012). These efforts indicate that there are benefits and gains in mainstreaming gender in institutions, programmes and projects. However, such efforts also illustrate challenges that actors in gender mainstreaming continue to experience in ways that hinder actions and results

Prospects for gender mainstreaming in agriculture have been good and encouraging in the recent past both internationally and nationally. These may generally be grouped into three areas namely: policies, political will and international agenda. In order to effectively mainstream gender in agriculture there must be policies that support gender equality. Planners and policy makers are increasingly becoming mindful of the major aspects of socially ascribed gender function and specific needs of men and women in agriculture and other areas.

For several years now governments and development agencies have given top priority to gender issues in development planning and policies. Gender equity, concerning resource access and allocation as well as opportunities for social and economic advancement, has been a prominent item on the agenda of recent international meetings, which have also investigated the basic link between gender equity and sustainable development defining specific mechanisms and objectives of international cooperation. Agriculture has not been neutral to these policies. International conferences like The Global Conferences on Agricultural Research for Development (GCARD) Road Map called for a radical reorientation of the agricultural research agenda to overcome the existing gaps and to face the emerging challenges of sustainable development and livelihood of resource poor small holder farmers, especially the women farmers. These types of conferences and many other have done a lot to increase world awareness of the problems and potential and to point towards possible solutions of policy action.

The AFAAS gender strategy process has taken these into cognisance and conducted diverse stakeholder analysis, a key process which informed the direction of the strategy. The stakeholder engagement in the process was in three forms: (a) key informant interviews, (b) questionnaires (c) E-consultations via Skype. A wealth of robust ideas were discussed and proposed from the different stakeholders who are engaged in a continuum in gender interventions in agricultural research, academia, extension, farmer-based organization, government and rural development.

Two types of questionnaires were crafted. The first type was crafted in recognition of the importance of the kind of partnership AFAAS has with other stakeholders in promoting innovative agricultural systems in Africa. The organization possible lessons from their GM experiences was also taken into cognizance. The second type was a scan of the varying gender needs in the various AFAAS member countries. Their collective responses contributed in shaping the proposed AFAAS gender strategy roadmap to in order to deliver the gains of gender intervention in agricultural extension and advisory services. Other forms of learning processes on the strategic direction proposed were gleaned from the seven country scoping study reports in selected countries on gender responsive agricultural services for rural poverty jointly commissioned by AFAAS and FARA in 2014. Some online resources from different organizations and agencies addressing gender mainstreaming in agriculture were also consulted.

From the interaction with selected partners who were available to share some of their perspectives based on lessons learned from the GM processes in their various organization. Sasakawa Global 2000 proposed that for AFAAS to effectively and efficiently mainstream gender equality into agricultural extension, the following steps must be adhered to: (a) Clearly spell out the gender issues or problems to be handled (b) This process should be done with relevant stakeholders for

interventions to be relevant; (c) Specify key gender indicators to guide on tracking performance as well as have clear concepts and procedures for gender related activities. From lessons learned from its challenges in addressing gender equity issues in programming, the following lessons were shared: (a) Mapping out and understanding the gender challenge to be addressed by the interventions.(b) Without a clear understanding of the gender problem, developing measurable key gender indicators would be problematic. c) A buy-in/ appreciation of the issues by internal and external stakeholders is every expedient in order to reduce the need to continuously pitching for relevance during different processes of the project/ programme cycle.

Uganda Farmers Federation (UNFFE) discussed issues on the basis of AFAAS mandate of strengthening professional interaction with her partners. According the UNFFE, AFAAS should ensure it shares documents about GM in agricultural extension with partners in agricultural extension sector; convene training sessions for partners on this subject matter; as well as pay courtesy call to assess the status of gender mainstreaming among the partner organisations and provide guidance on how to improve the quality provision. Lobbying and policy dialogues with various ministries of Agriculture in member countries will give more weight. Public extension systems need to adapt their processes to engage stakeholders in GM in AEAS. In GM in AFAAS member countries, a) at least 30% of all leadership positions must go to women; b) At management level, the Human Resource Manual should emphasise gender equality in staffing and observe compliance. c) From the series of GM conducted for/ with UNFFE member farmer organisations and Gender Mainstreaming Policies developed for them; UNFFE ensures that all programmes and activities are gender sensitive. Some of the identified challenges during GM are: a) Often funds allocation and disbursement are not assigned to address the issues identified during the gender analysis of the project. b) More often than not, gender mainstreaming is understood as including 'female' in the projects/programs and as long as one indicates that so many women will be targeted, it stops there. c) In agriculture, it is often assumed that women will be targeted anyway, since they usually participate in farming and gender analysis is not done based on the activity/enterprise in question. From a governance point of view, the Ugandan Ministry of Agriculture (MAAIF) stressed the importance of: a) building capacity for monitoring and evaluation of projects based on gender disaggregated data. b) Capacity strengthening for engendering plans and budgets which is pivotal. c) the need for updating staff member competences since some new ones come on board every now and then.

From the scan conducted within the AFAAS member countries with CF at different stages of growth/ establishment, the responses and perception varied based on the continuum of gender in their various countries. Their input has been very key to the development of a process which would be operationalised in their different CF based on the gender needs and GM assessments that would guide AFAAS implementation process. Figure 1 is a graphical scan of representative responses to composite questions that related to programming dimension (programme planning and design; project implementation, M&E, technical expertise and partnership organizations) and organizational dimensions (gender policy, staffing, advocacy and organizational culture) of gender integration in an organization, process or programme.

The type of information sought from the questions and statements posed are on table 1 and 2.

Table 1: Programming dimension

Programming dimension	Types of information sought
Programme planning & design	The extent to which gender sensitive organizational procedures and methods are used to conceptualize and design development assistance projects in the field
Programme implementation	The extent and intensity of gender responsive implementation of field projects

Monitoring and Evaluation	The extent and intensity with which gender disaggregated data and information is incorporated in the M&E of organizational projects and programme outcomes
Technical Expertise	The extent and frequency of technical gender expertise in an organization
Partner organizations	The extent to which gender equity is integrated in an agency or local NGO affiliates relations

The organizational side, six dimensions were explored: Table 2 lists the six dimensions and types of information sought from each one.

Table 2: Organizational dimensions

Organizational dimension	Types of information sought
Gender policy	The nature, quality, extent and intensity of support for the organization's gender policy if any
Staffing	The extent of gender balance in organizational staffing patterns.
Advocacy, marketing & communication	The extent and intensity of gender sensitivity in the organization's communication and advocacy programmes
Organizational culture	The extent and frequency of technical gender expertise in an organization
Human resource	The level, extent and intensity of gender sensitive HR policies and consideration in hiring people.
Financial resources	The level and extent of organizational resources budgeted to support gender equity efforts

In Sudan, it was reported that there is no significant increase in the representation of women in country fora activities in although there gender sensitive members/ gender champions in the programme/project planning, implementation and advisory teams which could be mobilized. But in spite of this, men and women do not openly discuss gender issues during networking sessions nor do they have a strategic plan that caters for women and youth issues in agricultural extension. Secondly, the CF in Sudan have made significant progress in introducing the mainstreaming the advancement o gender equality in their activities. They also advocated for ToTs for relevant CF members for GM at the CF level. Some of the successes recorded as a CF include the implementation some extension activities fully supported by Agricultural Research Corporation with women participation in implementing field demonstration and the field day event. According to the response, participatory methods are rarely employed in the incorporation of the views and preferences of both male and female stakeholders in CF activities nor do they have an action plan that includes activities that empower women and youth with equal access to services and training.

Commitment to gender equity is not a criterion in the CF selection of partner or local NGO affiliation nor are there proposals for written agreement outlining gender interventions in CF relationship with partner/local NGO. No response was provided for the lack/ minimal representation of women in the governance structure of the CF nor was proactive ways proposed to address this gap. But gender issues as perceived in technology transfer and adoption were listed in the survey. They are: (a) although some communities are conservative, they are not gender sensitive.(b) Some of the extension staff are not gender sensitive.(c) Generation of technologies does not consider the gender dimensions in development. Awareness drive and capacity building were cited as ways to address such mindsets and this is achievable through the engagement of the human and financial resources in the public extension sector outreach to promote gender mainstreaming.

A ranking of a list of identified problems in addressing gender issues as perceived by the respondents in order of importance in Sudan was also given. They are: (1<sup>st</sup>) lack of understanding about gender (which was

commonly perceived as 'women issues') (2<sup>nd</sup>)\_Uncertainty and reservations on the relevance of gender to agricultural development\_(3<sup>rd</sup>) Limited technical capacity in gender analysis

Lack of proper data disaggregation, institutional rules, human resource capacity for gender mainstreaming, the representation of women in senior management positions in the past few years in agricultural extension has not significantly impacted on the promotion of gender issues in agricultural extension and advisory services in the country as perceived by the respondents. This was followed by a dearth of professionals with necessary knowledge, skills and attitude to carry out their work with gender awareness programmes in the country and thirdly, gender disparities in access to technologies and innovations in agriculture especially in developing countries is the key cause of inequalities in adoption of innovation. Lastly, (a)The lack of political will and commitment for priority setting on planning, implementation and monitoring of gender focused actions at all levels;(b) inadequate knowledge or capacity to understand gender issues and gender disaggregation of data, sometimes among stakeholders; (c) limited/absence of institutional support for gender focused actions and limited numbers of gender skilled staff in leadership positions to influence policies that support gender responsive actions (d) low capacity for gender focused on AEAS research, data collection, analyses and utilization of gender-focused data in policy formulation and further planning as well as monitoring and evaluation are gaps which the respondents would want to advocate for to promote gender equity.

FBOs in Uganda highlighted the importance and implementation of gender equality in programmes / projects as a mandate in their organizations. The involvement of senior management activity in supporting and taking responsibility for the implementation of the policy (for promoting gender equality) was also highlighted. Adequate budgetary allocations for gender integration activities are also provided for. Programme/project planning, implementation, evaluation and advisory teams in my organization consist of members who are gender sensitive. There has also been an improvement in the working environment in their organizations for women in the last two years because of the GM into operations and programmes. But in order to mainstream gender equality into agricultural extension AFAAS should do the following: (a). Share documents about Gender Mainstreaming in agricultural extension with partners involved in agricultural extension; (b) Convene training sessions for partners on this subject matter; (c) Pay courtesy call to assess the status of gender mainstreaming among the partner organisations and provide guidance on how to improve the quality; and (d) Lobby Ministries of Agriculture to ensure that the new extension system comes out strongly on gender. Lessons learnt from their organizational processes which would promote sustainable implementation at AFAAS level as shared by one of the respondents are: (a). At least 30% of all leadership positions must go to women ;(b). At management level, the Human Resource Manual should emphasise gender equality in staffing (c) AFAAS should carry out series of gender mainstreaming activities in selected CFs and develop gender mainstreaming policies for them;(d) Ensure that all programs and activities are gender sensitive

Other FBOs including those in Malawi echoed the same progress as recorded in FBOs in Uganda. There are gender champions in their FBOs and CF with necessary knowledge, skills and attitudes to carry out gender mainstreaming activities. Data is disaggregated by gender in the quarterly reports generated at the CF level and men and women openly discuss gender issues during networking sessions in their platform. A strategic plan with specific focus on the youth and target women has been developed. They also proposed the inclusiveness of all actors in GM in AFAAS related activities. Some of the successes experienced in their promoting the inclusion of women and youth in the CF and FBO platforms activities are: the confidence building fiat of more women in the process and their budding engagement in various economic activities. Challenges cited include high illiteracy rate among women, cultural and traditional norms, in some cases the existence of stereotypes.

Commitment to gender equity was not highlighted as a criterion in the CF/FBO selection of partner or local NGO affiliation to work with nor is there a tentative proposal to include the necessity of written agreement on gender interventions outlining the CF's relationship with partner/local NGO affiliates. Limited understanding of gender concepts and the misconception that gender is about women is a yawning gap that should be



addressed. The gender issues in technology transfer and adoption as listed is centred on the non-consideration of women in technology development and transfer.

Respondents in academia had varying answers also based on the continuum of gender in their various establishments and CF platforms in their countries. There has been a significant increase of gender based activities and interventions at the academic levels but not at the CF levels. Therefore to this effect, there are no data disaggregated by gender in the quarterly reports generated at the CF level. Although men and women openly discuss gender issues during networking sessions in the CFs, most of their strategic plans developed do not directly target women and youth issues in extension. In order to effectively mainstream gender at the CF level, they advocated for the recruitment of gender mainstreaming officers. A summary of gender issues in technology transfer and adoption as listed included the following: (a) Poor access to technologies by women due to high costs of acquisition, (b) low levels of literacy among women, and (c) labour and time shortages among women.

Gender issues in practices and approaches to agricultural extension listed were: (a) low proportion of female extension staff. (b) Low proportion of female farmers in leadership positions (lead farmers) (c) Cultural issues which limit/ restrict women's participation and leadership involvement, (d) Triple roles of women affect their availability in extension activities (e) Lack of tailor- made approaches to suit socioeconomic conditions of the clientele (f) gender insensitive recruitment and postings of female extension workers. Lastly in order to change these attitudes and mindsets, the respondents proposed the following: (a) Provision of gender training for frontline extension staff (b) Provision of gender training for farmer group representatives (c) Awareness programmes to address negative cultural practices.

In the public extension sector, some respondents who also doubled as CF focal persons reported the following: There is an increase in the representation of women in country fora activities as well as gender sensitive members in the programme/project planning, implementation and advisory teams in the CFs. In order to effectively mainstream gender in AFAAS activities, capacity building trainings in gender activities be conducted for CF. Gender issues in technology transfer and adoption are mostly cultural and religious related. The traditional roles of men and women come to play here. Secondly, gender issues that affect practices and approaches to agricultural extension as listed are: (a) traditional roles of men and women, (b) religious beliefs, (c) rules in land acquisition and (d) types of commodities men and women are involved in depending on the cultural curtain. In order to change these attitudes and mindsets, continuous sensitization and capacity building activities on gender issues, analysis of the roles and responsibilities

In Ouagadougou / Burkina Faso CF, there is not a dearth of gender champions in the CF with the necessary knowledge, skills and attitude to carry out gender mainstreaming activities nor are data disaggregated by gender in the quarterly reports generated at the CF level. In order to effectively mainstream gender at the CF level, AFAAS should recruit a gender officer at the CF Secretariat. In order to address and mindset on gender issues in agricultural extension, AFAAS should conduct public awareness drives especially among opinion leaders and extension agents in AEAS. A ranking of identified problems was also conducted and the following were weighted as been on equal weight in the country: (a) A lack of understanding about gender (which was commonly perceived as 'women issues') (b) Limited financial support for conducting gender related activities (c) Gender equality goals and objectives are not included in programme/project design (d) Financial resources are not allocated for the delivery of gender integrative work. But within agricultural extension, research, and education, the following challenges in order of importance were: There are inequalities in access to extension services and resources, especially where female headed households have less access to such services and resources compared to male headed households (1<sup>st</sup>), The gender disparities in access to technologies and innovations in agriculture especially in developing countries is the key cause of inequalities in adoption of innovations (2<sup>nd</sup>). The representation of women in senior management positions in the past few years in agricultural extension has not significantly impacted the promotion of gender issues in agricultural extension and advisory services in the country (3<sup>rd</sup>) There is a lack of processes that enable harmonization of gender related policies and strategies as well as dissemination of such documents for institutions which work on extension (4<sup>th</sup>) There is a dearth of professionals with

necessary knowledge, skills and attitude to carry out their work with gender awareness programmes in the country(5<sup>th</sup>) Female participation in agricultural marketing is low the agriculture sector (6<sup>th</sup>)

In the Ugandan public extension system, there has not been a significant increase in the representation of women in country fora activities nor are there clear-cut gender sensitive approaches employed in the programme/project planning, implementation and advisory teams in the CF. Although there are gender champions in the CF with the necessary knowledge, skills and attitude to carry out gender mainstreaming activities, data is scarcely disaggregated by gender in the quarterly reports generated at the CF level because some data generated is not disaggregated by gender and there is inconsistent disaggregation of data which is not even interpreted.

In order to mainstream gender at the CF level, AFAAS should note that mainstreaming of gender requires change of mind set, attitude and increased knowledge and skills of Senior and Middle level Managers, planners, Budget Officers Monitoring and Evaluation Officers, Subject Matter Specialists, district and field level officers, local leaders and farmers. Therefore AFAAS should assist countries to develop training materials relevant to the different specialties, IEC materials related to gender in agricultural extension and build capacity of in-country Trainer of Trainers teams. Facilitate external training and study visits for Senior Managers on Gender and follow up on action plan on those trained. This will help to ensure that policies and strategies developed in the country are gender responsive. The AFAAS should work with Agricultural related training institutions to ensure that gender is mainstreamed in their curricula so that agriculture sector deploys staff that already have gender knowledge and skills. Most donors even big ones like World Bank EU are not gender aware hence they don't even understand why it is important to address gender issues hence need capacity building.

In promoting the inclusion of women and youth in the gender-based activities in Uganda, in the Agriculture sector, there is gender and HIV strategy in which women and some youth issues are addressed. There are also Gender Focal Points and Desk Officers at various levels, There is a unit in the Ministry of Agriculture to reinforce gender mainstreaming in agricultural policies, strategies, programmes and policies, have changed mindset and attitude of some managers and staff members through targeted training, acquired support of UN Women in building capacity of some senior and middle level managers on gender, departments made commitments on actions they will do in order to mainstream gender after conducting gender audit, instituted gender responsive participatory appraisals in some villages, developed gender and HIV in agriculture manual for district and field staff, instituted a household approach for gender mainstreaming which improves gender and power relations at household level and developed a manual on the same and have seen improved women and youth representation in farmer organization and structures in some areas, some farmer organizations have a committee on gender and HIV and have a technical working group on gender, HIV and AIDS under the Agriculture Sector Wide Agriculture Programme, Some of the challenges experiences are negative mindset and attitude on gender by Managers, staff members at various levels and staff members deployed by donors as a result planned activities related to gender-are not prioritized and there is minimal support. Low capacity of staff, local leaders and farmers on gender mainstreaming, in availability of budgeting, planning and expenditure and activity monitoring frameworks that are gender sensitive, Inadequate integration of gender in the university curricula and training institutions hence deployment of gender insensitive staff members.

Some proactive strategies proposed to promote more female involvement in agricultural extension activities as listed from respondents from the public extension sector in Uganda are: (a) .Deliberately putting a target for females involvement like ASWAp at 50%, (b) orientation and training of people on the importance of gender in programmes , (c) Development and institutionalization of a checklist for mainstreaming, (d) development of gender responsive work plans and budgets, (e) conducting periodic gender audits and developing action plans from the same, (f)disaggregation of data by gender in planning, baseline data collection, monitoring and evaluation,(g) establishment of gender focal points or desk officers who should reinforce female involvement and development of policies and strategies that reinforce gender mainstreaming,(h) build assertiveness of the females smallholders through capacity building and promote labour saving technologies in agriculture and home.

Lastly, the gaps perceived is summarized as follows: (a) .Most men view gender issues as part of the norm and believe culturally it is supposed to be like that .while women feel the pinch of the gender issues but they don't say anything. Some of the issues .are as follows:

- limited participation of women in decision making. Few females in decision making positions in various structures than males
- income disparities between men and women. Men earn and control more income than females
- limited access to, ownership and control over assets and benefits by women
- limited women's access to information and technology
- unequal division of labour between men and women where women are more overburdened due to their triple roles
- unfriendly marketing systems which predisposes men and women to HIV
- low quality and quantity of labour due to AIDS related illness and deaths which affects the women more
- majority of the care and support functions for people living with HIV and OVC are provided by women and girls
- More males than females are literate which affect their access to written information

Some of the gender issues in technology transfer and adoption as listed are:

- More males than females are made aware or oriented on the various technologies and practices because they have more exposure to radios and cell phones and participate in demonstrations, study visits, field days and few staff members are gender sensitive
- Less females and males do not adopt technologies because of inadequate access and control over resources and benefits.
- Fewer women than men use printed media because of low literacy levels
- Distance to technology demonstration sites reduces the number of women aware of the technologies
- Reduced number of female lead farmers and reduced female extension workers in the field result in reduced number of women farmers who are aware of the technologies and practices that reduces adoption
- Many of the technologies developed and recommended practices do not respond to the gender needs

Gender issues in practices and approaches to agricultural extension in Uganda: (a) the group approach which mostly involves more males discriminates against many female and youth farmers. In comparison, the model village approach is more participatory of females than males because male farmers gravitate towards cash crop activities. With the lead farmer approach there are far more males than female lead farmers because many women are not selected by the community, because of their triple roles, low literacy levels and cultural issues. With the household approach some male and female youths who go to school do not participate in some household activities because they take place when they are in school.

In order to change these attitudes and mindsets, there should be (a) capacity building on gender issues at all levels for staff, farmers and local leaders, (b) Study visits to areas where gender has made a difference should be encouraged, (c) Advocacy and lobbying visits to influence the head of state(government) to make some statements concerning these issues would catapult change.(d) Ensuring mainstreaming of gender in the agriculture policy, agricultural extension strategy and district planning and implementation documents. (e) Ensuring that employees in the donor community are gender aware and regular follow ups and feedback sessions on the gender agenda. (f) It would also be important to develop and disseminate user friendly IEC materials.

The summary below is an attempt to capture the bivariate responses from the survey which were also echoed from various discussions with gender experts from ASARECA, Sasakawa Global2000, VEDCO, Gender experts from academia.

Despite its greater attention and commitments to the development equality of women in all spheres, gender issues and right of women have not yet been fully mainstreamed and considered in agricultural research and development system in general and that of the rural advisory service in particular. This is due to many behavioural, technical, institutional, and capacity related factors. Given this state of affairs, in order to address gender issue and the rights of women in agricultural advisory service, the following are intervention areas to address gender sensitivity in approach, tools, governance and practices.

- **Strengthened institutional capacity for gender mainstreaming:** Gaps still exist at ministerial and regional level

to mainstream gender. These gaps still remain highly visible in terms of availability of proper gender expert, infrastructure and facilities, and applying gender planning, gender analysis, and other instruments to strengthen gender mainstreaming, such as generating sex-disaggregated data in all sectors. Therefore, strengthening institutional capacity at all levels starting from national gender machinery to the grass root level should be given greater emphasize.

- **Ensuring gender sensitization of extension service and extension staff:** In view of creating gender awareness,

knowledge and skills on gender mainstreaming to address differences in roles and needs of men and women farmers, both women and men extension staff need gender training. In terms of content, gender training should highlight: the concept of gender in agriculture; relevance of gender in advisory services; how the gender division of labour and gender decision-making affect access to and control over resources; gender analysis tools and techniques; gender monitoring and evaluation etc.

- **Enhancing generation and adoption of gender responsive agricultural technologies:** Improving access to

labour and energy saving technologies by women farmers is one of the strategies through which economic empowerment of rural women can be ensured. Hence, rural advisory services should focus on the demonstration and promotion of gender sensitive and responsive technologies to enhance women's access to the technologies.

- **Proper and proportional targeting of women and youth:** In most communities, there are different types of

households, the male headed household including married women and the female headed household, households headed by youth or grandparent in case both parents are absent. Each of them has different characteristics in terms of access and ownership of resources, education and agricultural technology and has different needs, concerns and capabilities as compared to male-headed households. Targeting of beneficiaries thus, should be based on appropriate proportional representation taking household type and resources base into account especially during:

- Selection of beneficiaries to participate in extension package and technology scaling up;
- Participatory variety selection;
- Method and result demonstration trials;
- Training activities;
- Field days and exchange visits; and
- Follow up of activities.

- **Promoting the collection, dissemination and use of sex and gender disaggregated data:**

Lack of sex and gender disaggregation in data collection, organization and management system both at micro and/or macro levels, result in gender blindness and poor targeting of beneficiaries. Data disaggregation by sex is a straight forward approach that specifies the number of males and females in a given sample of population. However, when data are disaggregated by gender, they provide highlight to the disparities in gender roles, gender concerns and their implications to the projects and

programs by identifying the causes of imbalances. Therefore, acquiring and proper utilization sex and gender disaggregated information helps policy makers, programmers and development practitioners to design gender sensitive and responsive policies, programmes and interventions and thereby help to provide effective agricultural advisory services.

- **Enhancing the use of gender responsive monitoring and evaluation indicators:** Monitoring and evaluation processes, in most instances, lack gender sensitivity largely because of poor targeting of gender indicators during the planning phase. If gender indicators are properly incorporated during the planning phase of the interventions, it is likely to ensure and easily capture that the changes brought up by the intervention are reflected by both women and men.
- **Promotion of gender-oriented networking platforms for adequate advocacy and relevant stakeholders linkages and coordination:** considering the dynamic nature of development in general and gender issues in particular, it will be important to promote/strengthen gender stakeholders/partnerships platforms at different levels. This can help in addressing emerging issues timely in a coordinated manner.

In summation, tackling the root causes of women's subordinate position requires long term interventions, a lot of funds, and expertise which many service providers do not ordinarily possess. Effective interventions would therefore call for establishment of partnerships with other organizations and/or review of mandates, structures of AEAS organizations as well as training curricula of extension service providers.

### **Section 3: The Strategy: Strategic Directions and Actions, Implementation and Monitoring Plan.**

#### **3.1 The Goal of the AFAAS Gender Strategy**

The goal of this gender strategy is to ensure that AFAAS achieves gender equality at all levels of institutional framework and all stages of the programme cycle of its agricultural extension and advisory services mandate.

#### **3.2 Objectives of the AFAAS Gender Strategy**

- a) To strengthen gender-focused competencies and approaches in gender mainstreaming in the Secretariat and among AAS member countries in order to advance knowledge, practice and advocacy in agricultural advisory service provision.
- b) To foster knowledge sharing and learning that advances staff and member country's capacities in the field of gender and agriculture through a gender responsive learning and knowledge dissemination platform in agricultural extension and advisory services
- c) To improve the effectiveness of AFAAS programmes in creating efficient, effective, and synergistic linkages and partnerships among AAS of member countries to improve the delivery of AEAS to their beneficiaries through gender integration and gender equitable implementation
- d) To adapt organizational policies, procedures and systems to support gender integration in programs and promote a gender equitable working environment.

#### **3.3 The Target**

The target of this strategy has been defined at two levels:

- a) The Country Fora (CF) in AFAAS member countries and
- b) AFAAS and its implementing partners. This is in recognition of the strategic partnerships AFAAS has at the national, regional, continental and international innovation systems in the context of implementing its mandate under CAADP.

The objectives of the AFAAS Gender strategy are developed in a manner which aligns it with the AFAAS Strategic plan and its work programme which is structured as derived from the AFAAS MDTF Project Appraisal Document (PAD, October 31, 2013).

### 3.4 Strategic focus; Specific objectives and results for AFAAS Gender Strategy

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3.4.1 (a) **Strategic statement: Component 1:** *AFAAS will participate in implementation of CAADP Pillar IV as a strategy to target most of the issues facing AAS in a way that is coordinated within the common FAAP.*

Within the strategic priority area, AFAAS' gender mainstreaming objective is to:

*l). To strengthen gender-focused competencies and approaches in gender mainstreaming in the Secretariat and among AAS member countries in order to advance knowledge, practice and advocacy in agricultural advisory service provision.*

3.4.1 (b) Expected Outputs under objective 1:

- Capacity of AFAAS Secretariat, CF/Focal persons and selected members of CF built on for gender mainstreaming
- Integration of gender issues into the AFAAS AEAS programmes and projects
- Gender analysis conducted at each stage of the programming/ project 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 AFAAS programmes

Activities under this output

- a) AFAAS Secretariat, CF focal persons as well as selected members of country platforms will be capacitated in concepts and tools for Gender Mainstreaming by the end of 2016.
- b) Facilitate the integration and adaptation of gender responsive AEAS into the programming and initiatives of AFAAS by 2018
- c) Promote and upscale the adoption of gender-responsive technologies and innovations that will reduce drudgery while also enhancing productivity along the agricultural value chain.
- d) Develop standards for gender compliance through the development of gender responsive performance indicators for AFAAS programmes and initiatives by 2016 ( indicators required)

3.4.1(c) Expected outcomes

Outcome 3.4.1: Gender responsive programmes/projects

Outcome 3.4.2: Increased demand for gender responsive and gender specific technologies.

3.4.2 (a) **Strategic statement: Component 2:** *AFAAS shall design and implement an information and knowledge management strategy that enables AAS stakeholders to network with each other, to access information from external sources including research and farmers, and to generate new knowledge themselves*

Within the strategic priority area, AFAAS' gender mainstreaming objective is to:

*l) To facilitate a gender responsive learning and knowledge dissemination platform in agricultural extension and advisory services to continuously foster knowledge sharing and learning that advances staff and member country's capacities in the field of gender and agriculture*

3.4.2 (b) **Expected Output under objective 2:** Good Gender Responsive practices in AEAS have been documented and used in networks

Activities

- a) Compile and document learning and good practices of gender mainstreaming and approaches related to agricultural extension and Advisory Services in promotion materials (flyers, booklets, guides, synthesis papers, etc.)
- b) Disseminate good practices in local and regional networks, events etc
- c) Establish a Community of Practice on Gender Responsive Agricultural Advisory Services on the AFAAS Virtual Social Network Platform (VSNP)
- d) Contribute to and bring in learning on good practices in gender responsive agricultural advisory services on the new Community of Practice on GM.
- e) Use the AFAAS Virtual Social Network Platform (VSNP) for the housing of gender relevant knowledge, information and resources for AFAAS, CF and wider public.
- f) Develop and adapt a template for a knowledge-building component in all reports generated for AFAAS for acquisition of gender-related information (from needs assessments, studies, tools, documentation of success stories, lessons learned, impact and evaluation data collection)
- g) New evidence from gender mainstreamed action in agricultural extension and advisory services generated and disseminated to inform practice and policy.

3.4.2 (c) **Expected Outcome:**

Good practice options for gender mainstreaming in AEAS are compiled, disseminated and scaled up and out.

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3.4.3 (a) **Strategic statement: Component 3:** *AFAAS has to embed itself into national, regional, continental and international agricultural innovation systems. It will achieve this by networking and forming linkages and partnerships with other organizations and initiatives that have similar mandates and interest in building of AAS. It shall pursue partnership relationships in the context of CAADP with Sub-Regional Research Organisations, umbrella regional and continental organisations bringing together the various categories of actors in agricultural innovation including farmer organisations, non-government organisations, higher education institutions, Information/ knowledge management organisations, continental advocacy organisations, and the private sector.*

Within the strategic priority area, AFAAS' gender mainstreaming objective is to:

***To improve the effectiveness of AFAAS programmes in creating efficient, effective, and synergistic linkages and partnerships among AAS of member countries to improve the delivery of AEAS to their beneficiaries through gender integration and gender equitable implementation***

3.4.3 (b) **Expected output under Objective 3 :** Institutional barriers to gender mainstreaming understood and addressed

Activities

Conduct a continent-wide assessment on institutional barriers to GM in AEAS provision  
Develop, operationalize and disseminate mechanisms for addressing institutional barriers for GM in AEAS provision  
Engage in Policy dialogues processes for the elimination of institutional barriers in GM in AEAS provision

### 3.4.3 (c) **Expected outcomes**

Outcome 3.1: Institutional barriers removed through enhanced gender participation in AEAS programmes and activities

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3.4.4 (a) **Strategic statement: Component 4:** *AFAAS shall develop a governance system that is deeply rooted into its stakeholders and ensures that the voice of the farmers is heard at all levels, it shall develop a management structure that is lean, fit for purpose and follow management procedures that meet international standards. The objective of supporting the AFAAS governance, management and funding systems shall be to put in place a robust continental organisation that is capable of ensuring that national agricultural advisory services stakeholders are functionally organised and are provided with the support they need to contribute to and benefit from regional, continental and global developments relevant to them. The Management systems shall employ the principle of subsidiary so that all functions that can be performed by the CF are performed at this level. The qualitative and quantitative functional capacity of the Secretariat shall at all times be configured to the minimum needed to fit the level of activity of AFAAS.*

Within the strategic priority area, AFAAS' gender mainstreaming objective is to:

**l) To adapt organizational policies, procedures and systems to support gender integration in governance and implementation of programs and promote a gender equitable working environment**

In developing institutional mechanisms for GM, three levels of internal stakeholders that are envisioned as being the key to its success: first is the AFAAS Board of Directors- 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 background of this strategy. The next set of internal stakeholders is the Country Fora and the AFAAS Secretariat whose programmes/initiatives the gender policy is supposed to guide. This institutional mechanism is expected to guide the CF, taking into cognizance the continuum of gender issues in the terrain. This would aid in the development and implementation of realistic steps they could undertake in the realization of the AFAAS' mandate. The following specific actions have been identified in order to develop a continental instrument that will guide policy change in the CF and AFAAS Secretariat operations

3.4.4 (b) **Expected output under objective 4:** Gender responsive governance and management strengthened

Activities

- a) Develop a gender policy, guidelines and action plans to guide the process of gender mainstreaming
- b) Develop modalities for M&E framework to track Gender related indicators and level of compliance
- c) Advocate for gender-responsive plans, budgets. gender friendly environment and infrastructures at the workplace
- d) Engender the AFAAS constitution
- e) Conduct and analyse a continent-wide gender profiling of the agricultural extension and advisory services in the continent
- f) Facilitate the operation of the AFAAS Gender Thematic Working Group

### 3.4.4(c) **Expected Outcomes**

Outcome 3.4.1 Coherent Gender Mainstreaming in AFAAS Secretariat and CF in member countries



Outcome 3.4.2 Coordinated and effective GM activities

Outcome 3.4.3 Gender disaggregated statistics and information for effective and efficient planning

Outcome 3.4.4 Effective documentation and dissemination of useful messages and the best practices in GM .in AEAS

### 3.5 Implementation of the Strategy

Table 1: Activities and Implementation Steps

<b>Output 1a: Strengthened capacity for gender mainstreaming in organizational structures of AFAAS, policies and programmes</b>			
Activities	Rationale ( <i>Why must this activity be implemented?</i> )	What resources will be required	How ( <i>How will the activity be implemented/ Steps</i> )
<b>1a)</b> AFAAS Secretariat, CF FP & selected members of CF capacitated in concepts and tools for GM	<ul style="list-style-type: none"> <li>*Identify GM capacity needs (institutional, individual needs &amp; infrastructural)</li> <li>*Set the baseline</li> <li>*To be able to set targets and issues to be addressed in broader AEAS provision.</li> <li>*To set the basis for GM governance and management</li> <li>*Identify and document best practices (success stories)</li> </ul>	<ul style="list-style-type: none"> <li>*Gender experts</li> <li>*</li> </ul>	<ul style="list-style-type: none"> <li>*Conduct GM capacity needs assessment in the AFAAS secretariat &amp; CF</li> <li>*Develop the TOR for the GM capacity assessment for the expert</li> <li>*Develop the tools for needs assessment</li> <li>*Conduct the assessment at different levels</li> <li>i)institutional – 10 CF</li> <li>ii)individual needs iii)infrastructural (working environment)</li> <li>*Develop capacity need assessment report and communication materials</li> </ul>
<b>1b)</b> Develop a GM capacity development strategy and plan (aligned to the overall GM strategy and linked to the AFAAS capacity development strategy)	<ul style="list-style-type: none"> <li>*To address the identified gaps at different levels</li> </ul>	<ul style="list-style-type: none"> <li>*Experts</li> <li>*Capacity needs assessment report</li> <li>*Resource documents/ reference materials</li> </ul>	<ul style="list-style-type: none"> <li>*Stakeholder consultation to develop the implementation plan</li> <li>*Publication of the GM capacity strategy (50 copies per country)</li> <li>*Translation</li> <li>*Dissemination and sharing</li> </ul>
<b>1c)</b> Developing GM training materials	<ul style="list-style-type: none"> <li>*To guide GM integration</li> <li>*To guide trainers for effectiveness and efficiency in gender awareness and training</li> <li>*Sustainability plan</li> </ul>	<ul style="list-style-type: none"> <li>*Gender experts</li> <li>*Training/ reference materials</li> </ul>	<ul style="list-style-type: none"> <li>*2 regional Stakeholders consultation to produce manuals (Anglophone and Francophone)</li> <li>i) GM Manual</li> <li>ii) ToTs Manual</li> <li>*Review and validating the GM training materials</li> <li>*Develop, validate, publish and</li> </ul>

			translation of the documents *Dissemination of the published documents
<b>1d) Conducting training on gender mainstreaming</b>	Create awareness to enhance integration of GM interventions	*Trainers *Training materials	*Gender responsive TORs *Conduct tailor-made training for different categories of stakeholders *Develop work plans and budgets
<b>Output1b: Integration of gender issues into the AFAAS AEAS programmes and projects</b>			
Facilitate the integration and adaptation of gender responsive AEAS into the programming and initiatives of AFAAS	*To enable the institutions to effectively accomplish their objectives and strengthen management capacity in GM in AEAS	*Gender experts (National , Regional, & Local levels)	*Organise and coordinate human and material resources *Conduct research on best practices on organizational development in respect to integration of GM *Develop guidelines for GM integration *Build institutional capacity <ul style="list-style-type: none"> <li>• Capacity building needs assessment</li> <li>• Development of trainings programs</li> <li>• Conduct trainings</li> </ul> * Establish partnerships (institutional coordination mechanisms)
<b>Output1C:: Gender analysis conducted at each stage of the programming/ project cycle with clear sex disaggregated statistics and targets</b>			
Develop standards for gender compliance through the development of gender responsive performance indicators for AFAAS programmes and initiatives	*To ensure accountability for GM at institutional and programming level *To identify best practices and success stories in GM for up-scaling *To track Gender related indicators and the level of compliance	*Gender responsive results framework *Expertise in Gender and M&E *Performance monitoring frameworks and reporting templates	*Stakeholder meetings to review the institutional results framework for gender-responsiveness [at AFAAS Secretariat and CF level] *Develop PMF and set targets *Develop and agree on reporting templates and timelines
<b>Output 2: Good Gender Responsive practices in AEAS have been documented and used in networks</b>			
Compile and document learning and good practices of gender mainstreaming and approaches related to AEAS in promotion materials (flyers, booklets, guides, synthesis papers, etc.)	Enhance learning, information sharing and adoption of best practices	*Experts *knowledge materials	*Develop tools * Literature review *write up of draft case studies *Review and validating draft case study *Translation & Publishing
Disseminate good practices in local and regional networks,			

events etc			
Establish a Community of Practice on GR AAS on the AFAAS VSNP			*Buy in of potential partners
Contribute to and bring in learning on good practices in GR AAS on the new Community of Practice on GM.			*Establish fora for discussion
Use the AFAAS Virtual Social Network Platform (VSNP) for the housing of gender relevant knowledge, information and resources for AFAAS, CF and wider public.	Mutual benefits in terms of capacity building, information sharing, collaboration in implementing (joint) projects	Facilitative body	*Buy in of potential partners *Establish fora for discussion
Develop and adapt a template for knowledge building compliance in all reports generated for AFAAS for acquisition of gender-related information	*To identify best practices and success stories in GM for up-scaling *To track Gender related indicators and the level of compliance	*Gender responsive results framework *Expertise in Gender and M&E ^Performance monitoring frameworks and reporting templates	*Stakeholder meetings to review the institutional result framework for gender-responsiveness [at AFAAS and CF level] *Develop Programme Monitoring Framework(PMF) and set targets *Develop and agree on reporting templates and timelines
New evidence from gender mainstreamed action in agricultural extension and advisory services generated and disseminated to inform practice and policy	Mutual benefits in terms of capacity building, information sharing, collaboration in advocacy to improve the practice and AEAS policy provision and implementation in the terrain	Experts	*Identify policy makers for GM information needs and strategies *Raise awareness among policy makers (all AFAAS member countries) for GM *Develop policy advocacy and communication products for GM - for equitable access and utilisation of resources *Harmonise approaches to addressing practice and AEAS policy provision and implementation.
<b>Output 3: Institutional barriers to gender mainstreaming understood and addressed</b>			
Conduct a continent-wide assessment on institutional barriers to GM in AEAS provision	To help understand institutional barriers to GM in AEAS	Experts	*Develop ToRs for conducting assessment on challenges/needs/gaps for GM *Develop an institutional assessment tool *Commission a continental wide institutional assessment for GM ^Document findings and best practices/lessons from different countries

			^Communicate findings to different targets groups
Develop, operationalize and disseminate mechanisms for addressing institutional barriers for GM in AEAS provision	To ensure institutional barriers are removed through enhanced gender participation in the AEAS provision.	Experts	*Awareness raising on gender issues (operational definition of gender, methodology, *Develop a strategy to address barriers *Put the strategy into action plan *Design M&E plan *Implement the action plan
Engage in Policy dialogues processes for the elimination of institutional barriers in GM in AEAS provision	To have clear cut policy guidelines and vision on removal of the institutional barriers	Experts	*Identify policy makers for GM information needs and strategies *Raise awareness among policy makers (all AFAAS member countries) for GM *Develop policy advocacy and communication products for GM - for equitable access and utilisation of resources *Harmonise approaches to addressing cultural and institutional barriers to AEAS * Include gender priority in all development programs
<b>Output 4: Gender responsive governance and management strengthened</b>			
Develop a gender policy, guidelines and action plans to guide the process of gender mainstreaming	*To provide a framework and strategic directions for GM activities *To ensure an appropriate budget allocation to address priority gender needs in the CF	*Expert personnel *Gender audit report *Stakeholder fora	*Develop and review the ToR for the expert *Synthesis of the gender audit findings *Develop the draft gender policies for the 11 NARIs *Submit the gender policies to a stakeholder validation and consensus building process *Develop GM strategy (s) and action plans for the 10 CF *Sensitize stakeholders on the policies *Review existing HR and operational policies to make them gender responsive Include gender concerns in performance development plans of staff
Develop modalities for M&E framework to track Gender related indicators and level of compliance	*To ensure accountability for GM at institutional and programming level *To identify best practices and success stories in GM for up-scaling to track Gender	*Gender responsive results framework ^Expertise in Gender and M&E ^Performance monitoring frameworks and reporting templates	Stakeholder meetings to review the institutional results framework for gender-responsiveness [at AFAAS and CF level] ^Develop PMF and set targets *Develop and agree on reporting templates and timelines

	related indicators and the level of compliance		
Advocate for gender-responsive plans, budgets. gender friendly environment and infrastructures at the workplace	*To ensure adequate resources *To ensure a gender friendly environment & infrastructure at the workplace and in research programming	*Skilled people in advocacy *Well researched evidence on the why and how gender-friendly Infrastructure in workplace could enhance productivity.	*Identify and train the advocates *Train finance and non-finance managers on gender-responsive budgeting *Prepare and package the evidence * Identify platforms and opportunities for advocacy
Engender the AFAAS constitution	To pave the way for GM within AFAAS	Gender experts and advocates	*Develop TOR and identify the expert and advocate *Review the constitution *Prepare a paper for presentation to the management, board and general assembly
Conduct and analyse a continent-wide gender profiling of the agricultural extension and advisory services in the continent	*To identify the strategic and practical gender needs, constraints and opportunities to ensure gender responsive programming *To provide evidence for GM in Agric research *To ensure an enabling policy environment for GM at CF levels	Experts	*Develop concept note for the gender profiling, the data collection methodology *Conduct the profiling in the 10 member countries *Analyse and document the gender profiles *Conduct stakeholders dissemination workshops at regional and national level *Prepare and present gender profile briefs in high level fora
Facilitate the operation of the AFAAS Gender Thematic Working Group	to advocate for GM at all levels and increase political will and institutional commitment	Experts	*identify the Gender experts within AFAAS community * Develop TOR for the thematic working group. *Negotiate and ensure their buy-in. *Facilitate the WG with appropriate evidence and opportunities for high level engagement (media links, travel, etc)

### 3.6

#### Monitoring and Evaluation Pan

In order for the monitoring and evaluation process to provide a true picture of the effectiveness of the programme it is necessary for this work to be carried out in a gender sensitive manner. The cultural context in which AFAAS works in the different member countries have to be analysed because of their varying and significant influence on how AFAAS and the various CF should carry out evaluation. These indicators will affect the impact of AFAAS –based interventions on gender responsive AEAS.

The kind of evaluation that should be carried out to assess the influence of AFAAS-based interventions, where possible should allow for some contextual analysis that may provide lessons about how AFAAS/CF could make AFAAS-based interventions more relevant (if possible) to different gender and socio-economic groups. Gender disaggregated data is essential to any gender sensitive monitoring and evaluation. It is needed not just at impact level, but also output level and monitoring and evaluation activities should be planned with this in mind. The analysis should not only consider disaggregated data, but also examine these data in the light of differing gender roles and divisions; access to resources, information etc.; power relations within a household; literacy and education levels etc. This analysis should be particularly useful in the integration of gender mainstreaming into any agricultural innovative system and ensuring its sustainability in the long term.

The development of an inbuilt and robust monitoring, evaluation and learning strategy that will be aligned to the gender mainstreaming and M&E strategies of AFAAS is also proposed. Participatory Monitoring and Evaluation (PM&E) activities in this case will serve to increase the analytical capacities of the AFAAS and the CF to empower them to question and become pro-active in the development of all initiatives undertaken to ensure relevance, effectiveness, efficiency, sustainability and impact. This process will build commitment to implement any recommended corrective actions. The focus will be on building stakeholder capacity for analysis, problem solving and learning in GM.

The monitoring will be undertaken by the technical/programming unit of AFAAS and the respective focal persons at the CF. This process will embrace learning as an integral component of the implementation and monitoring processes. By adopting this approach, AFAAS acknowledges that people are agents rather than objects; agents who are capable of analyzing their own situations and designing their own solutions (Parks *et al.*, 2005). The evaluation will be context-specific, so that monitoring indicators, outputs and outcomes will be rooted in the concerns, interests and problems of the project's end users. Evaluation will entail a process of reflection on what has occurred; assessment of achievements and impacts over a longer period; learning from experience; and valuing change at AFAAS and the CF in member countries with respect to GM in agricultural extension and advisory service provision. The main risks and assumptions of the project will be taken into account and monitored. Indicators will be selected in a participatory manner with the involvement of key stakeholders of the project focusing on GM. The following subsections will elaborate on how this will be done.

#### *Relevance*

The project will ensure that GM in AFAAS and the CF are strengthened and those that do not exist are established to promote GM as a response to demand for improvement of agricultural research. The M&E framework will be designed to capture dynamic demand for GM among the stakeholders. Special indicators will be developed to capture project relevance.

#### *Effectiveness*

The effectiveness of the GM will be to ensure that the project's set targets are met and within the set timelines. The M&E strategy will put in place relevant indicators to ensure that they are monitored and evaluated on a GM basis among the key stakeholders. There will be GM design in organization procedures and management that will result in increasing achievements and outputs of GM technologies within AFAAS and the CF in member countries. Special indicators will be developed to capture project effectiveness.

#### *Efficiency*

The initiative has been designed to maximize its outputs along the activities with respect to minimization of project effort. The efficiency will be monitored and assessed continually to ascertain the extent to which cost-effectiveness, economies of scale and scope as well as sharing of capacities, gender mainstreaming resources and other input factors are realized.

A set of indicators will be developed within the project M&E framework. Efforts will be made to engage all partners at regional and national levels to refine these indicators, their measurements, reporting and use in improving the project implementation. The following are the broad indicators areas already identified:

- Annual partnerships and stakeholder representation in GM activities on the basis of capacity building and other project processes
- Output as measured in capacity built, governance and management strengthened gender mainstreaming knowledge shared lessons and institutional processes for gender mainstreaming influenced on the basis of unit project financial resources
- Financial and other resource efficiency measures,
- Additional resources, capacity, partnership and gender mainstreaming innovations resulting from various projects effort processes and investments.

#### *Quality*

AFAAS intends to build capacity for CF/FP to promote appropriate gender responsive AEAS. The empowered FP will be in position to promote the dissemination of gender responsive AEAS according to the needs of different gender categories. Therefore there are broad indicators identified as follows:

- Consistency in capacity building of CF/FP, identified gender champions in the various CF and other stakeholders in development and promotion of gender responsive AEAS.

#### *Sustainability*

AFAAS will put in place a mechanism to ensure that the GM activities within AFAAS, its partners, and the CF spans beyond the GM capacity building lifespan by ensuring that GM activities in CF sustainable by having a specific GM budget within the CF. Thus sustainability will be attained through empowerment of all stakeholders and partners, to the extent AFAAS becomes reference point for GM. Long term adoption of gender responsive AEAS practices, approaches and tools as well as outputs that embrace GM among the stakeholders are realized and lessons learned are up-scaled. It will ensure that CF incorporate GM in their programmes.

#### *Impact*

All AFAAS member countries will be empowered on gender mainstreaming, in the process different agricultural stakeholders will participate in decision making and service delivery will be improved. In view of this, food and nutrition security will be improved. There will be an increase of household income with equitable access to all members of the households through education, improved shelter and finally the targeted population will change their livelihoods. The identified broad indicators for impact from the project are given below:

- Through writing gender responsive reports, gender case studies and best practices will be the bases for empowerment in gender mainstreaming
- AFAAS will increase the development and dissemination of gender-responsive AEAS tools, approaches and practices which will improve the livelihoods and living standards of the communities

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## Annex 3

### List of Acronyms and Abbreviations

AEAS	Agricultural Extension and Advisory Services
AFAAS	African Forum for Agricultural Advisory Services
AUC	African Union Commission
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
CABI	The Centre for Biosciences and Agriculture International
CAADP	Comprehensive African Agricultural Programme
CEDAW	Convention for the Elimination of All forms of Discrimination against Women
CF	Country Forum
CGIAR	Consultative Group for International Agricultural Research
CIDA	Canadian International Development Agency
CSO	Civil Society Organizations
DFID	Department for International Development (UK)
ECOSOC	United Nations Economic Social Council
FAAP	Framework for African Agricultural Productivity
FAO	Food and Agricultural Organization
FARA	Forum for Agricultural Research
FBO	Farmer Based Organization
GDA	Gender Disaggregated Data
GFRAS	Global Forum for Rural Advisory Services
GIZ	The Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
GM	Gender Mainstreaming
IDRC	International Development Research Centre
ILO	International Labour Organization
IFPRI	International Food Policy research Institute
MAAIF	Ministry of Agriculture, Animal Industry and Fisheries
MDGs	Millennium Development Goals
M&E	Monitoring and Evaluation
NEPAD	New Economic Partnership for African Development
NGO	Nongovernment Organization
SIDA	Swedish International Development Agency
SRO	Sub Regional Organization