

Gender Policy and Strategy

A Framework for Gender Inclusiveness in
The Agricultural Research Council of Nigeria
System



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As the Council begins the implementation of this sub-sectoral policy, which compliments other policies in the Nigerian agricultural sector, we count on the continued support and cooperation of all stakeholders to deliver on its goal and objectives.

ARCN
Abuja, 2022

Abbreviations & Acronyms

ARCN	Agricultural Research Council of Nigeria
AVs/AROCs	Adopted Villages/Agricultural Research Outreach Centres
CAADP	Comprehensive Africa Agriculture Development Programme
CBOs	Community-Based Organizations
FAO	Food and Agriculture Organization
FBOs	Faith-Based Organizations
FCA	Federal Colleges of Agriculture
FMARD	Federal Ministry of Agriculture and Rural Development
HR	Human Resources
IARCs	International Agricultural Research Centres
IAR4D	Integrated Agricultural Research for Development
IFPRI	International Food Policy Research Institute
M&E	Monitoring and Evaluation
MDGs	Millennium Development Goals
MEAL	Monitoring, Evaluation, Accountability and Learning
NARIs	National Agricultural Research Institutes
NARS	National Agricultural Research System
NATIP	National Agricultural Technology and Innovation Policy
NGOs	Non-Governmental Organizations
SCAs	State Colleges of Agriculture
SDGs	Sustainable Development Goals

USAID FtF-NAPP United States Agency for International
Development Feed the Future Nigeria
Agricultural Policy Project
WAAPP West Africa Agricultural Productivity Programme
CORAF/WECARD West and Central Africa Council for Agricultural
Research and Development

Executive Summary

Gender considerations in agricultural research are critical to the achievement of the global hunger and poverty eradication goals. Everyone, including men, women, boys and girls, is affected by gender inequality, hence the need to treat gender equality as a fundamental human right and a necessary foundation for a peaceful, prosperous and sustainable world. Accordingly, taking measures to address gender inequality in agricultural research, training and extension are critical to achieving the vision and strategic goals of the Agricultural Research Council of Nigeria.

The ARCN Strategic Plan (2011-2020) recognizes the role of gender mainstreaming in the agricultural sector as a key strategic element for promoting equity between men and women as well as for achieving sustainable agricultural production. The Strategic Plan, which was implemented from 2011 to 2020 by the Council and its constituent NARIs and FCAs, laid a solid foundation for promoting gender outcomes in all the activities within the system.

The implementation of the first Gender Policy and Action Plan for the ARCN, NARIs and FCAs (2012-2020) resulted in significant progress in mainstreaming gender and reducing inequality in all the activities within the system. The achievements, gaps identified and several lessons learned in the process were considered in the development of the successor Gender Policy and Strategy 2022, for the ARCN, NARIs and FCAs. The policy is also aligned to higher policies and strategies at the global and national levels including the National Agricultural Technology Innovation Policy (NATIP 2022-2027), the Gender Policy for the Federal Ministry of

Agriculture (2019), and the Sustainable Development Goals (SDGs), among others.

The purpose of the ARCN Gender Policy and Strategy (2022) is to provide a framework and guidance for promoting equal opportunities, responsibilities and access to resources and benefits among gender in all research, extension, training and other operations of the Agricultural Research Council of Nigeria (ARC�), the National Agricultural Research Institutes (NARIs) and Federal Colleges of Agriculture (FCAs). The goal is to promote gender equity and equality in agricultural research, training and extension activities to increase the decision-making powers of beneficiaries, as well as enhance productivity, sustainable food security, livelihood and prosperity in Nigeria. The fourfold policy objectives are to: (i) increase integration of gender consideration in agricultural research, training and extension activities; (ii) increase targeted action to empower the most vulnerable and disadvantaged gender; (iii) strengthen Gender Data Management System for better accountability and decision making; and (iv) strengthen institutional mechanisms to promote gender equality. These objectives are also supported by relevant underlying principles, implementation strategies and the roles of key stakeholders.

This policy establishes the institutional framework to promote gender equity and equality in all functions, initiatives and collaborations of the ARCN and its constituent NARIs and FCAs. The Council with all its stakeholders is committed to embracing all relevant principles and taking appropriate actions pursuant to the delivery of the goals and objectives of this policy. The Council recognizes that just like the policy was developed through the participation of all the key stakeholders, the implementation will also be participatory.

Section 1

Introduction

Introduction

Gender considerations in agricultural research are critical to the achievement of the global hunger and poverty eradication goals. Gender inequality will result in productivity losses, inadequate nutrition and eventually impose high economic costs (FAO, 2011, 2013; UN Women, UNDP, UNEP, and the World Bank Group, 2015). The implication of this for the Agricultural Research Council of Nigeria (ARCN) is that taking measures to address gender inequality in agricultural research, training and extension are critical to achieving its vision and strategic goals. Gender equality is achieved when people, irrespective of their gender, have equal access, responsibilities and opportunities as well as the power to shape their own lives and contribute to societal development. It is also the absence of discrimination on the basis of the sex of an individual in the allocation of resources, benefits or access to services. This is more about equitable distribution of power, influence and resources in the society. Everyone, including men, women, boys and girls, is affected by gender inequality. Accordingly, gender equality should be seen and treated as a fundamental human right and a necessary foundation for a peaceful, prosperous and sustainable world.

At the global stage, the Sustainable Development Goal (SDG) 5 sought to achieve gender equality and empower all women and girls. Some of the specific targets include engaging in reforms that give women equitable access to economic resources and productive assets, ending all forms of discrimination against women, increased inclusiveness in leadership and political positions, as well as enhancing the use of enabling technologies

to promote empowerment of women, and strengthening sound policies to promote gender equality, among others.

The ARCN Strategic Plan (2011-2020) recognizes the role of gender mainstreaming in the agricultural sector as a key strategic element for promoting equity between men and women as well as for achieving sustainable agricultural production. Mainstreaming gender into agricultural research and development involves understanding the differing needs and constraints faced by women, men, and youth that affect productivity and poverty, and then designing deliberate actions that will enhance well-being, reduce gender-related barriers to economic growth and alleviate poverty. Therefore, central to the achievement of the strategic objectives of the ARCN is the promotion of policies and actions that facilitate equitable access to productive resources by both men and women, as well as integrating gender perspectives into policies, programmes, projects and other activities to ensure benefits by both sexes.

The Gender Policy and Action Plan (2012-2020) presented a good attempt pursuant to achieving the Council's gender objectives. This successor Gender Policy and Strategy (2022), developed through wide consultations and participation of key stakeholders, builds on the achievements of the retired policy and incorporates lessons learned in addressing the identified gaps. The policy is also aligned to higher policies and strategies at the global and national levels including the National Agricultural Technology Innovation Policy (NATIP 2022-2027), the Nigerian National Gender Policy (2012), the Gender Policy for the Federal Ministry of Agriculture (2019), and the Sustainable Development Goals (SDGs), among others.

1.2. Key concepts and terms

Advocacy:

Advocacy is the deliberate process, based on demonstrated evidence, of directly and indirectly influencing decision makers, stakeholders, and relevant audiences to support and implement actions which contribute to the fulfilment of women's rights.

Empowerment:

Refers to increasing the personal, political, social or economic strength of individuals and communities. Empowerment of women and girls concerns women and girls gaining power and control over their own lives. It involves awareness-raising, building self-confidence, expansion of choices, increased access to and control over resources and actions to transform the structures and institutions which reinforce and perpetuate gender discrimination and inequality. The core of empowerment lies in the ability of a person to control their own destiny.

Gender:

Gender is a social and cultural construct, which distinguishes differences in the attributes of men and women, girls and boys, and accordingly refers to the roles and responsibilities of men and women. The concept of gender includes the expectations held about the characteristics, aptitudes and likely behaviours of both women and men (femininity and masculinity).

Gender identity:

Gender identity refers to a person's deeply felt, internal and individual experience of gender, which may or may not correspond to the person's physiology or designated sex at birth.

Gender analysis:

A tool to diagnose the differences between men and women regarding their specific activities, conditions, needs, access to and control over resources and their access to development benefits and decision making.

Gender balance:

This is a human resource issue calling for equal participation of women and men in all areas of work and in programmes that agencies initiate or support. Achieving a balance in staffing patterns and creating a working environment that is conducive to a diverse workforce improves the overall effectiveness of our policies and programmes, and will enhance agencies' capacity to better serve the entire population.

Gender budgeting:

It is a gender-based assessment of budgets incorporating a gender perspective at all levels of the budgetary process and restructuring revenues and expenditures in order to promote gender equality (European Union Council, 2005). This strategy contributes to achieving equality between women and men by focusing on how public resources are collected and spent (Stotsky, 2016). Also known as gender-sensitive budgeting, this practice does not entail dividing budgets for women.

Gender equity:

The process of being fair to men and women, boys and girls, and importantly the equality of outcomes and results. Gender equity may involve the use of temporary special measures to compensate for historical or systemic bias or discrimination. It refers to differential treatment that is fair and positively addresses a bias or disadvantage that is due to gender roles or norms or differences between the sexes. Equity ensures that women and men and girls and boys have an equal chance, not

only at the starting point, but also when reaching the finishing line. It is about the fair and just treatment of both sexes that considers the different needs of the men and women, cultural barriers and (past) discrimination of the specific group.

Gender equality:

The concept that women and men, girls and boys have equal conditions, treatment and opportunities for realizing their full potential, human rights and dignity, and for contributing to (and benefitting from) economic, social, cultural and political development. Gender equality is, therefore, the equal valuing by society of the similarities and the differences of men and women, and the roles they play. It is based on women and men being full partners in the home, community and society. Equality does not mean that women and men will become the same but that women's and men's rights, responsibilities and opportunities will not depend on whether they are born male or female. Gender equality implies that the interests, needs and priorities of both women and men and girls and boys are taken into consideration, recognizing the diversity of different groups and that all human beings are free to develop their personal abilities and make choices without the limitations set by stereotypes and prejudices about gender roles. Gender equality is a matter of human rights and is considered a precondition for, and indicator of, sustainable people-centred development. In summary, gender equality is when people of all gender have equal rights, responsibilities and opportunities.

Gender gap:

Disproportionate difference between men and women and boys and girls, particularly as reflected in attainment of development goals, access to resources and levels of participation. A gender gap indicates gender inequality.

Gender glass ceiling:

Invisible and artificial barriers that work against women's access to top decision making and managerial position arising chiefly from persistent masculine bias in organization culture

Gender mainstreaming (integrating):

A strategy to accelerate progress on women's and girls' rights and equality in relation to men and boys. It is the process of assessing the implications for girls and boys and men and women of any planned action, including legislation, policies and programmes. It is a strategy for making girls' and women's, as well as boy's and men's, concerns and experiences an integral dimension of the design, implementation, monitoring and evaluation of policies and programmes so that they can all benefit alike, and inequality is not perpetuated. This is an approach toward implementing women's and girls' rights, as a sub-set of human rights and gender equality is its goal.

Gender norms:

Gender norms are ideas about how men and women should be and act. These "rules" are internalized and learned early in life. This sets up a life-cycle of gender socialization and stereotyping. Put another way, gender norms are the standards and expectations to which gender identity generally conforms, within a range that defines a particular society, culture, and community at that point in time.

Gender parity:

A numerical concept concerning relative equality in terms of numbers and proportions of men and women, girls and boys. Gender parity addresses the ratio of female-to-male values (or males-to females, in certain cases) of a given indicator.

Gender planning:

The planning that integrates gender equality and women empowerment consideration at all stages into the design, implementation, monitoring and evaluation of policies, programmes or projects including the setting of goals and objectives (European Commission, 2001). This approach recognizes the different roles that women and men play in society and the fact that they often have different needs (USAID, 2007).

Gender stereotypes:

Gender stereotypes are simplistic generalizations about the gender attributes and roles of individuals and/or groups and the differences among them. Stereotypes can be positive or negative, but they rarely communicate accurate information about others.

Networking:

Networking is the exchange of information and ideas among people with a common profession or special interest, usually in an informal social setting. Networking often begins with a single point of common ground.

Professional development programme:

Specialized training, formal education or advanced professional training provided to employees and funded by the company.

Professional Networks:

These are professional relationships or opportunities that may boost one's future business and employment prospects. The organization can support internal employee networks (i.e. women's networks, networks based on ethnicity or race, etc.) in which members can discuss specific challenges to professional development, opportunities that foster an inclusive workplace

environment, and skills needed to advance. Ensuring networks are available to all gender is essential to recruiting, retention, and advancement.

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- 1 *Gender Equality Glossary of Terms and Conditions, UNICEF, Regional Office for South Asia, November 2017*
 - 2 *Gender Terminology, USAID 2007, <http://www.usaid.gov>*

Section 2.

The Agricultural Research Council of Nigeria and The National Agricultural Research System

2.1. The Nigerian National Agricultural Research System

Agricultural research in Nigeria has a long history and the Council was established in 1999 through Decree 44 (now an Act of the National Assembly) to address the challenges faced by the agricultural system in general and the activities of the National Agricultural Research Institutes (NARIs) and the Federal Colleges of Agriculture (FCAs) in particular. Nigeria has an expansive National Agricultural Research System (NARS) comprising the NARIs and FCAs domiciled in various Federal Ministries, Federal Universities of Agriculture, Faculties of Agriculture and Veterinary Medicines in Public and Private Universities, International Agricultural Research Centres (IARCs), State Colleges of Agriculture (SCAs), Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs), Faith-Based Organizations (FBOs), Seed Companies especially those into research, and Privately owned agricultural research and training institutions.

2.2. The Structure of the Agricultural Research Council of Nigeria

The Agricultural Research Council of Nigeria was established by the law of the Federation of Nigeria, ARCN Cap A.12 LFN (2004) and the ARCN (Amendment) Act 2021. The Agricultural Research Council of Nigeria consists of the headquarters office, 16 National Agricultural Research Institutes (NARIs) and 17 Federal Colleges of Agriculture (FCAs). The Council is an organization with a single governance structure with the Governing Board of the ARCN at the apex.

2.3. The Functions of the Agricultural Research Council of Nigeria

The ARCN (Amendment) Act 2021 stipulated the following functions for the Council:

- (a) Advise the Federal Government on national policies and priorities in Agricultural Research, Training and Extension activities;
- (b) Plan, manage, conduct and promote research, human resources development and technology generation, assessment and adoption for the advancement of all aspects of agriculture in Nigeria;
- (c) Prepare periodic master plans for Agricultural Research, Training and Extension and advise the Federal Government on the financial requirement for the implementation of such plans;
- (d) Ensure the implementation of the approved master plans by the appropriate research institutes, universities and other bodies;
- (e) Participate, through a consultative process, in the appointment of directors of agricultural research institutes established under university statutes;
- (f) Prescribe and give policy direction to the Federal Colleges of Agriculture on their overall management function, training and extension activities;
- (g) Supervise and coordinate the research, training and extension activities of research institutes established under section 17 of the ARCN Act;

- (h) Prepare annual budget for agricultural research, training and extension programmes of the institutes under its aegis and receive grants for allocation to the institutes for the implementation of the annual programmes and to universities and other bodies for special research or training projects;
- (i) Maintain an up-to-date record of all existing facilities for research, training and extension in the agricultural sciences in Nigeria and advise the Federal Government on their adequacy and efficient utilization;
- (j) Advise the Federal Government on the re-organization of existing institutes, including the creation of new ones, as are required to implement or further the efficiency of research, training and extension in the agricultural sciences;
- (k) Promote collaboration between scientists engaged in research in the agricultural sciences in Nigeria and their counterpart in other countries or international bodies;
- (l) Establish and maintain a National Agricultural Sciences Library and Documentation Center and publish or sponsor the publication of the research results in the agricultural sciences; and
- (m) Carry out such activities as may in the opinion of the Council, further the advancement of research, training and extension in the agricultural sciences.

Note: *The Act of ARC� also defined the specific functions of the constituent NARIs and FCAs within the ARC� System.*

2.4. The Strategic Priorities of the Agricultural Research Council

2.4.1. Vision, Mission and Strategic Objective of ARCN

The ARCN, guided by the mandate areas defined in the Act as well as supporting the implementation of research objectives of the Comprehensive Africa Agriculture Development Programmes (CAADP) and implementing the agricultural policies of the Government of Nigeria, developed the Strategic Plan for the Council and its constituent institutions.

Vision of ARCN

The vision of ARCN is to reduce poverty and increase food security by contributing to the establishment of sustainable agricultural growth and development in Nigeria.

Mission of ARCN

The mission of the Council is to achieve significant improvements in agricultural productivity, marketing and competitiveness by generating appropriate technologies and policy options, promoting innovation, establishing a knowledge management capacity and strengthening the agricultural research system (ARCN 2010).

The Council's vision and mission statements confirm commitment to national, sub-regional and regional policies and priorities. They capture the core elements of the Strategic Plan and fully reflect the aims and goals of CAADP, which are to enhance economic development through agriculture, reducing poverty and eradicating hunger.

Strategic Objective of ARCN

The specific objective of the Council is to sustainably improve agricultural productivity, competitiveness and markets. This improvement is expected to cover the whole spectrum of the agricultural value chains. This is also expected to be achieved through the delivery of four results, which are contributed to by the ARCN headquarters, the NARIs and FCAs constituting the Council.

2.4.2. The ARCN Results Areas and Other Crosscutting Objectives

The ARCN defined four main result areas, namely;

- i. Demand-driven agricultural technologies generated and innovation promoted,
- ii. Appropriate policy options for agricultural growth formulated and made available,
- iii. Agricultural research, training and extension system strengthened, and
- iv. Agricultural knowledge management system established.

Underpinning the Strategic Plan and its implementation are several cross-cutting issues, which the ARCN makes a commitment to address during implementation. These cross-cutting issues, which are integrated into the Council strategy include pro-poor, gender and age, pro-health, environmental sustainability and agricultural innovation systems.

2.5. Gender Considerations in the ARC Strategic Plan

One of the principles that underpinned the development of the ARC's Strategic Plan is the integration of gender considerations at all levels, including farmers and farmer organizations, the private sector, public institutions, research and extension staff.

The ARC Strategic Plan recognized the enormous role of women in agriculture. It emphasized that women in Nigeria contribute tremendously to the nation's growth and economy. They produce up to 80% of basic foodstuffs for household consumption and for the market. In the livestock sector, women perform 50-60% of the work related to feeding and milking larger animals, as well as raising small stock. Rural women also provide most of the labour for postharvest activities, taking responsibility for storage, handling, processing and marketing. Beyond the farm, women play key roles in land and water management. Women are most often the collectors of water, firewood and fodder. They have access to a store of local knowledge on the medicinal use of plants and have been in the forefront of soil conservation programmes. Yet, women are disadvantaged in Nigeria and other parts of the world.

Given the extensive participation of women in all aspects of agricultural production, the mainstreaming of gender into agriculture is a key strategy element, not only for the promotion of gender equality between men and women but also for sustainable agricultural production. This strategy is consistent with the Beijing Declaration, which was unanimously adopted by 189 countries on September 15, 1995, as the key global policy agenda on gender equality.

There is a stronger business and economic case for advancing gender equality today than ever. This is because research findings projected that achieving gender equality can add \$12 trillion to

the global economy (McKinsey Global Institute, 2015). Furthermore, there are evidences that gender diversity at all levels of an organization (that is, entry level through top management and every aspect of the organization) will lead to increased profitability, productivity, and organizational effectiveness. Therefore, unlocking the potentials of women and girls will result in significant positive impacts on business productivity and the bottom line, as well as for families and communities around the world (UN Compact 2022).

The ARCN's gender mainstreaming strategy for development involves understanding the different needs and constraints faced by women and men that affect productivity and poverty, and then designing actions to reduce gender-related barriers to economic growth and poverty alleviation while improving the material well-being of men, women, young people and children. Central is the promotion of policies and actions that facilitate equitable access to productive resources by both men and women, as well as integrating gender perspectives in its programmes and activities to ensure benefit by both sexes. Other ways in which ARCN intends to mainstream gender include:

- (a) Ensuring that women's needs are addressed in the development and dissemination of agricultural technologies and policies;
- (b) Ensuring women take leadership role and participate in decision-making processes;
- (c) Enabling women to fully participate in and benefit from agricultural innovation processes;
- (d) Ensuring women farmers and scientists receive the training they need to be fully competitive in their work; and
- (e) Ensuring capacity building for both women and men features gender issues prominently.

Section 3.

Status of Gender in The Agricultural Research Council of Nigeria System

3.1. Overview of ARCN Gender Policy 2012 – 2020

3.1.1. The Policy Statement and Objectives

The policy statement for the ARCN Gender Policy 2012-2020 is to strengthen gender equality and offer opportunity to men, women and youth to participate in agricultural research and development and benefit from it. The following objectives formed the focus of the policy:

- (a) Integrate the current reflection on gender and development issues;
- (b) Increase the number of project components that benefit men and women equitably according to their specific needs;
- (c) Establish institutional mechanisms aimed at reducing inequalities between men and women of the NARS; and
- (d) Support the establishment of long-term expertise within the NARS to enhance its gender integration process.

3.1.2. Objectives and Specific Targets

Overall Objective: Considerably improved gender equity and equality in the agricultural research sector in Nigeria (ARC�, NARIs and FCAs). The target was:

- (a) At least 35% of NARS programmes/projects have improved gender equity and equality in the agricultural research sector by 2020.

Specific objective: Establish a sex-specific and gender sensitive environment for integrated agricultural research for development (IAR4D). The targets were:

- (a) Increase specific opportunities for women and youth to contribute and benefit equitably from agricultural research activities by at least 20% by 2016; and
- (b) Increase technology adoption rates disaggregated by sex by at least 20% by 2015.

Policy Objectives (POs):

Policy Objective 1: Gender aspects are integrated into the development and implementation of agricultural research programmes. The targets were:

- (a) At least 35% have integrated gender in their research and development programmes, projects and activities by 2020;
- (b) 20% reduction of inequalities between men, women and youth in the agricultural research and development sector by 2016; and
- (c) improvement of the availability of sex disaggregated data in 20% of projects in the agricultural research sector.

Policy Objective 2: The opportunities offered to women to have access to the highest positions in agricultural research at NARS are improved. The targets were:

- (a) 40% increase of the number of women in research by 2020; and
- (b) 35% increase of the number of women in the management of agricultural research by 2020.

Policy Objective 3: Capacity to lead Executive Secretariat Staff and all focal points in NARS strengthened on gender issues. The targets were:

- (a) A lead focal point is designated at the ARCN Headquarters;

- (b) Focal points of the NARIs and FCAs are established by 2015; and
- (c) The lead focal point of the ARCN Headquarters and the focal points of the NARIs and FCAs are trained by 2015.

3.2. Progress in the Implementation of the ARCN Gender Policy 2012-2020

The ARCN Gender Policy (2012-2020) was developed at a time of increasing awareness of gender issues and shrinking gender inequality gap in the Nigerian National Agricultural Research System. At that time, the Millennium Development Goal which emphasized promoting gender equality and women empowerment as one of the goals, was in force. The Council carried out series of assessments on the implementation of its Gender Policy (2012-2020) and identified the achievements and lessons from the implementation of the policy (Williams et al., 2019).

The ARCN, NARIs and FCAs made significant progress in the area of integrating gender aspects into the development and implementation of agricultural research programmes (Policy objective 1). The Council and the institutions under its purview exceeded the target of at least 35%, having integrated gender in their research and development programmes, projects and activities by 2020. This was achieved through the implementation of adopted villages and adopted schools programme in which all (100%, amounting to 65% point above target) the NARIs and FCAs participated. The Council strengthened gender integration into the programme through the funding support of West Africa Agriculture Productivity Programme (WAAPP), which has a strong gender integration policy. Similarly, the training activities implemented by the institution and its partners strongly adopted

gender mainstreaming strategies in the area of reach and benefit. The Council also made a significant progress in reducing inequality, measured mainly through the proportion of male and female staff. It is, however, essential to increase efforts towards integrating gender into more programmes and activities of the ARCN, NARIs and FCAs.

The Council achieved a significant reduction in the Gender Inequality Index, which stood at 13.3% and 15.5% in the NARIs and FCAs, respectively, compared with the 20% target (33.5% and 22.5% below target in the NARIs and FCAs, respectively). Furthermore, the Council considerably reduced the inequality in the number of youths in agricultural research by about 17.8% from 2010 to 2018. The reduction was mainly driven by considering the young and qualified people in the recruitment process. However, it is imperative to adopt a more comprehensive approach that considers various dimensions of gender equality, in tracking this result.

The Gender Policy (2012-2020) also sought to consider and implement the Beijing Declaration recommendations as adopted by the United Nations (UN) at the end of the Fourth World Conference on Women on 15 September 1995, to improve the opportunities offered to women to have access to the highest positions in agricultural research at NARS (Policy objective 2). The Council surpassed its target of 40% increase in number of women in research at the end of 2020 by 11.7% points as of 2018. The Council's evaluation report shows that the NARIs and the FCAs achieved an increase of about 43% and 77%, respectively, in the number of female staff. This is considered as a remarkable achievement which must be sustained. However, in spite of the significant increase in the number of women in agricultural research, the Council did not achieve its target of 35% increase in the number of women in the management of agricultural research by 2020 as it recorded 20.4% (representing 41.7% below

target) increase from 113 in 2011 to 136 in 2018, Although, no data on this indicator was collected in 2020 due COVID-19 restrictions, this policy is being developed to improve on the lapses observed over time.

Progress in respect of the Policy objective 3, namely; 'Capacity to lead Executive Secretariat Staff and all focal points in NARS strengthened on gender issues was limited. As of 2012, the ARCN had a Gender Focal Point who served as the system's leader. Only two of the twenty-seven Institutions in the ARCN System had Gender Focal Points at the end of 2015, which were established in 2005 and 2010. However, by the end of the year 2020, the number of institutions with Gender Focal Points had increased to eight (roughly 30% of the target), with four each in the NARIs (representing approximately 27%) and the FCAs (representing approximately 36%). These new Gender Focal Points were established as follow-up to the mid-term engagements with the various institutions. The absence of Gender Focal Points in most (about 70%) of the Institutions could be an indication of limited capacity to implement the policy. There was also a lack of awareness of the policy, with approximately 25% of staff indicating that there was no gender policy at their institution and approximately 44% expressing lack of awareness. Furthermore, there was no evidence of capacity building for Gender Focal Points during the policy's implementation between 2012 and 2020. This necessitates concerted efforts to strengthen institutional capacity and the communication system for delivering gender outcomes within the ARCN, NARIs, and FCAs.

Available evidence showed promise of considerable specific opportunities for women and youth to contribute and benefit equitably from agricultural research activities (Specific objective of the policy). For example, from 413 in 2010 to 755 in 2018, the number of youth (ages 18-35 years) academic staff at NARIs and FCAs increased by 82.8%. However, this only amounted to a 3.7%-

point increase in the proportion of youth over the same time period, rising from 25.9% in 2010 to 29.6% in 2018. Furthermore, approximately 86% of researchers indicated participation in at least one (1) research project at the institutional level, with approximately 87% of male respondents and approximately 81.7% of female respondents indicating participation.

Furthermore, approximately 30% researchers reported participating in at least one (1) grant-supported project within their institutions, with 30.9% of the male and 31.7% of the female respondents reporting in the affirmative. In terms of participation in trainings within Nigeria, approximately 75% of the respondents in the affirmative, with 70.7% of the male respondents and over 90% of the female respondents being affirmative. Similarly, when asked if there is any perceived gender ceiling within the institutions, only about 13.8% of researchers indicated the existence of some gender ceiling. Further disaggregation of the perception of gender ceilings in the institutions showed that female researchers (21.7%) had a higher level of perception than their male counterparts (8.6%). In respect of technology adoption, about 61.8% and 58.6% of male and female farmers in the adopted villages indicated adopting at least one (1) technology developed by the NARIs. Moreover, when they were asked if the technologies were affordable, about 72% of the male and about 92% of the female farmers were affirmative.

While significant progress was recorded in some of the policy objectives, inadequacy of data to track the performance of some of the indicators and non-implementation of some activities were the main gaps identified in the implementation of the ARC/N Gender Policy (2012-2020). Accordingly, the Council has commenced robust plans in implementing the future gender policies within the ARC/N, NARIs and FCAs.

3.3. Lessons Learned in the Implementation of the ARCN Gender Policy 2012-2020

Some of the key lessons learned from the implementation of the ARCN Gender Policy (2012-2020) are:

- i. Mainstreaming gender in the main areas of work of ARCN System, namely; research, training, extension and management, will contribute significantly to the achievement of the strategic objectives of the ARCN as set forth in the Strategic Plan 2010-2020. Considerable attention should, therefore, be given to all concerned institutions to ensure a holistic approach and complete achievement of the gender outcomes.
- ii. Concrete actions are needed to fast-track the achievements of gender targets. Examples are in the areas of establishment of institutional focal points and capacity development activities.
- iii. It is important that necessary complementary plans/strategies are developed to support the implementation of subsequent gender policies.
- iv. The level of awareness of the gender policy (2012-2020) was inadequate due to lack of proper communication and changes within the organizational leadership. This could be improved by using a combination of multiple media of communication that have proven effective and successful at the level of the institutions.
- v. Specific plans for data collections are needed to bridge the data gaps that have been reported during the implementation of the gender policy (2012-2020).
- vi. Appropriate Human Resources (HR) policies on recruitment can be leveraged to contribute to quick wins

in significantly reducing gender gaps. Similarly, measures to increase the participation of women in governance/management and decision-making at the institutional level should put relevant legal frameworks and other policies on promotion and appointments into consideration.

- vii. Differentiation strategy in gender targets at institutional levels may produce greater contributions towards achievements.
- viii. Participation in programmes, projects, research groups, and other small teams could enhance the capacity of women to participate in decision-making and serve as a training ground for higher responsibilities.
- ix. Level appropriate trainings should be conducted in gender issues for all stakeholders within the system and not limited to the focal points. This would require gender competency audit, skills gap analysis and clear target setting in capacity development.
- x. Collaborations with other programmes and institutions provided the opportunity to leverage on existing capacity and resources within the ARCN, NARIs and FCAs to achieve gender targets. Some of the progress made in closing gender gaps in the ARCN, NARIs and FCAs was through participation in certain initiatives.
 - (a) **Adopted Villages/AROCs programme:** This is an example of programmes that mainstreamed gender considerations into technology dissemination and training activities. The programme mandated every adopted village to establish at least four groups, namely; male, female, adult mixed and youth mixed groups, with at least 40% of the mixed group leaders

being female. Beneficiaries were given the right of choice in participation and technology dissemination activities.

- (b) **WAAPP:** The programme had a gender mainstreaming strategy, which was tailored into the CORAF/WECARD Gender Policy and Action Plan. All organizations that participated in the programme were required to commit to gender mainstreaming in all project activities and collect/report sex-disaggregated data. The programme also built capacity in gender issues within the NARS as part of its implementation strategy. This means specific collaborative projects and programmes could be a key drivers of gender outcomes within the NARS.
 - (c) **ARCN/IFPRI Collaborations:** The ARCN SP 2011-2020 that strongly integrate gender as a crosscutting objective and which led to the establishment of a Gender Unit/Focal Point in the ARCN is one of the products of the ARCN-IFPRI collaborative programme. The development of the first gender policy for the ARCN, NARIs and FCAs in Nigeria is also one of the outcomes of implementing the ARCN SP 2011-2020. The IFPRI-led USAID-Feed the Future Nigeria Agricultural Policy Project (FtF-NAPP) provided equitable access to several capacity development in the ARCN System.
- xi. Institutional level strategies are necessary in raising awareness, ensuring ownership and addressing unique gender issues that are peculiar to them.
 - xii. The context in which policies are developed is constantly changing and there is the need to ensure policy alignment as necessary for greater efficiency and effectiveness.

3.4. Priority Areas of Intervention

Achieving food security, reducing poverty as well as sustaining the livelihoods of people with special needs and women who rely on agricultural value chains require improving systems and approaches of accessing the means of production (knowledge, skills, technologies, land, seeds, fertilizers, etc.) and accessing markets (pricing policies, market information, processing, storage, markets and marketing infrastructure, markets intelligence). Gender mainstreaming in agriculture is a means by which people will have equal access to opportunities in the sector so that all parties can fully benefit from the outputs and outcomes of agricultural value chains.

Despite the gender gaps and challenges in the agriculture sector, the existing opportunities can be used to improve operational efficiency and achieve the expected impacts. In developing this gender policy framework for the Council and its constituent Institutes and Colleges, efforts were made to ensure specific measures to address some of the observed gaps in the implementation of the precursor policy. Accordingly, in addressing the existing gender gaps, the Council will specifically prioritize the following:

- Advocacy and creation of awareness on gender issues at all levels so that all stakeholders have a shared understanding and ownership of the gender mainstreaming process;
- Empowerment of relevant human capital, especially facilitators and people with special needs and women at local levels so that they can actively participate in making decisions in development processes;
- Development of effective partnerships and collaboration to promote gender outcomes;

- Institutionalization of accountability system that are supported by relevant data and information; and
 - Leadership commitment to demonstrate prioritization of gender outcomes.
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Section 4.

The Gender Policy Framework for The Agricultural Research Council of Nigeria System

4.1. Purpose of The Policy

The purpose of this policy is to provide a framework and guidance for promoting equal opportunities, responsibilities and access to resources and benefits among gender in all research, extension, training and other operations of the ARCNC, NARIs and FCAs. This means a deliberate consideration of gender in all stages of program and policy planning, implementation and evaluation.

The scope of the implementation of this policy is in the ARCNC and all the NARIs and FCAs under the direct supervision and management of the Council. The implementation of this policy will extend to all functions, initiatives and collaborations of the Council, NARIs and FCAs.

4.2. Policy Goal

Promote gender equity and equality in agricultural research, training and extension activities to increase the decision-making powers of beneficiaries, as well as enhance productivity, sustainable food security, livelihood and prosperity in Nigeria.

Strategies

- i. Set minimum standards for defining procedures and coordinating programmes at each policy objective level.
- ii. Decentralized gender strategy and implementation framework to address problems specific to each local situation.
- iii. Focus on diversity and inclusion during recruitment process, and training program.

- iv. Establish funding mechanisms for the implementation of the gender policy and strategy by all stakeholders.
- v. Inspire intra and inter institutional collaboration and partnership in the implementation of the policy.
- vi. Strengthen operational approaches for integrating gender consideration into agricultural research, training and extension activities.
- vii. Develop relevant subsidiary strategies as may be required to support the implementation of the policy.
- viii. Create a safe and enabling environment for gender mainstreaming and empowerment.
- ix. Define priority areas for the implementation of the policy objectives.
- x. Set regulations to support the implementation of the policy in all areas within the ARCN, NARIs and FCAs.

4.3. Policy Objectives

4.3.1. Policy Objective 1: Increase integration of gender consideration in agricultural research, training and extension activities

The Council will pay specific attention to mainstreaming gender considerations in technology development, dissemination and capacity building efforts within the research system to address gender gaps. The following strategies will be implemented to compliment those already articulated in the Strategic Plan of the ARCN.

Strategies

- i. Mainstream gender into projects, programmes and portfolios of the ARCN, NARIs and FCAs;
 - (a) Adopt gender consideration as part of the selection criteria for initiatives
 - (b) Address constraints to gender participation in interventions
 - (c) Set benchmarks for gender representation on project and programme teams and beneficiaries of all agricultural research, training and extension activities
- ii. Embrace gender-sensitive planning and budgeting to address inequality;
- iii. Encourage gender awareness in agricultural research and development initiatives;
- iv. Build capacity to support the establishment of long-term expertise within the NARS to enhance its gender integration processes;
- v. Formulate and support programmes and projects that specifically target gender-issues in all functions, initiatives and collaborations;
- vi. Utilize human resources development and recruitment strategy to promote gender diversity and balance.

4.3.2. Policy Objective 2: Increase targeted action to empower the most vulnerable and disadvantaged gender

Strategies

- i. Undertake gender-based knowledge audit to identify gaps and proffer solutions;
- ii. Promote collaborations and networking for women, men and youth empowerment in agricultural research, training and extension;
- iii. Ensure the needs, preferences, priorities and constraints of the most vulnerable groups, especially people with special abilities, young boys and girls, and women, are addressed through interventions that strengthen their economic capacity and promote gender inclusive decision-making;
- iv. Embrace and take actions across all the principles of women empowerment in all agricultural research and training institutions in the Council
- v. Create specific professional development programmes and networks for women to increase opportunities for innovations and differing perspectives in leadership;
- vi. Raise awareness on gender-based discrimination, gender-based violence, glass ceilings and other disempowering issues, their implications, and develop measures to address them through community conversations;
- vii. Establish structures and programmes that provide advisory, trade and information support services to agricultural enterprises and start-ups led by women, youth and people with special ability;

- viii. Improve the quality of service delivery to meet the practical and gender interests of target beneficiaries.

4.3.3. Policy Objective 3: Strengthen Gender Data Management System for better accountability and decision making

Strategies

- i. Identify and deliberately address areas of gender data gaps within the ARCN System especially in all functions, initiatives and collaborations;
- ii. Ensure stronger strategic alignment of gender outcomes tracking to the national and regional levels;
- iii. Increase the availability of relevant sex disaggregated data to strengthen gender accountability and knowledge management at the sub-national and national levels;
- iv. Build capacity and encourage regular collection of useful data to measure and track gender progress in agricultural research, training and extension;
- v. Develop relevant information infrastructure to support gender outcomes within the ARCN system;
- vi. Integrate gender data management system in the overall knowledge management system of the ARCN.
- vii. Apply appropriate tools, techniques and approaches in managing gender knowledge for greater impact.

4.3.4. Policy Objective 4: Strengthen institutional mechanisms to promote gender equality

Strategies

- i. Engage in advocacy to achieve institutional level domestication and popularization of this policy;
- ii. Put governance structures in place at national and institutional levels to promote gender outcomes;
- iii. Support development and implementation of organizational level gender strategy in alignment with this policy;
- iv. Promote accountability at all levels of implementation.

4.4. Principles Underlining the Policy

- i. **Principle of non-discrimination:** *It is an integral part of the principle of equality. It ensures that no one is denied their rights because of such factors as race, colour, sex, language, religion, political or other opinion, national or social origin, property or birth.*
- ii. **Principle of equal opportunity and access:** *Ensures people could compete on equal terms, or on a level 'playing field' for advantaged offices or position.*
- iii. **Right-based approach and empowerment:** *Empowers people to know and claim their rights, increase the ability and accountability of individuals and institutions who are responsible for respecting, protecting and fulfilling rights.*
- iv. **Principle of respect and protection:** *Involves giving serious consideration to the choices of autonomous people, who can*

make their decisions, while people lacking autonomy are protected.

- v. **Evidence-based approaches:** *Integrates objective evidence or results into actions and decisions. It emphasizes data analysis including economic factors and market orientation in policy development, priority setting and strategic planning for agricultural research, training and extension.*
- vi. **Principle of pluralism:** *It is having respect for diversity and promotion of peaceful coexistence. Pluralism in the delivery of agricultural research, training and extension services so that the diverse skills and strengths of a broad range of stakeholders can contribute to publicly supported agricultural productivity operations.*
- vii. **Principle of Do No Harm:** *This has the goal of limiting or preventing any unintended negative impact of an intervention. This means that the course of action should not cause injury, injustice or harm to the beneficiaries.*

4.5. Supporting Subsidiary Strategies for The Policy

4.5.1. Resource Mobilization

- i. *Develop resource mobilization plan to guide resource mobilization effort.*
- ii. *Fund the implementation of the policy and strategies/operational plans using multiple sources (internal and external). The policy document itself should be the primary instrument for resource mobilization.*
- iii. *Secure a budget line for gender related activities (research, training and extensions) at all implementing institutions.*

- iv. Build the capacity of all relevant stakeholders in resource mobilization strategies such as writing winning proposals, advocacy, etc.*
- v. Build accountability mechanisms into resource mobilization.*

4.5.2. Capacity Development

- i. Establish minimum competencies needed to support the implementation of the policy.*
- ii. Carry out competency audits and needs assessment at strategic points in the timeline of the policy.*
- iii. Develop gender competencies through multiple approaches such as exchange programmes to gain hands-on experiences, face-to-face training, blended trainings, online programmes, mentoring, etc.*
- iv. Collaborate to leverage available gender competencies elsewhere in support of the policy.*
- v. Develop and implement an annual competencies development plan.*
- vi. Define the roles of key stakeholders in capacity development.*
- vii. Develop a critical mass of local trainers that will train others for sustainable training plans implementation.*

4.5.3. Data Collection

- i. Identify and define the data needs for the implementation and performance tracking for the policy.*
- ii. Develop and implement a data management plan including data collection protocol and utilization.*
- iii. Develop appropriate tools for data collection and analysis.*

- iv. Train institutional focal points and other relevant stakeholders in data collection and use of the various associated tools.*
- v. Establish the appropriate plans and channels through which data will be safeguarded, transmitted and archived.*
- vi. Collect baselines during the initiation stage of the gender policy and strategy both at national and institutional level.*
- vii. Incorporate a feedback mechanism into the data collection system.*

4.5.4. Communication and Stakeholders Engagement

- i. Ensure regular identification, analysis and healthy engagement with key stakeholders based on their needs as may be determined from time to time.*
- ii. Use multiple media of communication including face-to-face and virtual meetings, official letters/memos, emails, text-messages, social media, telephone and teleconferencing.*
- iii. Ensure official communications and email exchanges should follow the established channel of communication bearing in mind the need communicate the focal points in advance.*
- iv. Give wide publicity to the policy and strategies via print and social media as well as briefs and fact sheets.*
- v. Develop and implement a communication plan to support the policy.*

4.5.5. Monitoring, Evaluation, Accountability and Learning (MEAL)

- i. Mainstream MEAL into the gender policy planning and implementation at all levels and in the functions, initiatives and collaborations in the ARCN, NARIs and FCAs.*
- ii. Develop an M&E Plan to support the implementation of the gender policy and strategy with clear targets, indicators and timelines.*
- iii. Undertake regular monitoring and reporting of the progress of the implementation of the policy.*
- iv. Regularly collect and analyze quantitative and qualitative data on gender issues.*

4.5.6. Guidelines for the Development of Institutional Gender Strategies

- i. Ensure that the development of the institutional sub-strategies is led by the institutional focal points with necessary external support.*
- ii. Align institutional strategies and priorities to the system gender policy.*
- iii. Support institutional strategies with other complementary plans as necessary.*
- iv. Define the clearing and approving procedures and authorities for the strategy.*

4.6. Roles and Responsibilities of Stakeholders In The Implementation of The Policy

4.6.1. The ARCN Headquarters

- Accountable for the policy outcomes and ensuring alignment with higher level policies
- Set the overall policy framework and responsible for the general coordination of implementing the policy
- Supporting the constituent institutions in planning and implementation through provision of relevant templates, capacity building, etc.
- Mobilize resources for the policy
- Integrate provisions of the policy to engagements with all stakeholders
- Periodically reviews the implementation of the policy
- Any other functions that will enhance the implementation of the policy

4.6.2. The NARIs and FCAs

- Responsible for the implementation of the policy
- Ensure the domestication of the policy at their institutional levels as well as the alignment of their programmes and operations
- Adopt/adapt subsidiary strategies to support the implementation of the policy.
- Mobilize resources for the implementation of the policy

- Develop institutional level strategies and plan of action including targets to support the implementation of the policy
- Integrate provisions of the policy into engagements with all stakeholders
- Regularly review the implementation of the policy
- Any other functions that will enhance the implementation of the policy

4.6.3. Other key stakeholders

The roles of other stakeholders will be specified in various memoranda of agreements as may be determined from time to time. However, engagements with key stakeholders will be guided by the provisions of this policy and other regulations within the Council and the constituent Institutes and Colleges.

Section 5.

Conclusion

Conclusion

This policy establishes the institutional framework to promote gender equality in all functions, initiatives and collaborations of the ARCN and its constituent NARIs and FCAs. Accordingly, the Council with all its stakeholders is committed to embracing all relevant principles and taking appropriate actions pursuant to the delivery of the goals and objectives of this policy. The Council recognizes that just like the policy was developed through the participation of all the key stakeholders, the implementation will also be participatory.

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Annex 1:

Women's Empowerment Principles

All businesses stand to benefit from greater equality for women. Embracing and taking actions across all the principles of women empowerment can be used to empower women in the workplace, marketplace and community. The Principles emphasize the business case for corporate action to promote gender equality and empowerment. These Principles are informed by real-life business practices and input gathered from across the globe. These Principles also can inform other stakeholders, including governments, as they engage with business. The Principles are as follows:

- i. Principle 1: Establish high-level corporate leadership for gender equality
- ii. Principle 2: Treat all women and men fairly at work – respect and support human rights and non-discrimination
- iii. Principle 3: Ensure the health, safety and well-being of all women and men workers
- iv. Principle 4: Promote education, training and professional development for women
- v. Principle 5: Implement enterprise development, supply chain and marketing practices that empower women
- vi. Principle 6: Promote equality through community initiatives and advocacy
- vii. Principle 7: Measure and publicly report on progress to achieve gender equality

Note: *These principles are the result of collaboration between the United Nations Global Compact and United Nations Women, and are adapted from the Calvert Women's Principles®. In*

implementing this policy, the principles of empowerment shall be applied to all the disadvantaged gender, irrespective of sexes.

Annex 2:

Logical Framework

Narration	Objectively verifiable indicators	Means of Verification	Assumptions/Risks
Goal:			
1.0. Improved decision-making powers, productivity, livelihood, food security and prosperity	Proportion of beneficiaries with improved outcomes due to gender actions (sex-disaggregated)	Evaluation reports	
Outcomes:			
<p>1.1. Mainstream gender into all the projects and programmes</p> <p>1.2. Empower the disadvantaged gender</p> <p>1.3. Strengthened gender data management system</p>	<p>Number of projects and programmes with gender mainstreaming Reduction in gender inequality among beneficiaries (Target: At least 5 capital projects, programmes or interventions annually; and reduce inequality by at least 25% point by 2030)</p> <p>Women Empowerment in Agriculture Index (WEAI) Proportion of reached disadvantaged individuals empowered by the institutions' interventions (Target: At least 10% youth and people with special ability [both sexes inclusive]; and at least 35% women)</p> <p>Number of gender indicators being tracked (Target: At least 6 gender indicators of national relevance being tracked*)</p>	<p>Annual reports Project and programme reports</p> <p>Survey reports Initiatives reports</p> <p>Survey reports Activity reports</p>	<p>Sustained commitment in terms of funding, rules and other actions, to gender outcomes at the highest level.</p> <p>Continued implementation of gender initiatives.</p> <p>No security breakdown or political instability.</p>

1.4. Strengthened institutional mechanisms for gender outcomes	Proportion of institutions with strengthened mechanisms (Target: All institutions establish or strengthen at least one (1) additional mechanism biennially)	Institutional reports	
Outputs:			
1.1.1. Implemented gender mainstreaming strategies	Number of institutions implementing at least 2 of the gender mainstreaming strategies	Institutional implementation reports	Availability of funds for the implementation of the various strategies at all levels. Continued management support and buy-in. Strong commitment to the principles underlying the policy.
1.1.2. Implemented empowerment strategies	Number of institutions implementing at least 2 of the gender empowerment strategies		
1.1.3. Implemented gender knowledge management strengthening strategies	Number of institutions implementing at least 2 of the gender data management strategies		
1.1.4. Implemented institutional gender structures strengthening strategies	Number of institutions implementing at least 2 of the institutional gender structures strengthening strategies		

*** Gender indicators of interest include** - Proportion of men and women engaged in agriculture with access to financial services; Proportion of adult agricultural population with ownership or secure land rights over agricultural land; Proportion of farmers having access to Agricultural Advisory Services; Growth rate of the proportion of Minimum Dietary Diversity-Women; Proportion of rural women that are empowered in agriculture; Percentage of youth that is engaged in new job opportunities in agriculture value chains, etc.



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