

## I. Proposal Information

### A. Organization

**Organization Name:** International Food Policy Research Institute and the International Livestock Research Institute

### B. Project

**Project Name:** Evaluating the Impacts of Agricultural Development Programming on Gender Inequalities, Asset Disparities, and Rural Livelihoods

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## Grant Proposal – Summary Information

**Charitable Purpose:** *Please limit to 255 characters.*

*To improve women's control and ownership of productive assets in developing countries by evaluating how well current donor and grant programs improve men's and women's access to assets and identifying promising approaches for reducing the gender gap.*

**Project Description.** Please describe how the funds would be used to meet the charitable purpose, limit to 150 words:

*This activity will evaluate 8-10 agricultural projects (research and development) funded by several organizations (e.g., the BMGF, World Bank, USAID, and others) to identify the projects' impacts on women's assets and clarify which strategies have been successful in reducing gender gaps in asset access and ownership. IFPRI and ILRI will oversee a participatory process engaging program donors and implementing partners. After a planning workshop, the assessment will use existing baseline surveys and new targeted studies (qualitative and quantitative) to document men's and women's assets and the change in those levels over the life of the project. Program staff will receive trainings and technical assistance in methods to identify and address gender disparities in assets. The findings will contribute to a development toolkit to reduce gender asset disparities and help to place gender considerations at the center of agricultural development.*

## II. Grant Proposal – Narrative

### Evaluating and Enhancing the Impacts of Agricultural Development Programming on Gender Inequalities, Asset Disparities, and Rural Livelihoods

#### I. Background and Rationale

Control over and ownership of assets is a critical component to well-being. Like income, assets can be converted to cash, but they are also multi-dimensional. Assets both store wealth and can increase in value. Assets such as homes or buildings may both provide services and may generate rent. Assets can act as collateral and facilitate access to credit and financial services. Their flexibility provides security through emergencies and opportunities in periods of growth (Deere and Doss 2006: 1). In short, owning land and livestock, homes and equipment, and other resources and wealth enable people to create stable and productive lives. Increasing ownership of, and control over assets also helps provide more permanent pathways out of poverty compared to measures that aim to increase incomes or consumption alone. Sabates-Wheeler's (2006) review of the relationship between ownership and control over tangible assets key to agricultural productivity (including land, labor, livestock, capital, and machinery) concludes that the combination of asset inequality and market failures has a negative impact on growth, and that inequalities tend to reproduce inequalities. Agricultural development projects that seek to increase the asset holdings of the poor not only contribute to sustainable poverty reduction, but also help promote socially desirable and empowering behavior. Asset-based approaches view well-being as a cumulative process, resulting from a life time of stored efforts and accrued wealth (Sherraden 1991). Savings and stored wealth (assets) are necessary for the kinds of cushioning and security needed to exit poverty

(Carter and Barrett 2006). This is especially true for poor women, who typically have lower levels of ownership and control over assets than men.

In recent years, development practitioners have also realized that households and individuals invest in different types of assets, not only tangible assets such as land, livestock, and machinery, but also intangible types. These different forms include:

- *Natural resource capital*: land, water, trees, genetic resources;
- *Physical capital*: agricultural and business equipment, houses, consumer durables, vehicles and transportation, water supply and sanitation facilities, technology, and communications infrastructure;
- *Human capital*: education, skills, knowledge, health, nutrition, and labor power;
- *Financial capital*: savings, credit, and inflows (state transfers and remittances);
- *Social capital*: membership in organizations, networks that increase trust, ability to work together, access to opportunities, reciprocity, and informal safety nets;
- *Political capital*: citizenship, enfranchisement, and effective participation in governance—often key to controlling rights over other assets.

Who controls these assets within the household is critical to household and individual well-being. There is now substantial evidence that contradicts the common assumption made in economics (and many development projects) that households are groups of individuals who have the same preferences and fully pool their resources. This unitary model has been rejected in both developed and developing countries, with important implications for policy (Strauss and Thomas 1995; Haddad et al. 1997; Behrman 1997). An alternative, the collective model, allows for difference of opinion regarding economic and other decisions among household members. This raises the possibility that when there is a disagreement, how it is resolved may depend on the bargaining power of individuals within the households (Manser and Brown 1980; McElroy and Horney 1981). One of the determinants of the bargaining power of individuals is the ownership and control of assets. There is now evidence that assets within households are held individually by the men, women and children who comprise households (Haddad et al. 1997). This allocation of assets to various individuals within households and to activities is conditioned both by the settings in which these households find themselves as well as the intra-household allocation rules.

Intrahousehold allocation of assets has important implications for a range of outcomes. A growing body of empirical evidence has shown that not only do women typically have fewer assets than men, but they also use the ones they have differently. Increasing women's control over assets, mainly land, physical, and financial assets, has positive effects on a number of important development outcomes for the household, including food security, child nutrition, and education, as well as women's own well-being (Quisumbing 2003; Smith 2003; World Bank 2001).<sup>1</sup> For example, the greater a woman's asset holdings at marriage, the larger the share the household spends on children's education (Quisumbing and Maluccio 2003). In Bangladesh, a higher share of women's assets is associated with better health outcomes for girls (Hallman 2000). A study by Smith and Haddad (2000) using cross-country data found that increases in

women's education (investment in human capital) have made the greatest contribution to reducing the rate of child malnutrition, responsible for 43 percent of the total reduction. In addition, research on gender differences in human capital since the 1990s has repeatedly shown that gender inequality in education reduces growth and recent research on gender disparities in education, employment, economic opportunities, and political participation support these findings (Hausman, Tyson, and Zahidi 2009; Klasen and Lamana 2008). Men's and women's assets are frequently used to cope with risk differently. Women's assets, generally less valuable and more easily transferable, are often disposed of first when the household faces a shock, such as illness of family members (Quisumbing 2009). In using their assets to protect household well-being in the short-run, however, women may be endangering their own long-term well-being and that of their families.

These and other studies make a convincing case that closing the gap between men's and women's ownership of assets is a necessary step towards achieving global development goals. As explained by Doss, Grown, and Deere:

The gender asset gap arguably provides a much firmer basis for understanding gender economic inequality and women's empowerment than just a focus on income or wages and may be a more powerful indicator of progress than others toward MDG3. Besides being a measure of opportunities (i.e., through the ability to generate income or additional wealth) or outcomes (net wealth), ownership of assets is critically important to women's bargaining power and hence their economic empowerment (2008:3).

Yet few development interventions explicitly consider their impacts on men's and women's assets. This situation points to critical gaps both in basic research about the extent and consequences of this gender gap in assets, how assets are accumulated by men and women, as well as which mechanisms best strengthen women's access to productive assets. Although many programs aim to increase women's asset ownership, very few have documented successful and sustained ability to reduce the asset gap between men and women. In some cases, while women may accumulate assets, men may acquire them at a faster rate, or even take over the control of women's assets, thereby worsening the gender asset gap.

A precondition for reducing the asset gap is ensuring that interventions provide significant and sustainable benefits for women. Despite the lack of knowledge about what works to reduce the asset-gap, we do know a lot about how to target women with development interventions, how to improve their participation, and what to do to increase the chances that they will benefit from the project activities, including working with men to change attitudes and behaviors that limit women's economic opportunities. While these methods are well known, they are still not widely used in development projects. Lack of knowledge and/or capacity—from field implementers through to project managers and donors—has led to a situation where what is common practice is often far from what is known to be “good practice.” Moreover, efforts are seldom made to

distill “lessons learned” so that other projects may learn from them and capture “externalities” from specific projects. This entails going beyond simple participation to ensure that women capture meaningful benefits and are empowered by the process, and also to documenting learning and making sure that it is spread beyond a narrow circle. Only by conducting rigorous analyses of alternative interventions that include well-designed and implemented strategies for reaching women can we begin to identify which pathways provide the greatest opportunities to build women’s assets and offer guidance about policies that help reduce the gender asset gap (Quisumbing and Pandolfelli 2010).

The proposed three-year training and evaluation initiative will be carried out in conjunction with ongoing agricultural interventions with a range of implementing partners who are funded by different donors.<sup>2</sup> The activities undertaken will help to identify approaches to addressing gender inequalities in selected projects and to determine which of these approaches successfully build women’s assets, in the context of reducing the gender asset gap and increasing assets of the poor. The research will also clarify which assets are most important, and which combination of assets and support services (e.g. land, credit, and extension) are needed in different contexts to reduce poverty and improve nutrition and food security. The research explicitly recognizes that the importance of specific assets and the effectiveness of approaches to increase them is context-dependent, depending on the extent of market development, existing resource scarcities, the range of assets being considered, and the social and cultural norms governing the ownership and control of those assets. Therefore, the focus of this initiative will be on projects that have shown some potential either to increase women’s assets, or to increase the returns to those assets, although projects that have not paid explicit attention to the gender asset gap may also be included to provide a counterfactual. It will complement ongoing and future projects in the agricultural development programs of the CGIAR and the BMGF and other donors such as USAID, as well as recent initiatives by the CGIAR and the BMGF to develop a gender-sensitive monitoring and evaluation system.<sup>3</sup> Many ongoing projects funded by the BMGF and others are already required to document impacts on income and/or nutrition. In addition, a planning grant has been awarded to IDS to develop a monitoring system to track the factors more likely to achieve success in agricultural development projects which incorporates attention to gender.<sup>4</sup>

The assessment proposed in this initiative is unique in explicitly focusing on the relationship between gender inequalities and asset disparities and looking at that relationship in connection with agricultural programming. It also extends current research conducted by the International Food Policy Research Institute (IFPRI) and the International Livestock Research Institute (ILRI) over a set of priority assets in a range of countries and contexts in South Asia (SA) and Sub-Saharan Africa (SSA), using rigorous quantitative and qualitative methods of impact assessment, involving stakeholders in the design and implementation of the research, and ensuring a strong research and evaluation capacity building strategy for grantees and their evaluation partners. Efforts will also be made to institutionalize “lessons learned” so that capacities can be built beyond the specific projects that participate in this initiative. This approach

will position the results of the initiative to feed into ongoing efforts to put gender at the heart of agricultural development, including the CGIAR's research and development agenda and the emerging portfolio of activities of other organizations. The CGIAR programs are particularly appropriate for this initiative because of the CG's leadership role in international agricultural research for development and its experience in bringing methodological innovation to national agricultural research systems.

*"Women are the backbone of farming in Africa, just as they are in most of the world...so we need a good collaboration to make sure that women are equal partners with men farmers...to enable farmers who are women to make a contribution that will transform agriculture..."*  
US Secretary of State Hilary Rodham Clinton (6/09)

### *Vision of Success*

After three years, participating institutions implement strategies that explicitly recognize, target, and measure the building of women's assets as a key outcome in 50% of their new agricultural development programming, with the goal of reducing asset disparities between men and women, or, at the minimum, not worsening these gaps. After 10 years, the value of poor women's assets will be increased by 20% and the disparity between men's and women's assets reduced or held equal in these projects. This increase in women's assets can, as cited above and summarized in Quisumbing et al. (2003) and Deere and Doss (2006), result in a range of potential positive effects, including improved health and nutrition of women and children, greater agricultural productivity, and increased labor force participation and greater economic growth, and a higher degree of women's ability to make and enforce decisions within the household.

Increasing women's assets is an important development objective. Agricultural development interventions, even when targeted to women, are not guaranteed to increase women's control of assets. Non-targeted agricultural interventions are more likely to increase men's control of assets and sometimes result in a decrease of the control that women initially held, even as some increased benefits are experienced by the household more generally. Because of social dynamics in households and in the community, interventions targeted to women may also improve the level of assets held by men, especially in poor rural households. While women's assets may increase, if men's assets increase disproportionately more, this may not lead to net gains in women's bargaining power within the household. An evaluation of the long-term impact of three agricultural technologies in Bangladesh found that a fishpond technology that was targeted to the household tended to be controlled by men, and resulted in smaller improvements in women's and children's nutritional status compared to a vegetable technology targeted to women's groups, despite lower income gains in the latter (Kumar and Quisumbing 2010). Thus, the purpose of targeting women's assets is to reduce current poverty and its intergenerational transmission by enhancing the positive outcomes for women and children that have been associated with channeling resources to them, reducing the relative difference in asset ownership between men and women, while still providing opportunities for asset enhancement for all.

During the course of the three year initiative we expect to have impacts on project practice and ideally on women's assets in the context of the participating projects. The true test of sustainability will be whether these changes in behavior and in outcomes and impacts go beyond the current projects into other ongoing projects and, especially, into newly-developed projects. We assume that partners develop on average one new proposal per year, and that by year 2 of this initiative participating partners will have had enough exposure to the ideas and methods to be able to influence a new proposal. Therefore within three years, we expect that most project partners will have developed at least two new proposals into which they could incorporate the methods and approaches learned in this initiative. Given that new proposal development is often based on past projects with limited scope for changes in objectives, research topic, development intervention, we expect that partners will be able to incorporate the complete gender focus and asset-based approaches into only one of these projects. In addition, through outreach activities, including the development of training materials drawing on the learnings from this initiative, we expect this initiative to have spillover effects by influencing other agencies and government programs to increase attention to women's assets.

After 10 years, it should be possible to see the outcomes and impacts associated with using the new gender and asset based approaches on the ground, as well as a commitment to monitoring gendered ownership and control of assets. Information used to monitor these changes will come from both project monitoring and nationally representative household surveys, such as the World Bank's LSMS. We expect an increase in the value of women's assets of 20% and a reduction, or at least, no worsening of the asset disparity.<sup>5</sup> Since this approach includes using sex-disaggregated data and gender analysis of asset levels and disparities in evaluations, the evidence to see whether the vision has been achieved will be readily available.

Although the ultimate beneficiaries of the project are poor women and their families and communities, this initiative is primarily directed at those who fund, design, and/or implement agricultural research and development projects. Both research-for-development (R4D) and development projects are included because of the increasing role that research organizations like the CGIAR centers are playing in providing technical backstopping and evaluation support to large-scale development interventions. Ensuring that those involved in this kind of research are aware of the importance of the gender asset gap and able to use the tools that can reduce it is expected to increase the quality and sustainability of the results of this initiative over the long run.

This initiative originated in part as a response to the requests of project managers and staff to help them to develop and implement effective strategies for achieving their gender objectives and to document their impacts. As the Principal Investigators (PIs) became involved undertaking this task, three issues became apparent. One was the lack of trained staff within the projects and/or the inability to identify appropriate resource persons. Another was that good intentions to address gender issues were not captured in gender targets and/or indicators, so that incentives to go beyond women's

participation in activities to women's appropriation of benefits were not established. Addressing this would require working with project implementers and donors to re-align activities, budgets and objectives, if not across the board at least in selected activities and regions to begin to test and gain experience with new ways of working. It would also involve developing and testing indicators for assessing the gender-differentiated impact of agricultural development projects. Finally, very few of the projects made the link between the short-term goal of benefiting women through project activities and reducing gender asset disparities over the long-term.

This initiative is designed to respond to all three issues by providing training and support to individual projects to address their specific challenges, and at the same time by using the set of projects as a laboratory for studying the impact of agricultural development projects on women's assets. Not all projects will face all three issues noted above. Each participating project will therefore get customized support based on its own needs and constraints. There are several important benefits to doing this collectively rather than on a project by project basis. In terms of capacity building, several projects working together can learn from each other and build a community of practice that will continue beyond the end of the project. Where appropriate, training can be provided more efficiently to groups rather than to individuals.

The ability to compare and contrast results about the impacts within and across projects will greatly enhance our ability to draw conclusions about what works for whom under what conditions. Building on ongoing projects limits our ability to standardize methods and data, but even partial systemization will yield greater benefits than comparison of disparate studies after the fact. Learning from this initiative can then support the development, field-testing, and integration of gender-disaggregated asset-based indicators for monitoring agricultural development projects more generally. Finally, we believe that the policy impact of a collective effort involving different partners and types of projects will be greater than that of individual studies. The results will not be seen as the product of one institute or donor but as a shared product addressing common needs. The idea of the joint initiative was shared informally with projects with which PIs were already working and in contact with. This consultation process is ongoing.

Final selection of projects will be made after the project is approved and the inception workshop is held, after we have a better idea of what the projects need, what resources we can offer and how the projects fit together to maximize collective learning and comparative analysis. The key criteria will include:

- ***Approach to strengthening assets.*** We would like to include projects focused on tangible assets such as land, livestock, and natural capital (including soil, water and plant genetic resources), with human, social, and financial capital as cross-cutting assets that are part of project implementation modalities. We also would like to include projects where asset building is the primary objective as well as projects where impact on assets—positive or negative—is likely to result indirectly affecting the returns to assets.



- **Regional balance.** The project targets both SSA and SA. Regional balance will be important in terms of developing a typology of what approaches work in which region and also to ensure a critical mass of capacity is built in each region.

The proposed initiative will be co-led by IFPRI and ILRI. The scale and estimations of cost and level of effort are based on their extensive experiences in designing and conducting multi-year research studies, impact assessments, and evaluations, many of which in recent years have also contained a gender component. This activity offers an opportunity to build up a comparative analysis by building on the results of completed IFPRI and ILRI studies and by working to improve the gender research and monitoring and evaluation (M&E) skills of their own staff and those in their partner organizations. The beneficiaries of the activity will, in the short-term, be the development research and project staff in these organizations; the longer-term beneficiaries will be the women and men whose access to assets will be improved by more effective development programming. The proposed activity is well within the scope of the lead organizations' experience and capacity, neither the largest nor smallest of its recent efforts.

## II. Project Objectives

**Objective 1. Build capacity of project teams and their evaluation partners to undertake integrated economic and social gender impact assessments, to collect and analyze sex-disaggregated data, and use the results to design, implement and evaluate strategies to enhance project impacts on women (capacity building).**

Two types of capacity building are envisioned, among two types of participants. First, we expect to build the capacity of "evaluation partners." These include both staff of implementing organizations with specific responsibility for M&E and/or impact assessment (IA) as well as staff of other organizations such as research institutes who have been brought into the project specifically to do M&E/IA. Our objective with respect to these partners is to increase their awareness of the importance of assets and the asset gap as outcomes against which project success should be measured, and to give them tools and skills to conduct evaluations that include gender and assets. From participating in these evaluations they will learn quantitative and qualitative methods to collect and analyze sex-disaggregated and asset inclusive baseline and follow up data.

A second group of partners to be targeted in capacity building are the project implementers. Implementation partners design and manage development interventions on the ground, and could therefore benefit from a better understanding of why gender matters and how projects can have meaningful impacts on women to help them capture the long-term benefits of interventions. Specifically they could benefit from knowing how to use the results of baseline analysis of gender-related issues—as generated by evaluation partners-- to design and test strategies to reach women, increase women's assets and reduce asset disparities within their projects.

The specific activities that will achieve this objective are:

Activity 1.1: Develop a conceptual framework for analyzing gender and assets in agricultural research and development programs, specifying the different assets targeted and the pathways for achieving impact. This will be done in a consultative process between the PIs, and will call upon other groups and expertise on gender and assets especially from within the External Advisory Committee (EAC), discussed below. The conceptual framework will be based on existing evidence and will identify gaps in knowledge that can be filled through this initiative. The conceptual framework will also build on the definition of assets and how this differs from other development outcomes such as increased incomes. It will elaborate the different pathways through which research and development projects can increase women's assets and reduce asset disparities between men and women.

Activity 1.2: Hold a training and planning workshop. Each potential project will be invited to attend and to send at least one evaluation person and one implementer. Donor representatives and other key stakeholders will also be invited. In the workshop, project teams and PIs will discuss and agree on the conceptual framework and how it relates to each of the projects. The projects will present their gender, asset, and evaluation approaches and identify synergies and points of entry for each of the projects. At this workshop, a needs assessment will be conducted for gender M&E capacity building.

Activity 1.3: Develop a capacity building strategy for selected projects and for the overall initiative based on the needs assessment from the planning workshop. Based on the identified needs, the team will identify appropriate capacity building consultants/partner organizations to work with the grantees to train them in gender-related M&E. These consultants (preferably from national organizations) will be trained by the project team so that their own capacities in gender-related M&E will be strengthened, see Activity 1.4.

Activity 1.4: Train a regional team of experts, evaluators, and/or project team members, as determined in Activity 1.3 in (i) the use of rapid gender and asset assessments tools and analytical approaches (see Objective 2 below), and (ii) setting up M&E processes to measure effectiveness of strategies for increasing women's assets in the context of ongoing projects (see Objective 3 below).

Activity 1.5: Hold a mid-term workshop in year 2, where participants will present progress on gender data collection, analysis, or implementation of strategies and give feedback to other projects. The PIs will present any additional gender and assets data collected and analyzed during the first year of the project. Using this analysis, project teams, with the help of the PIs and the trained regional experts, will identify potential strategies or mid-term adjustments to raise projects' impact on women's assets.

Activity 1.6: Hold final technical workshop to present evaluation results, effectiveness of different strategies and to share lessons from the evaluation results, and from the integrated strategies. Donors funding agriculture research and development projects will be invited to this workshop with the expectation that the results of the initiative will have an influence on their focus on gender and assets. As part of the workshop, various

dissemination tools will be developed for further sharing of lessons (also see activities under Objective 4).

**Objective 2. Understand the impact of agricultural development activities on women's and men's access to and control over key assets (research).**

The initiative will generate rigorous empirical evidence based on quantitative and qualitative approaches that will show how agricultural development interventions have (or have not) increased ownership of and access to key assets (land, livestock, and access to water, soil, and improved varieties) and reduced the extent of inequality in asset ownership between men and women. The results of the individual case studies and their comparative analysis and synthesis will greatly improve understanding of the potential for such projects to reduce the gender asset gap. The analysis will be conducted jointly by the PIs and the evaluation staff of the individual projects. Participation in this joint analysis is an important avenue for capacity building that will complement what is described under Objective 1 above, however it is important to recognize that the willingness and ability of project evaluation staff to participate in these studies will vary. Given the importance of obtaining rigorous, high quality results to have maximum dissemination potential and impact on policy and practice, the balance of the work will be divided between PIs and project staff.

Activity 2.1: Form an EAC of experts working on gender and asset based approaches. This will draw on expertise in such organizations as IDS, as well as regional expertise from SSA and SA. The EAC will support the development of the conceptual framework and also act as a review team for selection of the projects (in addition to the PIs).

Activity 2.2: Review and select projects for participation in the initiative based on the initial workshop and elaboration by the projects of their gender, asset and evaluation needs and priorities. The projects may have several levels of entry points e.g. projects with detailed evaluation plans may require integration of gender and assets into their evaluation tools, others that may not have evaluation plans will require support in the design of the evaluation plans, implementation and analysis while others that have gender and assets integrated into the baseline studies may require support for analysis and identification of strategies to increase impacts. Potential projects will be classified based on this and other criteria. To ensure smooth coordination among the many partners in this project, a project management structure consisting of a steering committee, secretariat, and a project committee (with representation from partner projects) will be established; this is discussed in Section VI.B.

Activity 2.3: Work with the evaluation partners in the selected projects, design additional gender-sensitive approaches or components to include in the evaluation plan for each participating project, including what data are already available, what data are needed, and how data will be analyzed. For projects with existing gender- and asset-disaggregated data, work with evaluation partners to conduct a gendered analysis of the data focusing on assets/value of assets.

Activity 2.4: Support project evaluation partners to gather additional data as needed, either immediately to support baseline characterization, or over time as part of the impact assessment. This may be in the form of rapid qualitative or quantitative assessments or more detailed quantitative data collection.

Activity 2.5: Conduct gender analysis together with evaluation partners. This will include (i) initial characterization of baseline data to assess the current situation with regard to gender and, if necessary, to develop some strategies for immediate implementation in projects to help them meet their gender objectives (see Objective 3), and (ii) preparing a final impact analysis by project and a synthesis of lessons across projects.

**Objective 3. Identify effective pathways for reaching women and reducing gender asset disparities, based on ongoing implementation and cross-project learning.**

Through the experiences of projects in this portfolio, other projects, and synthesis and cross-cutting analysis across different projects, the initiative will identify what works, and what does not in increasing women's assets and reducing gender disparities in assets. The initiative will also work towards developing a typology of implementation strategies that will be applicable in different contexts.

We recognize that the projects in our portfolio may be at different stages and may experience different degrees of success in addressing underlying gender disparities identified by the baseline data. Some projects may have implemented strategies that were effective in reducing gender disparities, while others may not. While analyzing baseline data, working with the project teams, and conducting M&E, some projects may realize that current implementation strategies do not adequately address gender disparities, or even unintentionally reinforce them. Grantees may then decide to implement mid-course adjustments based on what has been learned thus far from project implementation. Regional gender experts identified by the PIs and trained in asset-based approaches will be available to support projects on the ground, contributing to project outcomes and impacts and to the creation of a cadre of regional resource people. Mid-course adjustments, when implemented within a carefully-designed monitoring and evaluation framework, are considered good practice in project implementation, and are one of the major ways in which learning takes place. Carefully documenting such project adjustments and their results will allow further learning from this initiative.

Activity 3.1: Analysis of cross-cutting "lessons learned" from different projects' implementation experience, drawing on the results of the impact evaluation and information from the M&E partners. These "lessons learned" will consist both of positive experiences (what works) as well as learning from mistakes (what does not work).

Activity 3.2: Support, where identified and agreed upon by the project implementers, the implementation of mid-course adjustments to projects to better address gender disparities, while paying attention to the documentation of changes implemented.

Sub-component 3.2.1: Support projects that seek to implement alternative strategies or adjustments in their implementation plans to better reach women, based on original initiative plans and/or the results of Activity 2.5. This will draw on the cadre of regional resource people trained in Activity 1.3 and will involve working both with grantees and their implementation and M&E partners. For example, if an analysis of the baseline results suggests that current activities (either what they are doing or how they are doing them) are unlikely to lead to benefits for women, then the project implementers might want to make some changes. The projects decide what changes to make and implement these changes with their own project funds.

Sub-component 3.2.2: Support projects to develop and implement an M&E plan to determine whether these midterm adjustments to project design are achieving their objectives. Documentation of changes from the original plan and results of implementing these changes will be crucial.

Activity 3.3: Develop alternative strategies for addressing gender disparities in assets in agricultural development projects, with information on the different types of contexts in which they can be applied. For example, SA and SSA will require very different strategies for addressing gender disparities. This will lead to a typology of strategies depending on factors such as resource scarcity (labor- or land- or capital-scarce or abundant), strength of women's property rights to land and other assets, degree of labor market segregation, limitations to women's mobility, and degree and type of gender discrimination, among others. This synthesis will draw on the cross-cutting analysis and the M&E of individual project strategies.

**Objective 4. Document and widely disseminate methods, results, and lessons learned about how to build women's assets and improve livelihoods through agricultural development projects (outreach).**

Since this initiative seeks to influence the attitudes and practices of policymakers, donors, development managers and practitioners and researchers about the importance of women's assets to achieving development outcomes, it is essential that tools and methods developed by the initiative and research results and "lessons learned" are appropriately packaged and widely disseminated. This will happen through the PIs and their organizations as well as through the project partners, facilitated by the capacity building/training partners.

Activity 4.1: Develop training materials for initial workshop and for supporting partners in data collection, analysis and implementation. This will comprise various materials including the conceptual framework, tip sheets on "do's and don'ts" of gender and assets data collection, implementation, and analysis, and good practice guides for collecting gender and assets data. These will be disseminated both electronically (on a project website) and in hard copies to project participants and evaluators. A capacity-building consultant or organization with experience in developing training materials will be engaged for this effort.

Activity 4.2: Prepare scientific papers, project reports present analysis of individual case studies and cross-project comparative analysis. Each of the projects will have a case study focusing on either the evaluation or the documentation of strategies used to address gender and assets within the project. The case studies will be designed to allow for a cross-project analysis, led by the PIs, written up as project reports and shared by project teams, evaluators, their donors and the PIs in a document repository in the website. The reports will be converted into scientific papers for publication in refereed journal articles for wider circulation.

Activity 4.3: Disseminate policy findings through policy briefs, a final conference with policy makers, and developing web-based communication tools, and other options.

The key outputs of the grant, together with their indicators and suggested targets, are summarized in Table 1.

**Table 1 Outputs, indicators, and suggested targets<sup>6</sup>**

	<b>Outputs</b>	<b>Indicators and targets</b>
1	A conceptual framework to analyze the links between different approaches to address gender inequalities and changes in women's access to and returns from assets in agricultural projects	Research paper outlining the conceptual framework available after 6 months
2	A mixed-methods approach for empirically implementing the conceptual framework and evaluating and analyzing the impacts of agricultural development projects on women's assets	Manual containing concepts and suggested tools for data collection and analysis online after 6 months
3	A set of project case studies documenting baseline and impact status of gender and assets and factors that influence them, synthesis and comparative analysis across case studies	At least 1 case study report per project by year 3  At least 1 comparative analysis report available by year 3
4	Capacity of evaluators to conduct evaluations that include women's assets and asset disparities as outcomes strengthened	At least 1 evaluator per project has been trained, participated in the analysis and co-authored the project case study end year 3
5	A set of strategies for increasing women's access to a range of productive assets and increasing returns to these assets through agricultural development projects is identified	A typology of potential strategies by asset and region by year 3
6	Improved skills of project team to apply, monitor and evaluate strategies to increase project impact on women and women's assets	At least 3 people per project team have been trained and participated in identification and evaluation of strategies by end of year 3
7	Regional team of trainers who can link gender analysis with assets	At least 2 trainers per region (SSA, SA) have been trained and are supporting

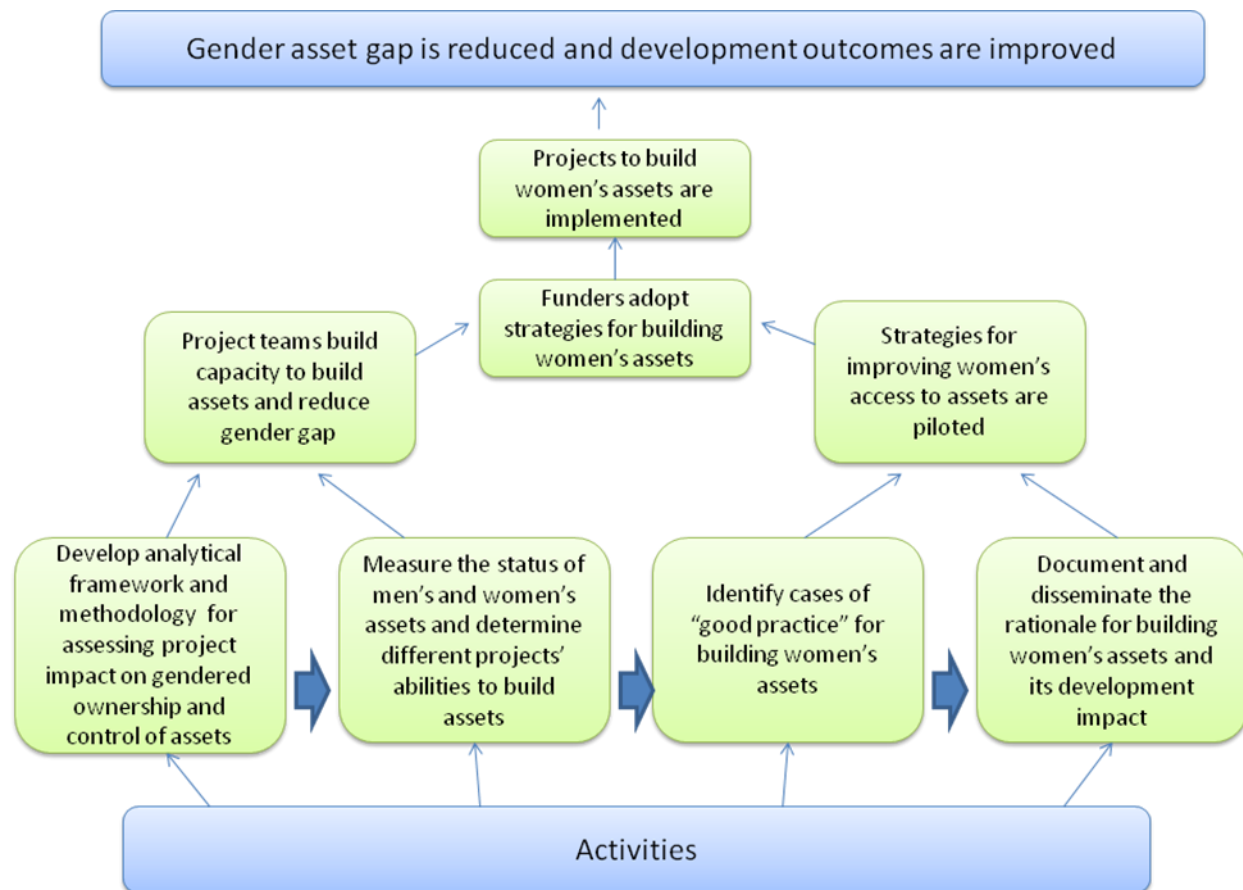
		project teams to implement strategies relating to gender and assets, by end of year 2
8	A web site and other dissemination materials developed and disseminated to different target groups	A web site and/or blog with tools, data, methods, guidelines and tips, and other information functioning by 6 months  At least 3 each of policy, strategy and method briefs developed and disseminate to their respective audiences (policy makers, project implementers and researchers/ evaluators) by end of project
9	Gender-disaggregated data sets generated by the project and practical recommendations of good practices in gender disaggregated data collection	Data sets and documents from the initiative are shared on website for project partners by year 3, and publicly released subject to data release policy

The utilization of these outputs by partner projects and other stakeholders will lead to the following outcomes:

**Table 2: Key outcomes, indicators, and suggested targets**

	<b>Outcomes</b>	<b>Indicators and possible targets</b>
1	Evaluators include asset-based indicators to evaluate impacts on women	100% of evaluators use asset-based approaches to evaluate impacts on women in the participating projects and 50% integrate them into other projects (ongoing or new)
2	Project implementers use promising approaches and “good practices” to reduce gender-based constraints affecting the control and ownership of key productive assets in agricultural development programs	50% of implementers use strategies in these projects and of those, 50% use them in other ongoing or new projects
3	Research managers, donors, NGOs recognize the importance of reducing asset disparities and explicitly target them in their programming	Public messages (presentations, etc.) and gender strategies (developed or revised during life of initiative) mention asset disparities explicitly
4	Increased women’s assets in participating projects, as a result of strategies implemented by the project	In 50% of areas where strategies are implemented in the context of ongoing projects, value of women’s assets is increased by 20%; gender asset gap reduced or remains constant

Figure 1 shows how the sets of activities are linked to lead to the outcomes and ultimately the impact.



### III. Project Design and Implementation Plan

The proposed model for working with projects is based on the experience of the PIs in similar efforts involving cross-country and cross-project comparative analysis and synthesis research. Some success factors based on these experiences that will be used in this initiative include: 1) select projects that are willing and able to collaborate. Ability includes things such as availability of certain types of data, and having initial levels of technical capacity and potential for effective collaboration; 2) involve projects and other potential users such as donors from the start and give them space for meaningful input, at the beginning and throughout the project, to lay the groundwork for scaling up and out later on; 3) be clear about how involvement in the initiative will add value to the individual projects, and do not underestimate the importance of non-financial resources, as this is often what projects need most.

Careful selection of projects and partners will be essential to eventual replication and scaling up in other projects. Thus results and recommendations need to be based on a representative mix of projects, including co-funded projects. We want to focus on a few



key assets, but alternative ways of strengthening them, so that we can learn from different approaches and modalities. Thus, both the choice of projects and the decision to seek or accept funding for co-funded projects will be based on building up the initiative's portfolio strategically. For example, the co-funding table lists other projects that are being evaluated that could potentially be brought into the wider initiative because of complementarities in assets and/or implementation modalities. It is also important to ensure that the partners involved are committed and capable of taking up and using them. Having several respected and influential partners will help ensure that results, lessons and practices are not only applied within the partner institutions but also expanded to others in the longer term.

The key to sustainability will lie in capacity building. Unless a critical mass is built to understand and use both the methods and the results, the focus on strengthening women's assets is unlikely to be mainstreamed. By simultaneously building capacity of different types of partners, we expect that the results will be mutually reinforcing and ensure that the new skills obtained as a result of the project are successfully used. The initiative intends to engage two types of capacity-building partners: persons or organizations already engaged in capacity building on the ground, and "strategic" capacity building partners who would be able to distill the lessons learned from this initiative and use them for training others who were not originally involved in this initiative. In the first case, we would be working either with projects' existing capacity building partners to build up their own capacity in addressing gender issues in project design and implementation, or bringing in new partners with gender expertise. In the second, we have begun discussions with international training/capacity building institutions (like the International Institute for Rural Reconstruction) to examine the scope for drawing upon the lessons learned from this initiative for their training activities.

We recognize that projects will be at different stages of implementation and will also have different needs for gender-related capacity strengthening. Table 3, which is an illustrative subset of the potential participating projects in Table 4 shows that some already have a well-developed capacity strengthening strategy that is being implemented, while others have only begun to identify these partners. Some have specific partners for gender training, and others do not. This is one reason why the capacity building strategy can only feasibly be formulated after the initial stakeholder workshop and the needs assessment.

As mentioned earlier, the final list of partners will be confirmed in conjunction with the planning of the initial stakeholder workshop. It is anticipated that we will work with a total of 8 to 10 projects representing both SA and SSA (see Table 3). Some degree of co-funding is expected from one or more of these activities and it is anticipated that other donors may support additional case studies, which will expand the portfolio of projects and supplement the overall resources for the comparative analysis. The present proposal thus describes an initiative or "umbrella project" that would include overarching support for the development of the conceptual framework, methods, cross-project learning, and dissemination, as well as resources to supplement the data collection and analysis currently being undertaken on the 8-10 projects.

**Table 3. Illustrative table with capacity building partners for selected projects**

Project or policy intervention(s)/ Lead institution	Project Funder	Potential partners/skills to be transferred
Promotion of orange-fleshed sweet potato/HarvestPlus	BMGF	<p>Harvest Plus is working with the following partners/institutions:</p> <ul style="list-style-type: none"> <li>• <u>CIP</u> for Seed systems and farmer extension work, and links with SP breeding programs in UG and MZ, also on some impact work</li> <li>• <u>NRI, U of Greenwich</u> for Marketing and Product Development</li> <li>• <u>HarvestPlus</u> – internal – for Demand Creation</li> <li>• <u>IFPRI</u> – impact evaluation</li> <li>• <u>World Vision Mozambique</u> – implementation</li> <li>• <u>Helen Keller International</u> - implementation of Demand Creation/ nutrition work in MZ</li> <li>• <u>VEDCO</u> – Uganda implementation</li> <li>• <u>FADEP-EU</u> – Uganda implementation work</li> <li>• <u>ASARECA/PRAPACE</u> – core implementation team (housed with PRAPACE – now defunct) that organized trainings and activities which were subcontracted out to VEDCO and FADEP</li> </ul>
East Africa Dairy Development Project/Heifer Project International	BMGF	<p>Techno serve, African Breeding services, World Agroforestry Centre, ILRI (for M&amp;E), Tango (carrying out external midterm evaluation)</p> <p>Project teams have gone through training on skills for integrating gender in project implementation (e.g facilitation skills), developed a gender strategy. Further capacity is needed on evaluating gender strategy from an assets and livelihoods perspective, skills in gender analysis, evaluation etc</p>
Nutrition intervention and home gardening/Helen Keller International	Helen Keller International	<p>The program will coordinate with the governmental structures including the Ministry of Health; Environment, Agriculture, Animal husbandry; and with the Association d'Appui et de Promotion Rurale du Gulmu (APRG), the Program d'investissement Communautaire en Fertilité Agricole (PICOFA) and the local NGO Tintua at the District level, and with the National Agricultural Research Institute (INERA) at the national level.</p> <p>Contact for the prime local partners APRG, a local NGO and the Ministry of Health in Fada N'Gourma, the intervention zone.</p>
Land purchase/ titling; agricultural training/Rural Development Initiative (RDI)	BMGF	<p>RDI will provide technical assistance to state government partners in West Bengal, including some training. RDI will provide this training directly, without the help of local NGOs or other partners. RDI will likely retain a local M&amp;E consultant (not yet identified).</p> <p>RDI plans to work with local NGOs (not yet identified) to provide training to various citizen groups at the village level.</p> <p>RDI will either retain a local gender consultant, or will hire a local gender specialist (not yet identified) as part of our team.</p>
Improving Cereal Productivity and Farm	BMGF	<p><b>For community and household surveys:</b> : Baranasi Hindu University (BHU), Varanasi, Rajendra Agricultural University (RAU ) and Tamil Nadu Agricultural University (TNAU) ; KITT University</p>

Project or policy intervention(s)/ Lead institution	Project Funder	Potential partners/skills to be transferred
Incomes in South Asia/ IRRRI with IFPRI, ILRI, and CIMMYT		Under the project (IFPRI/ILRI), the proposed <b>gender</b> specialists, all of whom participated in the Asian Leadership course on Women in R, D and E, would be: <b>Dr. Shweta Prasad of</b> MMV, Banaras Hindu University, Varanasi –India,, <b>Dr. S. Kalaivani,</b> Tamil Nadu Agricultural University <b>Dr. Abha Singh</b> of IRRRI-NDUAT Projects, , <b>SALMA MOBAREK</b> of the RURAL DEVELOPMENT ACADEMY (RDA) in ,BANGLADESH and <b>Nandini Sen</b> of the School of Rural Management, KIIT University
Alatona Irrigation Project, Mali	MCC	<p>Innovations for Poverty Action (M&amp;E, main grantee)  Millenium Challenge Corporation (Washington DC): technical assistance, training  Millenium Challenge Account (Mali): training, M&amp;E partner  Environment and Social Development Corporation (ESDECO): M&amp;E partner  Office du Niger (Mali): technical assistance, training</p> <p>Capacity building will be conducted once villages are resettled. Local consultants will then be recruited to provide agricultural extension, along with the Office du Niger as farmers begin irrigated rice farming.</p> <p>With regard to gender training, once villages are resettled, then local consultants will be recruited to work with village committees on irrigation management and women’s cooperatives. Resettlement began this year (2010).</p>

In addition to the criteria mentioned in section I, we will also consider the stage at which the project is currently at in order to determine the extent to which it can benefit from and contribute to the initiative. All projects do not need to be at the same stage, and in fact we will benefit by having projects at different stages, given the short duration of the project. Projects with sex-disaggregated<sup>7</sup> baseline data on key productive assets will be preferred when possible, although supplementary retrospective studies (quantitative and qualitative) will be conducted to fill data gaps as needed.

The gender needs of the projects and our ability to meet them through human and financial resources of the project will also be an important factor. We expect the needs of projects to vary significantly both in terms of what they need (human vs. financial resources) and how much. Our objective will be to aim at a strategic set of outputs that will be most effective in improving the design and implementation of projects to reduce gender inequality and increase women's assets. The potential list of projects is shown in Table 4.

In addition to the potential projects listed in the table, the team has engaged in discussions with USAID's Initiative to End Hunger in Africa (IEHA) program regarding the development of quantitative and qualitative methods to assess gender impacts of both IEHA and potentially the Global Food Security Initiative. With its emphasis on the collection of baseline data and the creation of an appropriate comparison group, the team has the potential to influence gender-sensitive monitoring and evaluation of food security initiatives, even if implemented by non-BMGF organizations. The team has also reached out to other BMGF grantees who have declined the opportunity to participate in this initiative owing to lack of time or capacity. Members of these project teams will still be welcome to participate in training or capacity-building activities of this initiative (at their own projects' expense) to build a community of practice around gender-sensitive agricultural development projects.

The team has initiated discussions with other BMGF grantees, including IDS and Keystone Accountability, who are involved in developing the Agriculture Learning and Impacts Network (ALINe) project whose goal is "to connect, build up, analyze, influence, and ultimately transform how agricultural development investments are planned and assessed—with the aim of learning how to make them as successful as possible." This initiative is hoping to identify a modality for collaboration. There are several potential options: to bring a representative of this effort on board as part of the EAC, to allocate to them a specific case study for research on women's empowerment, and/or to provide assistance in capacity building components, such as training for program staff.

This initiative will employ both quantitative and qualitative data collection and analysis methods. A common conceptual framework, built around a sustainable livelihoods framework, will ground the design of study protocols and the comparison of results across projects. In some places, the research will be able to draw on completed household surveys that will provide a baseline, as well as panel data sets (in cases where end line surveys have been completed).

The reality of the lived experience of gender disparities, however, and the reasons for their perpetuation are complex, and a result of multiple social and cultural factors. These factors, and the types of interventions that successfully address them, also require a carefully developed multidisciplinary research approach and the use of various qualitative research methods. As discussed by Booth et al. (2005), the qualitative data in the form of participatory assessments (including focus groups and other techniques) and other ethnographic methods do not simply “check, qualify, and enrich” quantitative approaches, but offer the more contextual information that illuminates the meanings and beliefs that underlie the observed behaviors and events.

**Table 4: Potential participating projects**

Assets	Project or policy intervention(s)	Countries	Lead Institution	Project Funder	Cofunder for impact evaluation(amount of co-funding)
Natural (land); Human capital (knowledge)	Land purchase/ titling; agricultural training	India	Rural Development Initiative (RDI)	BMGF	
Natural (land)	Land registration	Ethiopia		Ethiopia Gov't; multi-donor	BMZ (Potential):1,629,680; complementary project
Natural (land)	Reform of family law	Uganda		Uganda Gov't	Swiss Development Corporation: US\$125,000; complementary project
Natural capital (water); Physical Capital (equipment)	Micro-irrigation Project	Kenya, Mali, and Tanzania	Kickstart	BMGF and others	International Initiative for Impact Evaluation (3ie): US\$200,000
Natural capital (water)	Alatona Irrigation Project	Mali		MCC	MCC: US\$ 1.1 million (2/09-7/12); Northwestern Univ, Institute for Policy Research: US\$8,000
Natural capital (Soil), crop varieties	Multipurpose nitrogen- fixing legumes	DRC, Ghana, Kenya, Malawi, Mozambique, Nigeria, Rwanda and Zimbabwe.	Wageningen with CIAT and IITA	BMGF	
Human capital (knowledge, nutritional status)	Promotion of orange- fleshed sweet potato	Uganda and Mozambique	HarvestPlus (CGIAR)	BMGF	International Initiative for Impact Evaluation (3ie): \$331,590 (Uganda survey) ; CGIAR-USAID Linkage: \$30,163; National Science Foundation \$23,500; Hewlett Foundation \$40,000; Jastro-Sheilds Graduate Research Scholarship fund: (\$3,000)
Human capital (knowledge)	Vegetable Breeding and Seed Systems for Poverty Alleviation in SSA (vBSS).	West Africa (Mali)	World Vegetable Center	BMGF	
Human capital (knowledge) & plant genetic resources	Nutrition intervention and home gardening	Burkina Faso	Helen Keller International	Helen Keller International	USAID to HKI: \$330,040; International Initiative for Impact Evaluation (3ie): \$65,000

<b>Assets</b>	<b>Project or policy intervention(s)</b>	<b>Countries</b>	<b>Lead Institution</b>	<b>Project Funder</b>	<b>Cofunder for impact evaluation(amount of co-funding)</b>
Physical capital (infrastructure); human capital (knowledge and nutrition); Financial (Shares)	East Africa Dairy Development Project	Kenya, Rwanda, and Uganda	Heifer Project International	BMGF	CAPRI, USD146,903; Global Health Institute, Emory Univ. USD12,000
Livestock, Financial capital, Human capital (knowledge)	Strengthening the Dairy Value Chain	Bangladesh	CARE Bangladesh	BMGF	
Productive assets ; Human capital (knowledge and health); financial capital	The Livelihood Impact of Asset Transfers to Impoverished Rural Women in Bangladesh	Bangladesh	BRAC	Donor consortium (DfID, CIDA, European Comm., Novib (Oxfam Netherlands), WFP, Ausaid, and BRAC).	Complementary project
Increase returns to agricultural assets	Improving Cereal Productivity and Farm Incomes in South Asia	SA	IRRI with IFPRI, ILRI, and CIMMYT	BMGF	
Increase returns to agricultural assets	West Africa Cocoa Livelihoods Program	Cote d'Ivoire, Ghana, Nigeria, Cameroon, and Liberia	World Cocoa Foundation with IITA, GTZ, and ACDI/VOCA & others	BMGF	
Increase returns to agricultural assets	Cashew Nut Program	Benin, Burkina Faso, Côte d'Ivoire, Ghana and Mozambique	GTZ	BMGF	
Livestock (Dairy cows)	Asset building (cows), production training, cooperative development, market development	Mozambique	Land O'Lakes	US Department of Agriculture	

The overall methodology in this initiative will thus be a mixed-methods one, drawn in part from that successfully used in the IFPRI-led impact assessment of 7 case studies on poverty reduction, which used a mix of qualitative and quantitative methods to examine both economic and social impacts of agricultural research on poverty.<sup>8</sup> This approach will make it possible to identify commonalities across regions, compare different types of projects, and generate global public goods in three ways, by systematizing knowledge about: 1) the relationships between women's assets and sustainable development outcomes; 2) the best ways to increase women's control of and ownership over key productive assets and 3) "good practice" methods on evaluating women's assets that can be applied across a broad range of projects, and contexts. The use of mixed-methods should permeate all the institutional layers, and may require a different mix of skills and institutions beyond IFPRI and ILRI. Partners in the region, particularly SSA, who can be mobilized through the ILRI PI networks, may have a nuanced understanding of gender relations in the region. Moreover, working with local partners is another opportunity for capacity strengthening within the region.

In addition to the three-year goals of the activity, the initiative will use a set of rapid appraisal methods to get a handle within the first year of how project implementation is impacting women's abilities to gain and maintain productive assets. It will employ a combined approach of qualitative and quantitative approaches drawing on a focus group-based methodology (Davis 2007) to rapidly develop an understanding of current conditions for men and women affected by the project interventions.

#### **IV. Potential Risks**

By working through and building on other projects, this initiative will assume the risks identified by those individual projects. Having a portfolio of projects somewhat reduces our exposure to those risks, but we will need to assess the risks associated with each project carefully before making a decision on whether to include it.

Projects with many partners inherently entail risk, and there could be sensitivities about participating in an evaluation, particularly for projects that did not have strong gender objectives from the beginning. This is minimized to a large extent by the fact that participation in the initiative is voluntary, however it is possible that implementers who are initially eager to examine a project's gender impacts may change their minds over time, either because the "costs" of participating are higher than initially expected or because the benefits are lower, i.e. the results are not what they expected.

A related risk is that participants may be reluctant to reveal problems they encounter or may exaggerate their successes. This potential problem can be addressed at least in part by emphasizing from the outset that the learning outcomes, especially those related to overcoming setbacks, are a critical part of the project. Close cooperation with the project teams, as envisioned in the M&E process, will also help to ensure that the results being communicated among partners are valid.



This initiative would alleviate some of the former risk by starting with groups that have a working level of capacity on gender and on impact assessment, and by providing additional financial resources with which to undertake the case studies, as well as human resources (from the PIs, the regional experts, and regional networks) to undertake the gender-oriented evaluation. By building up the capacity of grantees and their evaluation partners as part of this initiative, the initiative will also overcome capacity constraints that may inhibit grantees from participating. The latter risk will be addressed by emphasizing that what could be perceived as a “negative” result in terms of a project’s impact on women may still be very positive in terms of opportunities for capacity building and contribution to lessons learned. This initiative will be successful only if it is undertaken collaboratively between the investigators, grantees, and their monitoring and evaluation partners. All contributions must be equally valued, and the results must be collectively generated and owned rather than attributable to individual institutions or projects. We believe we have the skills and resources with which to make the evaluation succeed.

Another major risk that this initiative faces would be a change in the importance currently being given to gender in organizations such as BMGF or in the CGIAR change process. At the moment, the time is right for an initiative like this because the importance of gender is being recognized within both organizations and steps are being taken to institutionalize it. If this political will were to disappear, the initiative would still be able to achieve its objectives with regard to generating high quality research and development outcomes within the projects but the higher order goals of influencing policy and practice could be threatened. A related risk is that the PIs’ time will be taken up by the CG reform process, given the expressed interest to increase attention to gender in agricultural R&D. Internally, we have decided that Ruth Meinzen-Dick will be in charge of responding to demands arising from the CG reform process and Agnes Quisumbing will be responsible for managing the BMGF project.

## **V. Monitoring and Evaluation (M&E)**

Monitoring and evaluation will be built into the initiative’s design to ensure frequent self-analysis to review progress made, routinely observe changes occurring, and make adjustments as needed. The IFPRI and ILRI Postdocs (described below, and in further detail in the section on Project Management Structure) will have main responsibility for coordinating M&E under the supervision of the PIs. Approximately 20% of each post-docs time will be devoted to establishing and maintaining the M&E system. Given the participatory character and capacity building emphasis in this initiative, it is envisioned that reflection and learning will be a big part of the interaction within the team as well as with evaluation partners and implementers of projects being evaluated, to ensure that the initiative is on track and is achieving its objectives. Partner and stakeholder participation in M&E will strengthen collective ownership and responsibility in project implementation as well as in the use of the results.

M&E will occur at three levels in the initiative:

1. Initiative level

Three different types of M&E activities will be done at this level. The first is an M&E of the outcomes of the initiative. The main outcomes relate to the use of strategies for inclusion of gender and assets in project implementation and in evaluation studies. Changes in practice require a change in knowledge and capacities as well as changes in attitudes towards gender and assets. At the beginning of the study, a Knowledge, Attitude, and Practice (KAP) Assessment will be carried out with the project teams and evaluation partners. This will focus on key attitudes towards gender measured using key attitude questions with agree and disagree options. Knowledge of gender issues and gender and asset linkages, as well as of strategies for integrating gender and assets into the different phases of project design, implementation, monitoring and evaluation will also be measured using carefully worded questions that assess knowledge in a way that lends itself to comparison across participants and over time. In terms of practice, information on new projects into which the teams and evaluators have integrated gender and assets, the strategies they have used, and the stages of project design, implementation and monitoring and evaluation in which these have been integrated will be assessed. In addition to the KAP, a review of the projects and the evaluation tools used by the project teams will be done to have a more objective assessment of the extent of application of gender and asset approaches. The KAP analysis will be done at 3 points during the project implementation process: (i) a baseline assessment after selection of participating projects but before start of activities, (ii) mid way through the project to capture changes as a result of capacity building activities, and (iii) at the end of the initiative to see changes before and after. This will enable the team to classify project strategies at the start into gender-blind, gender-aware, and gender-transformative categories and at the four “critical moments” in the project (Kabeer 2009) as a way of measuring the impact of the initiative on project implementation in “real time”.

The project team of ILRI and IFPRI will design the KAP analysis tools and implement them together with the post docs in one or two projects. The post docs will then implement them across all the remaining projects. There is potential to integrate the baseline KAP assessment either into the inception workshop programme or as an online survey to save on travel costs. The baseline KAP assessment will also be used to identify capacity building needs and will guide the capacity building focus of the project.

The second type of M&E will be tracking on the activity milestones and output targets. Because this initiative involves many projects and each will be operating on its own schedule, it will be critical for the team to monitor milestones very closely. Every quarter, a meeting of the project’s Steering Committee (using electronic and teleconferencing) will be organized to report on milestones achieved for that quarter. It will review any emerging challenges and any adjustments required to meet future milestones. Input to these meetings will include a report prepared by the post-docs that will document information about each project’s progress and provide examples. When necessary, these meetings will include specific project teams and evaluation partners. This will ensure that the initiative meets its objectives by the end of the 3 year period.

The third type of M&E will be related to testing our theory of change and is at the core of the impact evaluations. It will look at the impacts of projects that have integrated gender

and assets (gender responsive), of projects that have not (gender blind) and of projects that are somewhere in the middle along a continuum to analyse the extent to which they have an impact on increasing women's assets and reducing the gender asset gap. This will form the basis of our policy narrative on gender and assets.

## 2. Partner project level

At the project level, M&E will focus on assessing the effectiveness of the capacity building and the different strategies for addressing gender and assets initiated under Objective 3. For each strategy, the ILRI and IFPRI team will work with the project teams to develop a core set of indicators that will be used to evaluate the effectiveness of the different strategies that they are using or that they will implement in addressing gender asset disparities. Some of the indicators will cut across strategies while others will be specific to certain strategies depending on the assets being addressed. Some of these indicators will also be part of the Agricultural Development Indicators being developed for BMGF's Agricultural Development Portfolio, but with a stronger gender focus. This will allow for an across-project, across-strategy analysis. Based on these indicators, tools for monitoring the implementation of these strategies and for evaluating their effectiveness will be developed shortly after the inception workshop and teams trained on how to use them.

## 3. Partner level

Regular reflection meetings will be built into the initiative workshops to periodically review and reflect on what is going well and where there are challenges, and integrate these lessons into the implementation processes. One person will be identified for each project who will liaise with the postdocs and provide information about the progress of the baseline and later surveys, the initiatives taken, and the challenges encountered. The results of the regular tracking of milestones (as described above) are an input into these meetings. Due to the involvement of multiple projects, the periodic workshops will integrate a structured sharing of experiences so that projects can learn from one another.

# VI. Organizational Capacity and Management Plan

## A. Organizational Capacity of Lead Institutions

IFPRI and ILRI are members of the CGIAR, a global agricultural research network created in 1971. The CGIAR is an association of public and private members supporting a system of fifteen research centers, working in more than 100 countries to utilize cutting-edge science to reduce hunger and poverty, improve human nutrition and health, and protect the environment. IFPRI's research contributes to the reduction of hunger and malnutrition, illuminating the many and wide-ranging factors that require analysis of the processes underlying these goals. Since the 1990s, research on the gender dynamics of agriculture has been an important theme in the institution's portfolio. IFPRI has emerged as a leader in the impact evaluation of programs in developing countries, conducting studies in 17 countries in key regions of the

developing world where attention to gender-differentiated impacts has been a hallmark.<sup>9</sup> IFPRI has also evaluated agricultural technology development programs; infrastructure development programs; and extension programs, with more recent evaluations paying greater attention to gender. IFPRI's reputation as an independent research institution was a key factor that led donors and governments to seek IFPRI's leadership in undertaking these evaluations and ensuring the validity of the results.

IFPRI's comparative advantage in undertaking impact evaluations lies in the development of methodologies for evaluation design and analysis, comparisons of evaluation experience across different countries, and generation of international public goods. Such cross-cutting work can benefit BMGF's agricultural development portfolio as well as the international agricultural development community at large. ILRI works at the crossroads of livestock and poverty, bringing high-quality science and capacity-building to bear on poverty reduction and sustainable development for poor livestock keepers and their communities. ILRI has strong capacity in participatory methods and impact assessment, including gender-sensitive monitoring and evaluation. ILRI staff members have published extensively in these areas, have built capacity in national and regional organizations, and are currently involved in five evaluations of large-scale development or research-for-development interventions in Africa.

## B. Project Management Structure

The overall initiative is co-led by IFPRI and ILRI, with a Steering Committee composed of the Principal Investigators and the Post Doctoral Fellows. They will have overall responsibility for the project, overseeing a secretariat composed of two Post Doctoral Fellows and an Administrative Coordinator (to manage grants) from IFPRI and from ILRI. The Secretariat will manage contacts, contracts and regular monitoring of progress on all component projects. A Project Committee composed of the Steering Committee plus key representatives from each component project, as well as a representative from the BMGF. Respective roles and frequency of meetings of each group is indicated on the following table:

Structure	Members	Roles	Frequency of meeting
Steering Committee	IFPRI, ILRI principal investigators, Post Doctoral Fellows	Overall coordination of initiative, oversight of Secretariat, substantive input to project teams	Annual face to face meeting after workshops, Skype meetings as needed (at least quarterly)
Secretariat	Post Doctoral Fellows and Admin staff from IFPRI and ILRI	Contact and contracts with project teams; regular monitoring of progress	Monthly internal discussions
Project Committee	Steering Committee plus one liaison/lead person from each component project	Review objectives, methods, workplan, emerging findings; share experiences and insights, contribute to final publications	Annual meeting at workshops

### C. Project Management Plan

The PIs (see Appendix E) from IFPRI and ILRI will implement the management plan and coordinate the overall initiative, including facilitating the initiation, mid-term, and completion workshops and documenting the collaboratively developed project assessment methodology. The PIs will lead the development of the conceptual framework for the initiative, drawing on the SPIA program model.<sup>10</sup> The PIs will have a web platform and list serve developed for communicating among team members and to elicit feedback from partners and other stakeholders. It would permit posting of all research protocols, documents, updates, discussion groups, and semi-annual reporting.

The PIs will work with partner project teams to ensure that each Impact Evaluation (IE) proceeds on track, coordinate periodic workshops, and oversee the synthesis of findings. The PIs will also invite an EAC composed of impact evaluation experts, gender experts, and representatives from BMGF to advise the initiative team throughout. A set of gender resource people will be identified to work with case study partners providing training and technical assistance in gender-sensitive data collection and analysis.

The PIs will be assisted by two Post-doctoral Research Fellows, one each based at IFPRI and ILRI. They will provide significant assistance to the partners in developing their research plans and will participate in the on-site evaluation research with two of the identified projects. The Post-Docs will liaise between IFPRI and ILRI and manage the communication among the partners and stakeholders. They will be responsible for coordinating regular reporting to the funders and to the respective organizations and also oversee progress in the M&E Plan.

Plans for the impact assessment of each project will go through a peer review process for mutual learning. Following the “kickoff” workshop, each project team will develop its impact assessment plan. Each plan will be reviewed by a four member team: one of the four core PIs, the Post-Doc, a project staff person, and a member of the EAC.

In the second quarter of year 1, after the inception workshop (and the choice of projects for the portfolio), a revised budget will be submitted. An “updated budget” will be submitted at the end of year 2.

Approximately 15 months into the grant, a mid-term meeting will be held in SA or SSA. Representatives from all projects will meet to review progress and discuss implementation issues and to refine the conceptual framework, as appropriate, in light of emerging findings. Approximately three months prior to the end of the grant (o/a 32 months into the grant), a two-part final workshop will be held. The first two days will consist of researcher-to-researcher discussions; the final one or two days will involve policy makers, funders, and other stakeholders to share findings and collect feedback for incorporation into the final reports. The final meeting will be scheduled to coincide with another planned conference to leverage resources and minimize costs. In addition,

at least three members of the project team will visit BMGF headquarters in Seattle to work with program officers and partner project teams to share ongoing results.

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<sup>1</sup> Note: In this document, the terms assets and capital are used almost interchangeably, depending on the particular literature.

<sup>2</sup> To reduce confusion, we use the term “initiative” to refer to the proposed overall evaluation program or “umbrella project”, and “project” or “partner project” to refer to the specific research or development interventions that will be evaluated.

<sup>3</sup> BMGF has guidelines for grantees in its Gender Impact Strategy that now recognize the importance of addressing gender inequality in its grantmaking, including the need for gender-sensitive M&E. Available at <http://www.gatesfoundation.org/learning/Pages/2008-gender-impact-strategy-report-summary.aspx>

<sup>4</sup> For example, the Foundation is supporting a one-year planning grant at the Institute of Development Studies in the UK. Entitled Agriculture Learning and Impacts Network (ALINe) this activity is creating a monitoring system to collect feedback from grantees and beneficiaries about their perceptions regarding key factors that enhance sustainability: commitment, value added by the project, etc. The goal of the program is to provide better information to project officers about the factors that lead to success in agricultural development programs.

<sup>5</sup> The extent to which interventions can increase women’s assets varies by context and implementation modality. Among projects disseminating new agricultural technologies in Bangladesh, increases in values of women’s non-land assets over a 10-year period ranged from 20 percent in a progressive site where technologies were targeted to women’s groups, to -7 percent (a decrease in women’s assets) in an untargeted project in a socially conservative site. Despite the increases in women’s assets, the proportion of household assets that women controlled actually decreased, owing to the increase in husband-controlled and joint assets (Kumar and Quisumbing 2009). Not worsening the asset gap between men and women should be the minimum standard for the initiative.

<sup>6</sup> Specific targets will be identified with partners once final project selection has been made. Suggested targets have been included to give a sense of the number and types of products that we expect the initiative to generate.

<sup>7</sup> The terms “sex-disaggregated” and “gender-disaggregated” are sometimes used synonymously within the donor community. This project will follow the guidance of FAO in its work on agricultural censuses: “*Sex-disaggregated data* refer to the collection of data by physical attributes, whereas *gender-disaggregated data* are analytical indicators derived from sex-disaggregated data on social and economic attributes. These concepts are used interchangeably, although this is not correct from a technical point of view. *Gender statistics* refer to sex-disaggregated data that reflect observed gender relations.” *Agricultural Censuses and Gender: Lessons Learned from Africa* (Rome: FAO, 2005, pg. vi). Available at [http://www.fao.org/sd/dim\\_pe1/docs/pe1\\_051003d1\\_en.pdf](http://www.fao.org/sd/dim_pe1/docs/pe1_051003d1_en.pdf)

<sup>8</sup> See R Meinzen-Dick, M Adato, L Haddad, and P Hazell, “Science and Poverty: An Interdisciplinary Assessment of the Impact of Agricultural Research,” Washington, DC: IFPRI, 2004.

<sup>9</sup> Brazil, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Haiti, Ethiopia, Malawi, South Africa, Uganda, Bangladesh, China, India, Sri Lanka, Vietnam and Turkey.

<sup>10</sup> SPIA (the Standing Panel on Impact Assessment under the Science Council of the CGIAR) commissioned IFPRI to lead a study to examine whether, how, and to what extent CGIAR research had led to poverty reduction. The empirical phase of the poverty impact study consisted of a combination of macro or country-level studies and micro-level case studies of specific CGIAR research in which adoption of resultant innovations had occurred. The case studies employed both quantitative and qualitative methods of impact assessment, and brought together social scientists from the different CGIAR centers and their partners.