World Agroforestry Centre

Gender Strategy and Action Plan

World Agroforestry Centre

The World Agroforestry Centre (ICRAF) is one of the 15 Centres of the CGIAR Consortium. ICRAF¹s headquarters are in Nairobi, Kenya, with eight regional and subregional offices located in China, India, Indonesia, Kenya, Malawi, Mali, Peru and Cameroon. We conduct research in 28 other countries in Africa, Asia and Latin America.

Our vision is a rural transformation in the developing world as smallholder households increase their use of trees in agricultural landscapes to improve food security, nutrition, income, health, shelter, social cohesion, energy resources and environmental sustainability.

The Centre's mission is to generate science-based knowledge about the diverse roles that trees play in agricultural landscapes, and to use its research to advance policies and practices, and their implementation that benefit the poor and the environment.

The World Agroforestry Centre is guided by the broad development challenges pursued by the CGIAR. These include poverty alleviation that entails enhanced food security and health, improved productivity with lower environmental and social costs, and resilience in the face of climate change and other external shocks.

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Cover page: Collens Mwinga, a farmer from Cameroon and his family have Plenty to smile about.

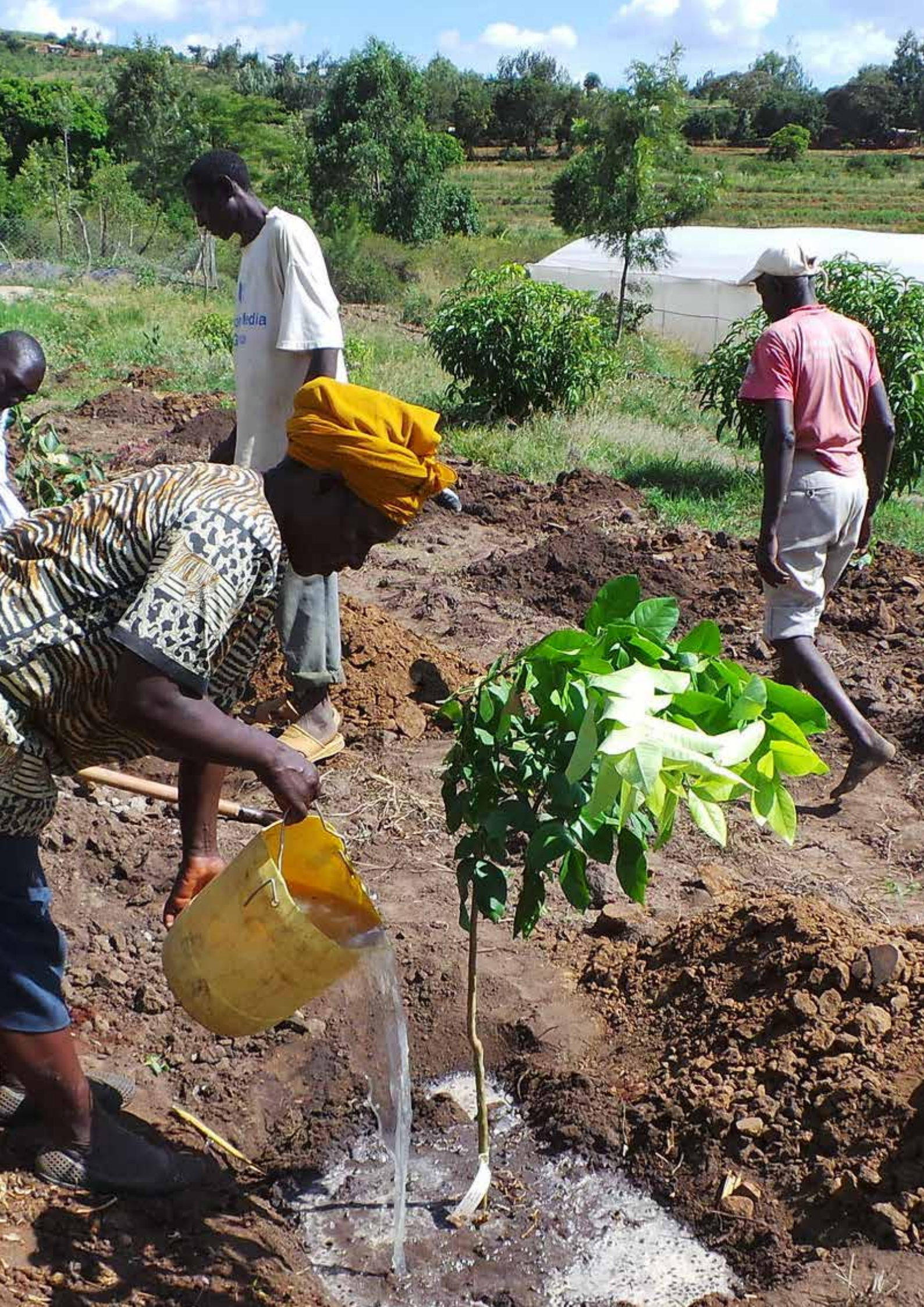
Executive summary

Agroforestry is increasingly recognized as having a central role in sustainable agriculture. Research has shown that trees can deliver multiple benefits in agriculture – from combating climate change and contributing to food production and household nutrition, to providing sustainable fuel and timber (Mbow et al, 2014; Righe et al, 2014). Women farmers – who are often responsible for managing trees, especially at the early stages of establishment – are key players in agroforestry systems (Kiptot, et al, 2014). Yet women's roles in tree-based agricultural production and the complex gender relations that shape decision-making have received minimal research attention.

The World Development Report, published by the World Bank in 2012, states that gender equality is a core development objective in its own right. Increased focus on gender equality in production systems can transform agricultural livelihoods, improve development outcomes and make institutional cultures more enabling. This strategy and action plan approaches gender as a crosscutting element in agroforestry research and development and as a strategic research focus. It is aligned and contributes to the CGIAR strategies for integration of gender in research, at the consortium level and at the level of the different Consortium Research Programmes (CRPs) in which ICRAF participates. Integrating gender in ICRAF's research will pave the way for scientists to improve their understanding of gender and facilitate the development of critical capacities to generate more and better quality research on gender and equity. This strategy and action plan systematically articulates key mechanisms and processes required to improve gender in agroforestry research and development. It also lays out a roadmap and action points to accomplish the objectives of the strategy.

Objectives of the gender strategy:

- Raise awareness and understanding of the importance of gender integration in agroforestry research and development in ICRAF and among partners through relevant gender sensitization and training;
- Enhance gender research capacity in ICRAF and among partners through provision of expertise and robust tools;
- Mobilize adequate resources to support the goals of this strategy and drive ICRAF's vision of rural transformation in the developing world as smallholders increase their use of trees in agricultural landscapes to improve food security, incomes, health and environmental sustainability;
- Generate a co-learning cycle between gender research and development practice and ensure that gender dimensions are fully integrated in negotiation support for relevant agroforestry landscapes.



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Glossary of relevant gender terms

Gender	Refers to socially constructed roles, responsibilities, rights, power, needs and constraints of men and women within a given society, including notions and expectations of what is considered acceptable behaviour for men and women. Gender roles are not necessarily determined by biology and can therefore shift with time as a result of social, economic and technological change. For example, the introduction of new tree species, management practices, mounting pressures on land, climate change, increasing poverty or migration can change the roles of men and women in agro-forestry.
Gender equality	Refers to the equal enjoyment by women, girls, boys and men of rights, opportunities, resources and rewards. A critical aspect of promoting gender equality is the empowerment of women, with a focus on identifying and redressing power imbalances.
Gender equity	Is the process of being fair to women and men. To ensure fairness, strategies and measures must often be available to compensate for women's historical and social disadvantages, which prevent women and men from otherwise operating on a level playing field. Equity leads to equality.
Gender analysis	Refers to the employment of a tool or set of tools to analyze the different roles that women and men perform and how these affect their experiences, knowledge, skills and needs. It also includes analyzing gender relations and identifying inequalities, thus helping to frame questions about gender roles and relations in ways that improve targeting of interventions to address men's and women's practical and strategic gender interests.
Gender-relevant research	Research that does not have gender as primary object of study but where social variables, including gender, are relevant in shaping outcomes in terms of human wellbeing, environmental conservation, and equity. This type of research should integrate gender considerations into all stages of the research cycle.
Gender-specific research	Research for which gender is a primary topic in the analysis. It investigates the different priorities and needs of men and women. It also analyzes how gender relations influence men's and women's ability to manage and use agricultural and forest products, their differential capacities to leverage natural resources and other assets in pursuit of livelihood and productive opportunities, as well as the impact of policies, external and internal stressors and process of change on men and women.
Gender-sensitive research	Gender-relevant research that recognizes the potentially different priorities and needs of men and women related to their gendered roles and interests in managing and using agricultural and forest products, and takes them into account in its design and implementation as well as in the dissemination of its results.
Gender-transformative research	Research that involves critical awareness of gender roles and norms and challenges the distribution of resources and allocation of duties between men and women. Its purpose is to transform the underlying power relations and structural barriers that lead to gender inequality and ultimately to poverty and hunger.

Introduction

Gender is a relational principle that configures women's and men's often unequal positions at different levels of social organization, and locates people of diverse identities differently within societies and cultures, influencing how they are rewarded or recognized. A substantial body of empirical evidence now shows that high-impact and effective organizations are solidly anchored on principles that value gender, diversity and inclusion as fundamental precepts of an enabling organizational culture.

ICRAF understands that to achieve significant impacts on development challenges, the organization needs to rigorously address gender equality and women's empowerment issues in agroforestry. To be able to do that, ICRAF needs to dedicate efforts and resources not only to integrate gender considerations and transformative research on gender across its programmes, but also to similarly address this dynamic in its own workplace.

This strategy gives strategic guidance to the integration of gender dimensions in the Centre's research and development programmes. The generation of robust, gender-responsive agroforestry knowledge is critical to the formulation of policies and the establishment of institutional arrangements that increase gender equality in decision-making over the management and control of agroforestry resources. The document also includes an action plan that outlines the organizational structure, capacities and resources needed to implement the strategy.

ICRAF's Human Resources Unit is developing a complementary strategy on gender and workplace diversity. This companion document will focus on innovative practices and management systems that engender a diversity-inclusive workplace. It will set out clear policy guidelines to create and maintain such an enabling organizational environment.

Women farmers in South East Sulawesi gather ripe pods and split them open. Photo©World Agroforestry Centre/ Yusuf Ahmad

1. Objectives of the gender mainstreaming strategy and action plan

The goal of this strategy is to create an institutional environment at ICRAF that supports gender-sensitive and gender-transformative research and development in agroforestry landscapes as a critical contribution to achieving ICRAF's mission and vision.

The specific objectives are to:

- Raise gender awareness and understanding of the importance of gender integration in agroforestry research and development in ICRAF and among partners through relevant gender sensitization and training;
- Enhance gender research capacity in ICRAF and among partners through provision of expertise and robust tools;
- Mobilize adequate resources to support the goals of this strategy and drive ICRAFs vision of rural transformation in the developing world as smallholders increase their use of trees in agricultural landscapes to improve food security, incomes, health and environmental sustainability;
- Generate a co-learning cycle between gender-relevant and gender-specific research and development practice and ensure that gender dimensions are fully integrated in negotiation support for relevant agroforestry landscapes.

In developing the strategy, the responsible team conducted a critical review of gender strategies of the CGIAR research programs (CRPs) including the CGIAR Consortium gender strategy, and the gender strategies of the Forests, Trees and Agroforestry (FTA) CRP, the Dryland Systems (DS) CRP, and the Climate Change, Agriculture and Food Security (CCAFS) CRP[1].

Following the development of a first draft of the strategy in January 2015, validation workshops were held in Nairobi, Kenya and Bogor, Indonesia in February and March 2015, respectively. The purpose of the workshops was to engage scientists and coordinators from an early stage to gain consensus on a comprehensive framework and roadmap for integrating gender into ICRAF's work. One of the key messages from the workshops was that there is a need for the organization to embrace a culture that values gender in agroforestry research, but there is also a sense of having political will and a critical mass of scientists engaged and empowered.

1 See: CGIAR Consortium level Gender strategy http://library.cgiar.org/bitstream/handle/10947/2630/Consortium_Gender_Strategy.pdf?sequence=4
FTA gender strategy http://foreststreesagroforestry.org/gender-strategy-for-the-cgiar-research-program-on-forests-trees-and-agroforestry-crp-fta/
DS gender strategy http://drylandsystems.cgiar.org/sites/default/files/GenderStrategy.pdf
CCAFS gender strategy https://ccafs.cgiar.org/sites/default/files/assets/docs/ccafs_gender_strategy2012-final.pdf

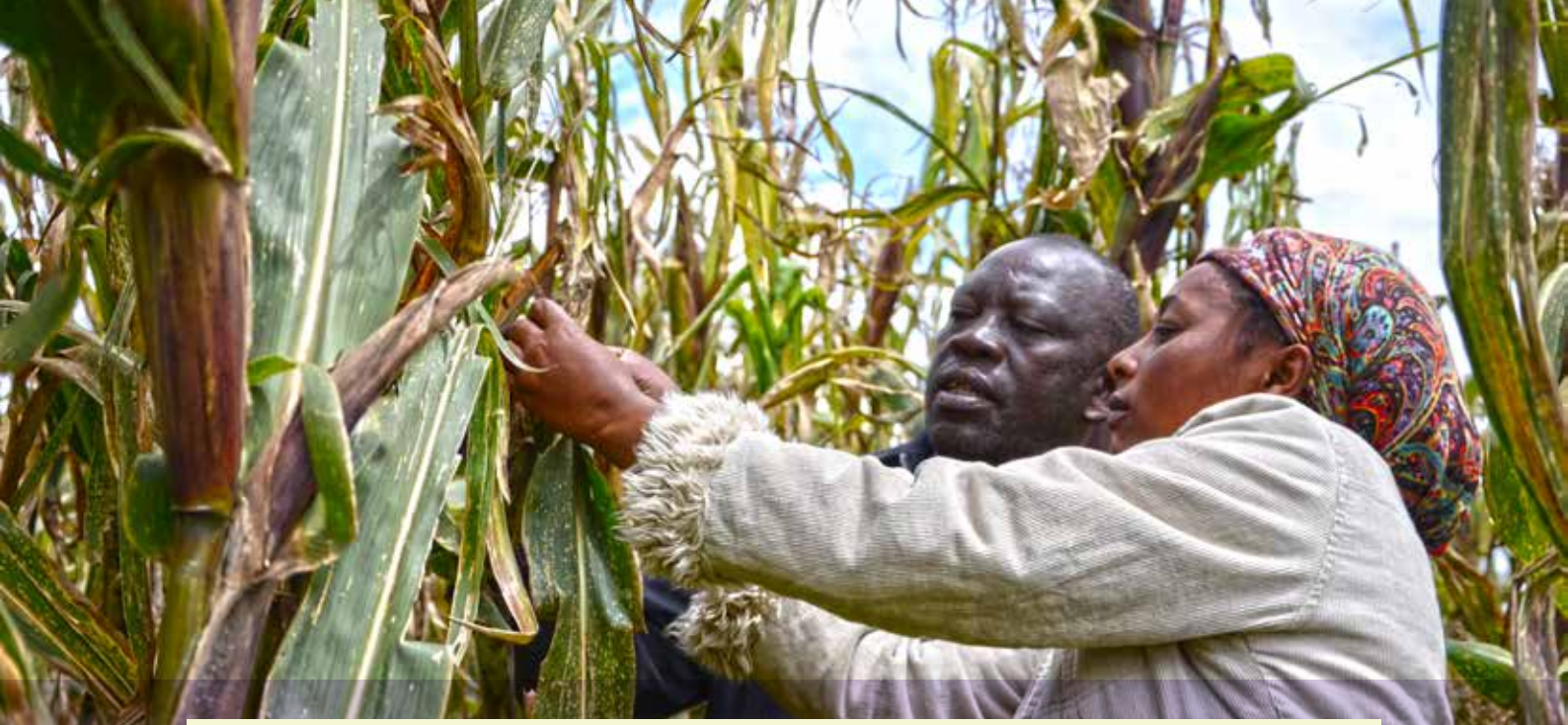
2. Gender in agroforestry research and development

An FAO-SOFA study published in 2012 presented evidence that whilst women represent 43% of the agricultural workforce across all developing countries, their access to resources does not equal that of men. Women's access to land, water, financial capital and knowledge is limited in many countries. These constraints on women's productive capacity lower their agricultural productivity and incomes and hinder their effective management of natural resources (FAO, 2012).

Several other seminal reports, including the 2010 Millennium Development Goal Summit report, acknowledge that addressing the specific constraints faced by the agricultural workforce in developing countries can enhance agricultural productivity and improve development outcomes. Beyond rural women's direct agricultural labour contribution, they also play critical roles in household food and nutrition security (Hawkes and Ruel, 2011; Ahmed and Sharma, 2004). Yet significant gender disparities in access to resources remain. These disparities in large measure explain the consistent yield gaps between men and women farmers that, according to the FAO statistics, average around 20%-30% (FAO, 2010). Evidence demonstrates that where gender equality is greater in terms of both opportunities and benefits, there is both higher economic growth and a better quality of life (IFAD, 2012).

Agroforestry has been increasingly recognized as having a central role in sustainable agriculture, generating robust knowledge on the role trees play in production landscapes and the multiple benefits they deliver – from combating climate change and contributing to food production and household nutrition, to providing sustainable fuel and timber (Dufflo and Udry, 2004; Mbow et al., 2014). Women farmers are an integral part of agroforestry systems, as they are often responsible for managing trees, especially at the early stages of establishment (Kiptot et al., 2014). Women are often the majority of those who cluster on marginal, degraded lands with insecure tenure (Dufflo and Udry, 2004; Agrawal, 2001), yet their roles in tree-based agricultural production systems and the complex gender relations that shape decision-making have received minimal research attention.

Cocoa Farmers in South and Southeast Sulawesi. Photo©World Agroforestry Centre/Yusuf Ahmad



Why gender matters in agroforestry research and development

- Decision-making over land use is gendered, as are perceptions about environmental and ecosystem services. Both aspects have strong implications for understanding landscape multi-functionality. Gender behaviour in relation to sources of information that is trusted and perceptions of risk in the evaluation of new technologies is key to better understanding how landscapes change (Villamor et al., 2014). In Indonesia, for example, empirical studies suggest that women are more active and dynamic than men in responding to external opportunities that often shape landscape use (Villamor et al., 2013).

- Gender differences are crucial to understanding the motivations to incorporate trees on farms. In Africa, male motivation is largely conditioned by financial factors, whereas females are concerned with soil conservation and household food consumption (Kiptot and Franzel, 2012; Fischer et al., 2012; Peterman et al., 2010).

- Rural women in African countries have traditionally been the primary domesticators of forest-based food and medicinal plants; they have highly specialized knowledge on trees and forests, species diversity, management, use and conservation practices. Yet their participation in tree domestication is often hindered by their limited access to and control over land and trees, lack of information, and heavy household workloads (Degrande and Arinloye, 2015).

- Rural women make substantial contributions to labour in agroforestry systems; they often disproportionately bear the costs of tree management, but realize only a fraction of the benefits, and tend to be enlisted for decision-making only when tree resources are degraded (Rocheleau and Slayter, 2007; Teklehaimanot, 2004).

- The use of fodder shrubs for increased milk production, an agroforestry practice promoted in East Africa, showed that 47% of planters were women (Kiptot et al., 2013), while in Tanzania and Uganda, only 39.8% of the income from milk was managed and controlled by women. Yet fodder shrubs provide direct benefits to women farmers including fuelwood, high-quality manure and stakes for vegetable production (Degrande et al., 2007).

- Gender is an important determinant of participation in the value chains of timber and non-timber products; cultural, economic, governance, political and environmental factors intersect with other social factors such as education, age and ethnicity to shape the experience of women. Unfortunately, most timber and non-timber products value chain interventions have focused on women, rather than on the relations between women and men, thus implicating prospects for gender-equitable and sustainable outcomes (Haverhals et al., 2014).

The international community has committed to a new set of Sustainable Development Goals (SDGs) that will determine the new common international development imperatives, and countries are now expected to strengthen efforts to achieve the goals. One of the 17 SDGs is achieving gender equality – a goal of huge magnitude that positions gender research in development as a key endeavour and a priority investment for donors. The CGIAR has also aligned its recently approved Strategic Results Framework (SRF) with the SDGs and has set ambitious sex-disaggregated targets, including, "*50 million women assisted to exit poverty and 75 million women meeting minimum dietary energy requirements."* Gender and youth have been recognized as crosscutting themes in the SRF, and *gender and inclusive growth* is one of the eight global research priorities that the CGIAR wants to develop the requisite capacities to develop outcomes with partners.

To achieve significant impacts on development challenges, ICRAF's research needs to rigorously address gender equality and women's empowerment issues in agriculture and natural resource management. To do that, the Centre must dedicate efforts and resources to integrate gender considerations across its research programmes to enable the production of gender-responsive knowledge and innovations. Research that does not recognize the inherent differences that exist between men and women – and the inequalities that are often complexly intertwined with clan, ethnicity, and other modes of social differentiation – run the risk of being irrelevant. Such research can even create unintended consequences that are adverse to poor women smallholders and their households.

Wheat harvesting in Rajasthan, India. Photo@World Agroforestry Centre/Charlie Pye Smith

3. Integrating gender in ICRAF's research and development

To achieve its vision, ICRAF combines six strategic roles that mobilize its research and development agenda. These roles also make up a generic Theory of Change of how ICRAF expects science and evidence-based knowledge in the form of research outputs to translate into locally articulated change in the form of development outcomes.

Analysing this generic Theory of Change and its associated roles with a gender lens offers a general framework for gender mainstreaming in the overall research agenda; it also helps demonstrate the relevance of gender analysis and how it informs the achievement of ICRAF's vision and goals. Table 1 provides an overview of what integrating gender in each of ICRAF's six roles would require.

There are measures address gender issues in Burkina Faso. Photo@World Agroforestry Centre

Table 1. Gender dimensions across ICRAF's roles in research and development

Role 1: Generation and validation of knowledge as International Public Goods (IPGs).	ICRAF's research agenda should include gender strategic issues that go beyond a focus on women and their access to resources, to analysing institutions, power relations and gender inequality at household, community and institutional levels.
	Research should focus on adequate gender and social stratification, a field research design that addresses potential gender concerns, and the creation of co-learning mechanisms with research participants moving away from pure extractive data collection.
Role 2: Building robust evidence for higher-level decisions on policies and investments.	Research should focus on the nexus of gender and socio-cultural factors of differentiation and their historical contexts in agroforestry landscapes at nested scales.
Role 3: Working with partners at multiple scales to translate IPGs into actionable knowledge.	Research should focus on gender differences in technology adaptation; apply a gender lens to the assessment of approaches and materials at multiple scales; and implement iterative learning approaches with partners aiming at gender transformation
Role 4: Demonstrating proof of application of knowledge to accelerate impact and advance the science of scaling up	ICRAF should engage with partners, including relevant stakeholders with an interest in, and responsibility for, gender equity policies and programming; ensure research offers opportunities for co-learning by men and women stakeholders at all levels.
	Design scalable options that simultaneously increase productivity, sustainability and gender equality
Role 5: Developing and mobilizing capacity at institutional and individual levels.	ICRAF should promote gender-sensitive agroforestry innovations (social and technological) that are proven and tested at regional, community, household and individual levels among men, women and youth.
	Research should mobilize efforts to improve gender awareness and capacity of agroforestry boundary partner institutions.
Role 6: Convening, advocacy and interfacing amongst a wide range of partners to be co-responsible for development outcomes and better engaged with realities faced by development agencies.	ICRAF should engage partners and stakeholders to promote the adoption of national and international agroforestry, agriculture and/or NRM policies that include specific and appropriate provisions that dismantle structural barriers to rural women's empowerment and gender equality.
	Research should focus on (i) increasing equitable participation by women farmers and other disadvantaged groups in household and community decision-making and asset/ benefit management; and (ii) improving women's and other disadvantaged groups' access to agroforestry input and output markets.

To operationalize its strategic goals and roles the World Agroforestry Centre's R&D is organized around six Science Domains (SDs). Collectively, the SDs' research agenda addresses the role of trees in transforming lives and landscapes.

The SD teams are primarily focused on the first two of ICRAF's roles: generating knowledge as IPGs and building evidence to inform high-level decisions. They also support regional and country teams with roles three, actionable knowledge, and five, capacity development. Integrating gender analysis and research in the SDs' agenda will enable them to provide socially differentiated solutions to complex problems across different agro-ecologies, sectors and political spheres.

In developing this strategy document, Science Domain teams were invited to reflect and discuss the gender dimensions of their work. Each of them proposed a set of strategic gender research questions presented in Annex I, as an overall guidance to harmonize and build a coherent gender research agenda.

Following the requirements of gender integration in role one, research questions related to SD2, for example, should go beyond the identification of potential and actual market actors (men and women in specific locations) to careful analysis of underlying structural factors mitigating women's effective participation in tree-food product value chains. Science-based knowledge from such analysis is critical to guiding and informing roles three and five – supporting effective interventions to improve women farmers' participation in agroforestry tree-product markets and increasing and diversifying their incomes.

Gender strategic research under SD1 and SD5 are cut across by issues of insecure land and tree tenure, which is more evident for women in developing countries. Research should focus on identifying tenure arrangements that promote secure gender-equitable and socially inclusive access to, and benefits from land and tress.

Efforts under SD1, SD3 and SD4 that relate to technology design and agroforestry innovations should pay special attention to understanding the gender division of resources and knowledge at household and community levels in order to develop strategic, user-focused interventions that would more effectively contribute to increased adoption at different landscape levels. Studies have shown, for example, that in circumstances where men risk losing control over women's labour, produce or income, men may resist women's efforts to innovate (Blackden and Wodon, 2006; Tsikata, 2003; Action Aid and CARE, 2012).

As ICRAF's research is largely implemented through regional and national teams and partners, these teams would also address gender dimensions related to implementation, promotion and scaling up of tested technologies and context-specific solutions. Following the requirements for role six, priority should be given to research and development programmes that increase equitable participation in household and community decision-making and asset/benefit management, and improve access and participation by women and other disadvantaged groups in agroforestry input and output markets. These programmes would then focus on different topics according to the regional or national priorities and contexts.

4. Plan of Action to Implement the Gender Strategy

The general framework for gender integration presented in section 3 of this strategy discusses the integration of gender considerations in relevant research as well as the production of strategic gender knowledge and innovations. Both require dedicated efforts and resources.

Gender integration requires planning of research projects using a gender lens and should happen at every stage of the R&D cycle. Central to this process are issues of introspection, mindset change, and skills development among researchers.

The key to gender-sensitive agroforestry research and development lies in developing the awareness and capacities of researchers to understand and address the gender dimensions of their research. How, for example, intra-household dynamics of decision-making over production and management can affect and be affected by research and development interventions.

Gender integration should start at the problem identification and analysis stage by developing partnerships that will allow the articulation of research priorities and goals aligned with the interest of women and men beneficiaries, local organizations, and other relevant stakeholders with responsibility for supporting gender-equitable policies and programming.

The need to develop capacities and establish partnerships is relevant to all science domains and regional teams. Thus the successful implementation of this strategy requires the active engagement and contribution from staff at all levels and an enabling institutional environment that provides support in terms of human and organizational resources and operational tools.

The Plan of Action presented below identifies the efforts needed at different organizational levels to foster such an enabling environment structured around three priority areas, each with guidelines and proposed actions:

i. Capacity development for gender-responsive agroforestry research and development;
ii. Partnerships for gender-responsive research and development;
iii. Institutional support, organizational and accountability structure, and resources required;

4.1 Capacity development for gender-responsive agroforestry research and development

It is critical that the Centre devote efforts to improve scientists' awareness of the importance of addressing gender dimensions in research and its effect on development outcomes. The Centre must also increase its institutional capacity for gender analysis and gender-specific research.

The Centre will address capacity gaps in integrating gender through the following steps:

1. Continuous and systematic awareness-raising of scientists and technical staff to build a common understanding of gender-related concepts in agroforestry, agriculture and natural resources management and to equip them with the basic skills and tools to plan for, collect, analyze, and evaluate gender-disaggregated data.

2. Develop capacities of interested scientists and gender focal points for gender analysis and transformative gender research. Specific actions will include: (i) seminars with partners and external gender experts to share new tools, insights and approaches to gender integration and analysis; (ii) sponsorship of Centre scientists, through fellowship opportunities and the staff development fund, to participate in gender-related courses; and (iii) setting up and promoting electronic knowledge-sharing platforms, including a section of the Centre's website dedicated to sharing gender and agroforestry publications, resources, and tools.

3. Instituting a mentoring programme that pairs up experienced gender/social scientists with researchers across the Centre.

4. Self-assessments and reviews among scientists, technical staff and partners will be encouraged to capture emerging gaps and opportunities to improve understanding of gender-related concepts and gender-disaggregated data.

4.2 Partnerships for gender-responsive research and development

Effective attention to gender will require partnering with a wide range of institutions, including other CGIAR centres through CRPs; national, regional and international agricultural research partners; as well as with non-research partners. Moreover, achieving gender-responsive outcomes and closing the gender gap at different societal levels will depend on how effective ICRAF will be in forging strategic partnerships with advocacy and policy-influencing communities that have the comparative advantage to develop local capacities, build awareness and mobilize local action for gender-responsive change at all levels. Policy and advocacy partnerships with women's networks, civil society organizations and women's groups are fundamental to creating environments that enable the promotion of technologies and knowledge products that benefit women at all landscape levels.

The strategy for partnerships will focus on targeting organizations with gender expertise and working on gender-transformative initiatives, and becoming a valuable partner for such organizations in agroforestry research and development.

Scientists will be encouraged to forge strategic collaborations with established gender research institutions such as the International Centre for Research on Women (ICRW) and the International Development and Research Centre (IDRC). It would be equally strategic to forge partnerships with any of the large number of university research programmes on gender in agriculture at the national and international levels. Such research partnerships will increase the gender responsiveness of problem identification, priority setting, project design, and methodology and tools development. This will in turn position ICRAF as a partner of choice for boundary partners with an interest in and responsibility for supporting gender-equitable policies and programming.

The second and equally critical focus is partnerships for technology delivery, adoption and capacity development among men and women farmers at different landscape levels. This focus prioritizes the forging of collaborative arrangements with governmental and non-governmental development organizations (national and international) engaged in the development of gender-sensitive extension systems.

ICRAF will also prioritize inclusive partnerships with local institutions, including local governments and community-based organization, to amplify the cultural fit of technologies and innovations to the local context.

Lastly, ICRAF will identify opportunities and gaps with long-term partners to increase their awareness of the importance of gender research and the integration of gender dimensions in their work. Taken together, these partnerships will crucially amplify capacities to address gender integration across agroforestry research, technology delivery, and policy impacts at different scales.

4.3 Institutional support, organizational and accountability structure, and resources required

The relevance of gender as an analysis criterion and a determining factor in achieving development outcomes should be reflected in institutional values, support systems, and resource mobilization. The commitment and

engagement of the highest management level is crucial, as is also the establishment of an organizational platform that raises the profile of gender research and spearheads the integration of gender considerations in research as well as the production and dissemination of evidence-based knowledge on the dynamics of gender relations and agroforestry.

Specific actions to be taken for establishing such an organizational platform include:

1. Management and senior leadership commitment that will be manifested through
    i. Re-articulating ICRAF's institutional values in the corporate strategy to ensure that gender elements are properly reflected, and communicate these widely to staff and partners;
    ii. Providing the necessary support and resources to successfully implement the strategy, including the deployment of resources to establish the Gender Unit and support the successful implementation of the strategy;
    iii. Nominating a champion within the SLT and the Board of Trustees who will help mobilize the institutional changes needed to implement the strategy.
2. Establish a functional Gender Unit and a senior gender scientist/advisor position to lead and support gender-responsive research and development at ICRAF in both bilateral projects and in participating CGIAR Research Programmes (CRPs). The scientist will have a solid track record in gender and agroforestry/agriculture and, as the focal point for gender at ICRAF, will play a leadership role in centrally positioning gender research in the science community. A key responsibility of this position will be to develop a robust resource mobilization portfolio and leverage funds to support strategic gender research in the organization. See Annex II for a complete list of functions and responsibilities of the Gender Unit.
3. Support and strengthen the Gender Implementation Team,[2] which will work closely with the Gender Unit to support gender integration and work jointly in the development of gender research proposals.
4. Endorse the recommendation for cascading responsibility/accountability to all scientific and technical staff for gender mainstreaming in agroforestry research and development by:
    i. Incorporating indicators of gender responsiveness in performance contracts and annual evaluations for science leaders, regional and country coordinators;
    ii. Including minimum standards of gender integration, where appropriate, as one of the criteria of a quality proposal, and integrate it in the proposal approval process;
    iii. Requiring researchers and other professional staff to always share research results and outputs with advocates, policy makers and men and women from different socio-economic backgrounds who participated in the research or who could be affected by the research findings;
    iv. Encouraging researchers and other professional staff to follow the standards for gender integration in the R&D cycle proposed in this document and other tools and materials for gender integration promoted by the Gender Unit.

2 A group of gender focal points at various Science Domains, Regional and Country offices that has consolidated in the last three years. The GIT focal points have not only become advocates of gender integration in their own regions and units but have also developed an important network to promote and move forward strategic research on gender and agroforestry.

Long way to go- Vietnamese women farmers in rice fields Photo©World Agroforestry Centre/

5. Monitoring and evaluating the implementation of the gender strategy: Key activities, indicators and responsibilities

The implementation of this strategy will be systematically monitored to guide efforts on resource mobilization, the activities of the Gender Unit and the decision-making process at the higher levels of management. Systematic monitoring will also foster learning and facilitate continuous improvement at every stage of the implementation process.

The framework proposed is based on the strategy objectives and the three priority areas defined in the action plan. Each is proposed as an action area with corresponding activities, indicators and timeframes.

Strategy Objective	Action Area	Activities	Indicators	Responsibility
Enhance gender research capacity throughout ICRAF and its partners	Capacity development for gender-responsive agroforestry research and development;	Continuous and systematic awareness-raising on gender integration and gender research	% of scientists and professional staff that has been exposed to gender-awareness and training opportunities	Lead: Gender Unit supported by: SLT, SD leaders, research leaders
			% of gender-sensitive research projects	
		Develop internal capacities for gender analysis and transformative gender research	% of researchers with knowledge and skills to apply gender analysis	
			% of potentially gender-transformative research projects	
		Establishing a mentoring programme to build capacities on gender	% of scientists directly involved in gender research	

Mobilize adequate resources to support gender research to contribute to ICRAF's vision	Institutional support, organizational structure, and resources required for supporting gender integration in ICRAF's work	Establish a senior gender scientist position to lead and support gender mainstreaming at ICRAF	Gender unit is established and fully functional	Senior Leadership
		Increase accountability of professional staff and research leaders for gender-responsive research and development	Gender integration indicators incorporated into annual performance contracts and evaluations	
		Identify priority areas for gender research and develop relevant proposals on gender-transformative research	% of gender-specific research products (briefs, scientific papers, policy recommendations)	
		Identify priority areas for gender research and develop relevant proposals on gender-transformative research	% of potentially gender transformative research projects	Gender Unit supported by gender focal points
		Develop a proposal review process and guide/checklist for incorporating gender elements	PDU checklist incorporates gender guidelines	Gender Unit
Generate a co-learning cycle between gender research and development practice and ensure that gender dimensions are fully integrated in negotiation support for relevant agroforestry landscapes	Strengthening partnerships for gender sensitive and transformative research	Increase the number of strategic partners working on gender	Number of MoUs and collaborative agreements with strategic partners working on gender increased	Gender Unit, PDU
		Increase the number of rural women's networks, NGOs or CBO's working on women issues	Number of MoUs and cooperative with women's networks/NGOs/ CBOs increased	Gender Unit and research leaders
		Develop information-sharing platform for knowledge sharing and learning about gender transformation in agroforestry	Information sharing platform/portal established	Gender Unit

H'mong woman with her child picking indigenous Shan tea leaves. Photo©World Agroforestry Centre

Annexes

Annex I: Gender research elements and questions across ICRAF's Science Domains

ICRAF Science Domain	Gender Research Questions
SD1 - Agroforestry Systems Research into the appropriate agroforestry-management options and their economic and ecological impacts on farming systems and household welfare	• What processes (research/actions/reforms) can lead simultaneously to greater productivity, sustainability and gender equality in different contexts? • What are the synergies and trade-offs between productivity, sustainability and gender equality in different contexts and at different scales (farm, household, community, landscape)? • How do we design scalable options that simultaneously increase productivity, sustainability and gender equality? Can we identify best-bet approaches, methods, tools and indicators for different contexts and scales?
SD2 - Tree Products and Markets Enhancing the potential to achieve rural development goals through tree-products value chains and services	• Identify and analyze power relations between women and men; How do they determine access to productive resources, shape decisions and distribute benefits within the household? • Identify and analyze constraints (time, social, budget, legal) that inhibit women's participation in value chains and markets for agroforestry products. • Identify the aspirations of women to participate in these value chains.
SD3 -Tree Diversity, Domestication and Delivery Identifying, delivering and conserving quality tree germplasm as well as supporting the optimal use of the right tree in the right place for the right purpose.	• How do gender roles, priorities and knowledge influence the access, use and conservation of tree genetic resources? • How can gender-specific knowledge and roles influence tree species selection and prioritization? • What are the implications of gender-specific knowledge and roles for propagation and access to markets for recently domesticated trees? • How can the different priorities of men, women and youth be considered to improve the efficiency of delivery systems and ensure that profitable material choices are available to smallholder farming landscapes?

SD4 - Land Health Develop and promote scientifically rigorous methods for measuring and monitoring land health, assessing land health risks, and targeting and evaluating agroforestry and other sustainable land management interventions to improve soil fertility, ecosystem health and human wellbeing	• How do environmental and behavioural risk factors that influence land degradation interact with gender dynamics? • Identify the gender dynamics that may affect the cost efficiencies of agroforestry and alternative preventative and rehabilitation interventions under different circumstances.
SD5 - Environmental Services Understand and promote the benefits and sustenance of key environmental services associated with tree-based landscapes, including water, soil stabilization, carbon, and biodiversity	• What approaches, including timing, sequencing and overall design of negotiation processes for payments for environmental services (PES) and co-investment schemes, are necessary for ensuring gender-equitable and effective participation? • How effectively can gender perceptions, preferences and sensitivity be integrated into the decision-making processes and practice portfolios that help to achieve climate-smart landscapes? • How can gender influence the structure and dynamics of landscapes to reduce conflicts of interest among actors and enhance functionality?
SD6 - Climate Change Examine how poor farmers and national/ sub-national agencies can better adapt to changing conditions as well as benefit from mitigation opportunities. Understand and monitor how trees and agroforestry systems are responding to current climate variability.	• Which climate-smart agriculture (CSA) practices are gender-responsive? Which are the most gender transformative? • Which gender-responsive CSA practices and investments have the largest returns (and for whom)? • Will international climate policy instruments exacerbate or mitigate inequities between different actors at multiple scales? And how can they be used to promote the latter?

Annex II. Main functions of the Gender Unit

- Provide scientific, conceptual and methodological leadership for gender in agroforestry research and development across the Centre's participating CRPs and bilateral projects to contribute to the achievement of ICRAF's strategic goals; support the implementation of diversity-responsive policies that explicitly state a strong organizational commitment to gender, diversity and inclusion.
- Lead the operationalization of ICRAF's gender strategy and action plan for agroforestry/landscape research and development; monitor and support ICRAF's Units, regional and national programmes in using gender-sensitive criteria to assess contributions to gender equality in agroforestry landscapes.
- Build robust national, regional and international partnerships for gender-specific research and development to drive agroforestry innovations to impacts at scale.
- Lead Centre-wide resource mobilization efforts for strategic research on gender in agroforestry;
- Raise gender awareness and lead capacity development of scientists and partners to better integrate gender in research projects and programmes; coordinate and support capacity development of gender focal points across ICRAF's Science Domains and regions.
- Lead the development of tools and methodologies for gender integration in research and development;
- Support the development of communication and media resources on gender and agroforestry to facilitate learning and sharing of knowledge among center scientists and partners.

A proud Kenyan woman farmer with her papaya orchard. Photo©World Agroforestry Centre/

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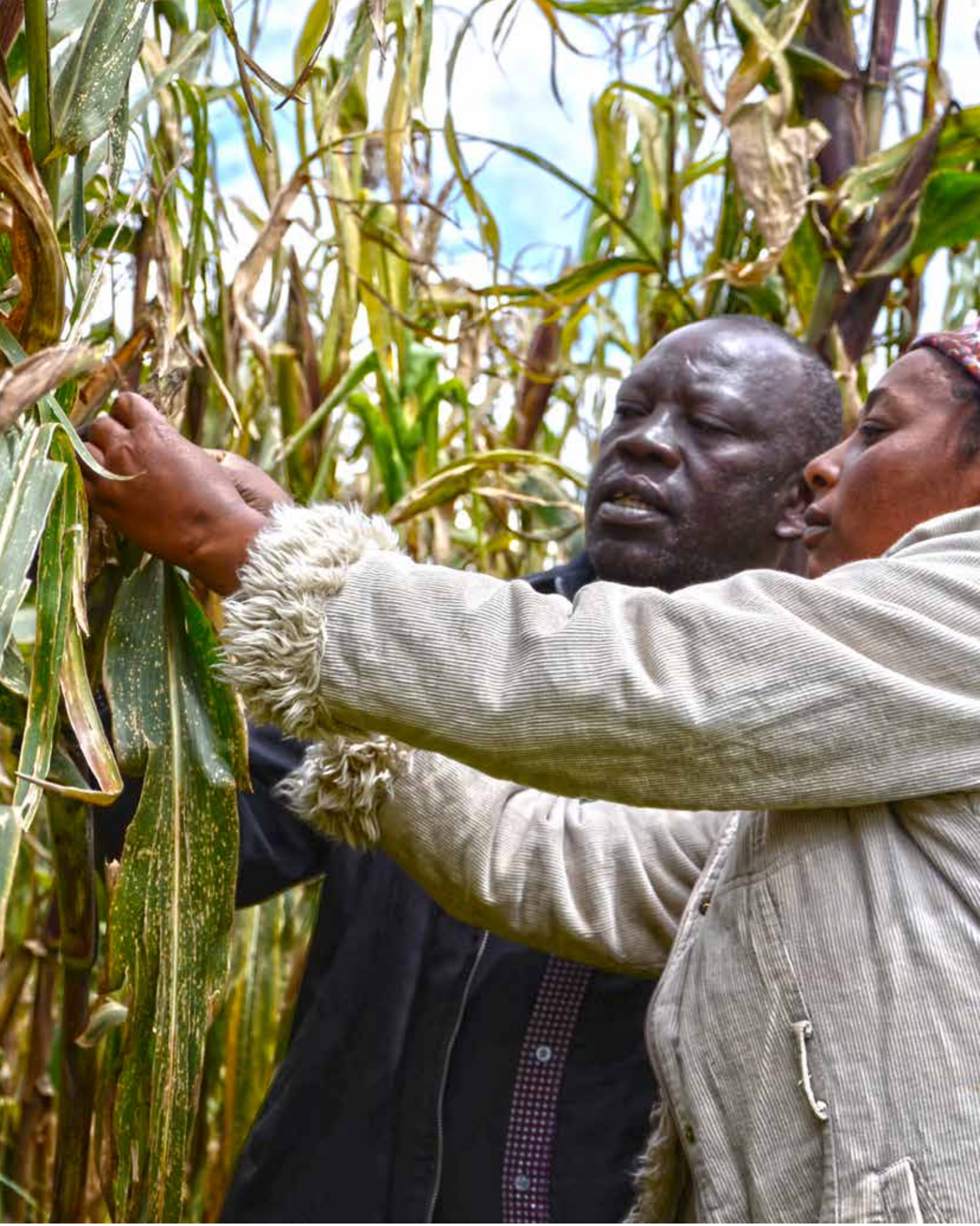
A hard day labour for a Kenyan woman winnowing cheek peas grown at her farm. Photo©World Agroforestry Centre/



Farmers examine crop in Nyandarua, Kenya Photo©World Agroforestry Centre/Sherry Odeyo

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