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**SNV TANZANIA**

**GENDER REVIEW**

**PROJECT REPORTS**

**APRIL 1996**

**VOLUME 2**

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## INTRODUCTION

This is volume 2 of the report of the gender review of SNV Tanzania, conducted between January and April 1996.

Volume 1 contains the main report of the gender review and the operational strategy, and this report, volume 2, contains the individual project reports.

There are 14 project reports and they are placed in alphabetical order. They are not completely uniform, because they are part of a process in which many people have been involved (the projects, partner organizations and the review team). The report for TIP for example, is longer since the review process in TIP was done per district, so in total 6 TIP district-projects were reviewed. The planning advisor in Mpwapwa was not around during the review, so that project is not included here. The review of TGNP was done as part of defining the existing capacity at programme level (internally and externally), and is part of the main report, volume 1.

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# **BUILDING ADVISOR**



## Gender review of Building programme

The building programme has a rather unique place within SNV's programme as it consists of one person (expatriate male) who works as a designer and building supervisor in areas where a (SNV) need arises.

The building advisor participated in the initial discussions with the MDP programme and the team conducted an individual interview with him.

As mentioned above, the building advisor usually designs buildings, employs a contractor and supervises the building activities. In some instances he supervises the building activities of for example a classroom, which is to be build by the communities. To a very limited extent the building advisor is involved in training activities.

Gender issues have not been part of the programme design, nor are any strategies developed to ensure gender issues are taken care of. The objective of the building programme is not very clear, nor is its target group. The programme operates within a nearly totally male dominated sector (construction) and would have needed a large amount of extra effort to ensure gender issues were catered for. This has not been done at the design stage and consequently gender issues have not been taken care of. Where contractors are hired to do the job, the building advisor has a limited say in who is employed on site. As common in the building industry, these are nearly exclusively men. As far as building activities in the villages are concerned, the building advisor does have some influence over who becomes part of the building committee and who is responsible for which part of the job. Common practice is that women are the minority in these committees and that they are responsible for gender specific tasks, like collecting water.

Few options were discussed to improve this and to ensure that women are not only used as cheap labour, but that they are also part of the decision making process. For example, it could be enforced that each building committee should consist of at least 50% women; if transport is made available for the construction it could also carry water and not only stones, etc.

A strong argument for involving women in building committees is that women in general are less mobile (men go where income opportunities arise, while women typically stay on and around the farm) and this is especially true in Maasai area, where (young) men move with the cattle, while women and children (and older men) remain behind. Besides, women are generally responsible for the welfare of the children, which includes education.

The **support needs** in terms of gender issues were expressed as a one-two hour discussion once every three to four months, especially to share ideas.



**CULTURAL TOURISM  
PROGRAMME**



## **Gender review of Cultural Tourism programme**

### **1.0 Project Description**

The Tourism programme is still in its initial stage. It was conceived in 1994 with as its main objective to:

"build up a framework that can facilitate the development and promotion of cultural forms of tourism from which the local people can benefit in a decent way."

The main components being:

- to assist local people to develop cultural tourism modules that meet with the interest of tourists and
- to promote the cultural tourism modules to tourists and tour operators, so that they will be included in package tours to Tanzania.

The programme operates as an independent unit with close cooperation with the Tanzania Tourist Board (TTB).

SNV gives financial and human support. The human support is in terms of a coordinator (expatriate male).

### **2.0 Gender issues at project level**

The ultimate aim is for local people to gain benefits from tourism, this is formulated in a gender neutral way, based on the assumption that both men and women would like to benefit and that both men and women will benefit from the programme. No strategies are laid out that to ensure this will actually happen.

The target group can be any individual or group that is committed to the development of cultural tourism and who has, or can easily acquire, the necessary skills.

Various criteria have been developed during a workshop which the programme tries to adhere to. Gender is one of the criteria and it is mentioned that women must get a profit out of the activities they are responsible for.

The present coordinator is aware of gender issues, and sees many of the things he does (in regard to addressing gender issues) as 'common knowledge' and 'normal' practice.

### **3.0 Gender issues in implementation**

The main activities of the Tourism programme so far focused around the identification of tourist attractions, the identification of the interest amongst tour operators and a beginning has been made with the development of modules (packages).

In practice a few strategies have been used to ensure women are also incorporated in the programme and receive some of the benefits, like the specific request for boys and girls (school drop-outs) who have interest to become guides; the emphasis that income from cooking should be for those that cook. Another example came from the target group and that is to give a present rather than cash to the hosts and ensure that the present is within the woman's domain and thus benefits the whole household (like tea and sugar, instead of for example a torch or a goat).

At present women are mostly operating in the more traditional women's domain; i.e. cooking. Two out of the five guides doing walking safaris are women. The major hindrance for women to be in a leading role is the language: it is necessary to be able to speak English, which only few women in the rural areas can.

The initial contact with the target group has been through other (SNV) projects and through male contact persons. An effort can be made to include for example the gender officers in TIP and other female staff in the field, who might have different ideas and views about potential tourism developments and contact persons.

Tourism is a sector in which there are abundance opportunities for women to benefit.

Monitoring and reporting is not yet developed as the programme is still in its very initial phases.

#### **4.0 Concluding remarks/Future plans**

The tourism programme has a great potential to ensure women and men gain an income from tourism. It will remain important to ensure that the strategies to be followed are part and parcel of the programme, and are specified in the project design. If the programme grows, in terms of more staff, a concerted effort is needed to ensure the staff will be balanced in terms of gender.

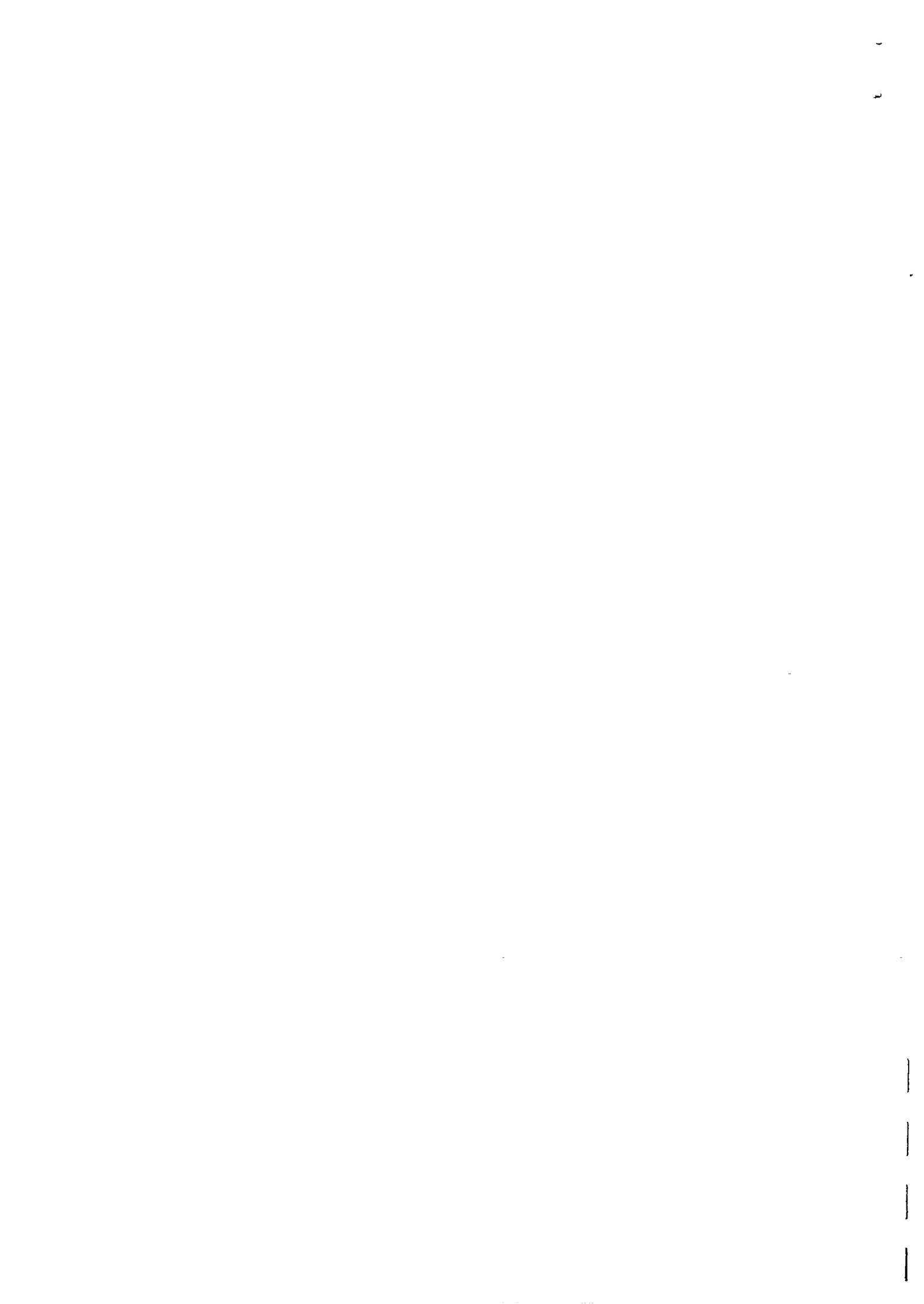
#### **5.0 Support needs**

Share ideas on a regular (once every half year) basis.

**DDS-DCT**

**DEPARTMENT OF  
DEVELOPMENT SERVICES**

**DIOCESE OF CENTRAL  
TANGANYIKA**



## **Gender review of the Department of Development Services (DDS) Diocese of Central Tanganyika (DCT)**

### **1.0 Project Description**

The work of the DCT includes medical, educational and community services as well as development assistance through the DDS. SNV's input to the DDS is the funding of a Management Advisor, Mary Kabelele, to strengthen all management aspects of the Department's work including planning and information systems, human resource development and financial control.

The approach of the DDS is to develop area-based programmes based on community needs, in three districts where the DCT is active, namely Kondoa, Dodoma Rural and Urban. The overall objectives are to raise the standard of living of the people by stimulating development activities and to empower the community to participate in its own development process. Interventions are multi-sectoral and the number of programmes has recently increased rapidly. The programme proposal is usually based on a study phase including PRAs and community needs assessment. The proposal is submitted to donors for funding, after approval from the Diocese. The programme is run by a field-based coordinator with the DDS being responsible for monitoring and financial control as well as training support.

Management and financial control, support and training and Women In Development have been identified as areas which require improvement and strengthening.

### **2.0 Gender Issues at Policy and Programme Levels**

In recognition of the important roles women have in the church and society, the DCT has prioritised women as a target group. Women's church groups (Umoja wa Wanawake ki Kristo - UWAKI) has involved women in various development activities.

As a result of previous experience which showed that women were inadequately reached by development programmes, the DDS has recently (about a year ago) organised a Women and Development section and appointed a WID coordinator, Pendo Nyanda. In addition, programmes have or will have a Community Development officer whose responsibilities include gender sensitization.

At present, the DDS emphasizes reducing women's workload, improving their income generating opportunities and their decision-making power at the household, village and diocese level. One of the first tasks of the WID coordinator was to carry out a study of the strengths and weaknesses of existing women's activities and propose strategies for more adequately reaching and involving women in development. This resulted in a Women's Policy Plan which includes sensitization of church leaders, programme staff and villagers, as well as support to women's agricultural production, vocational training, income-generation and other projects.

The main approach is to promote activities for women with a view to reducing the "gender gap", that is, a women's component within areas where the DCT operates. However, a gender policy is planned which would include this "policy plan" but also focus on how to further integrate women into mainstream activities.

### **3.0 Gender Issues in Management**

- ◇ Since SNV's input into the DDS is in terms of a management advisor, gender issues in Mary Kabelele's work were discussed. This included ways in which Pendo and Mary can coordinate and strengthen their activities, given that Mary also has training in women and development.

There are nine members of staff in the DDS at headquarters, of which four are women. The posts for Director and Programme Officer are vacant at present but likely to be filled by men. Of nine programme coordinators in the field, only one is a woman. A possible recruitment policy was discussed which encourages women to apply and all else being equal, appoints women in favour of men.

Since Mary will be advising on planning and monitoring systems, the need for gender-disaggregated needs assessment, definition of activities and monitoring systems was emphasized. This might mean practical input on how Terms of Reference, Job Descriptions and Planning and Reporting Guidelines are drawn up.

One of the key issues discussed was Pendo's workplan and time use, in terms of how much she should focus on gender integration into programme planning and how much on developing women's projects. This needs to be discussed with the Director and all the staff of DDS so that her role is clear and her ability to influence programming increased. Gender sensitization for church leaders is contained in the Women's Policy Plan. If possible, staff training plans should include training on gender-sensitive planning for Programme Coordinators and Community Development Officers assigned to the programmes.

### **4.0 Gender Issues in Implementation**

At present, although programme formulation is done on the basis of a community needs assessment, a much greater number of men than women are consulted and involved, so that activities tend to respond to the concerns and needs of men. Nevertheless, significant attempts have been made to incorporate women in mainstream activities, for example, in a credit scheme for the purchase of dairy cattle where it was stipulated that beneficiaries should be 50% men and 50% women. Another example is the animal husbandry project where men benefit from training for cattle and women for poultry.

DDS staff showed a high level of awareness of gender issues in development and the constraints which women face in participating in and benefitting from development interventions, which include cultural factors, less capital and a heavier workload in relation to men. The WID coordinator had examples of how men had spent their wives' earnings on personal leisure activities.

The participation of equal numbers of men and women in committees at the village level has been encouraged, although it was not possible to assess the level of achievement of this strategy.

The Review team was able to visit three women's projects in Mvumi. The first was a zero-grazing dairy cattle project where a cow has been purchased (part loan, part contributions) for a women's group (42 members) based on an existing church group. The women have a rota system to care for the cow and the milk is both used for the family and sold, with the proceeds divided. The group came over as organised and cohesive, with structures and simple systems for accounting in place. The second was a grain bank project where four women have raised money from storing and reselling groundnuts and have been able to make enough of a profit to buy and keep pigs. The third project was a small kiosk selling basic provisions and school materials, run by three women. They constructed the kiosk themselves, pay a young man to run the store and have put their profits back into the business so that their stock is now much larger than when they began. The latter two groups have not been given material support but have responded to ideas for income generation.

The Review team visited successful women's projects but were told of problems facing Women's Economic Groups including conflicts within the groups, lack of capital and expertise. It is important to note that the groups constitute a very low proportion of women in the villages.

## **5.0 Summary of Constraints and Strategies**

The main overall constraint that the DDS faces at the current time is the lack of implementation capacity, since the number of activities has multiplied rapidly. If the number of staff is not to be increased, the planning and definition of responsibilities and priority tasks becomes even more important. In relation to gender-related activities, it has to be decided how much time the WID coordinator gives to implementing WID components in projects (eg training at village level) and how much time she spends on attempting to mainstream gender concerns at programme level. The DDS already has experience at successfully including women and men in a number of projects. For example, women's control of assets has been increased by stipulating that a large livestock project should have 50% women and 50% men and their access to skills has been increased in an animal husbandry project where men benefit from training for cattle and women for poultry.

At the policy and programming levels, gender-related constraints and strategies discussed with project staff are summarised below.

Constraints	Recommended strategies
<p>Women's projects only reach a low proportion of women villagers.</p>	<p>Strengthen attempts to include women in area-based programme activities by developing more gender-sensitive needs assessment, planning and monitoring of activities.</p>
<p>Negative attitudes to women increasing their access to assets and decision-making, on the part of some church leaders and parts of the target group.</p>	<p>Gender sensitization, gender analysis and planning using practical and participatory training methods.</p>
<p>Programme coordinators almost exclusively male</p>	<p>Adopt a positive recruitment policy for women</p>

## 6.0 Support Needs

The main support need identified was for skills building, namely training for the WID Coordinator in gender analysis and planning skills so that she can run more practical training sessions for staff, church leaders and target groups identified in the Policy Plan.

**DFE**

**DIRECTORATE OF FIELD  
EDUCATION**

**DODOMA WING**



## **Gender review of the Directorate of Field Education (DFE); Dodoma wing**

### **1.0 Project description**

In 1990 the Directorate of Field Education (DFE) Dodoma wing decided to direct its attention to support Women Economic Groups (WEGs). This decision was due to the fact that many cooperatives in Dodoma region were bankrupt and inactive (they were their main target groups). Furthermore, the WEGs were falling among the target groups identified in both the long and short term objectives of the institution.

The long term objective of DFE is to promote and/or support, through education and training, cooperatives and other self-help organizations to improve the functioning of their groups/society etc and to work more effectively towards their self-reliance. DFE works in cooperation with other partner organizations. It has trained WEG in SSIPDO & DCT - DDS Programmes.

### **2.0 Gender issues in project formulation**

In 1990 DFE conducted a participatory rural appraisal survey to establish the training needs of poor women who had already established Women Economic Groups (WEGs). The Survey aimed to identify the needs of women in respect of their ability to improve the economic activity they were involved in. No questions on gender relations were included in the survey instruments. A training programme was designed to meet the identified needs.

The target group for DFE already organised WEGs of 4 or more members or poor women who submit their requests - either through their own efforts or supporting organizations. There are about 51 WEGs in Mpwapwa, Kondoa, Dodoma Urban and Rural districts which are benefiting from DFE training programme.

The objective of the project is to enable WEGs to improve their economic venture by acquiring skills and get access to capital. DEF - Dodoma Wing has 3 senior staff, one man two women. It has 17 animators/trainers 8 women 9 men from community development, cooperatives, agriculture and livestock departments.

The level of the gender awareness of senior staff is high, they have attended several workshops. Animators/facilitators also have had gender awareness training. They require skills in analysis. No one is responsible for gender issues due to the nature of the project.

The planning of activities, monitoring and reporting procedures followed the same pattern on WEG - economic activity hence did not incorporate other dimensions which had not been targeted before.

### 3.0 Gender issues in project implementation

Lack of skills and capital by poor women is linked to DFE activities. The major activities which DFE is embarking on are training and administering a credit facility to women in a Revolving Loan Fund. The project has trained 17 animators/trainers (8 women, 9 men) in Training of Trainers skills; 51 WEG with a total of 720 members have been trained in group management, basic business management and marketing skills.

Fourty two loans have been given out (maximum figure 100,000/=) and out of these 24 loans have already been repaid.

Other benefits as mentioned by women in the WEGs during the field visits, Matomondo women group (SSIPDO project area) and Jitegemee WEG in Mvumi Makula. (Also some of the observations were made by other women and men who are not members of the WEGs who were interviewed by the review team). The acquired skills by women in WEG enhanced business management of their enterprises, increased marketing competence and business expansion. e.g. Jitegemee Women in Mvumi Makula. Solidarity among group members had increased.

The training coupled with increased income have raised the social and economic status of women. These women have become more self-confident and proud, they are self-assertive, they are able to speak out without hesitation.

Women who are not in the women's groups have seen the profit of WEGs and would like either to join the existing WEGs or form new groups but some due to time constraint find it difficult to organize themselves to form new groups.

More harmony has been observed between husbands and wives who are within the WEGs as the husbands see the profit which women bring at home.

Husbands attitude towards women in women groups is changing and they are allowing their wives to participate in WEGs; Women and men in Matomondo (SSIPDO) and Mvumi Makula said this change has been due to the fact that men are appreciating that women are bringing income in the home.

Some husbands are also changing attitude towards women's workload they are now supporting women in doing some of the domestic chores when women are attending WEG activities, especially that they have seen their wives bringing profit/benefit to the household from the group work.

WID separate is the strategy used; and has documented training materials relevant to the subject matter. Require simple extension materials for gender awareness creation.

Women's training needs are changing from group organization to demand in skills training in business management.

#### **4.0 Constraints and strategies**

These constraints and strategies were discussed by female and male DFE staff and women in groups during the discussions.

- Larger groups of WEGs have organizational and management problems.
- Most of activities of groups not viable - mostly are agricultural - depend on rain fed hence poor harvest in drought spells.
- Lack of banking facilities in rural areas;
- Husbands preventing women to participate in WEGs
- Lack of simple training materials on gender issues

The strategies used to address these problems are:

- The project has encouraged women to work in smaller groups;
- Women are advised to choose viable activities;
- DFE handling credit facility;

#### **5.0 Support needs**

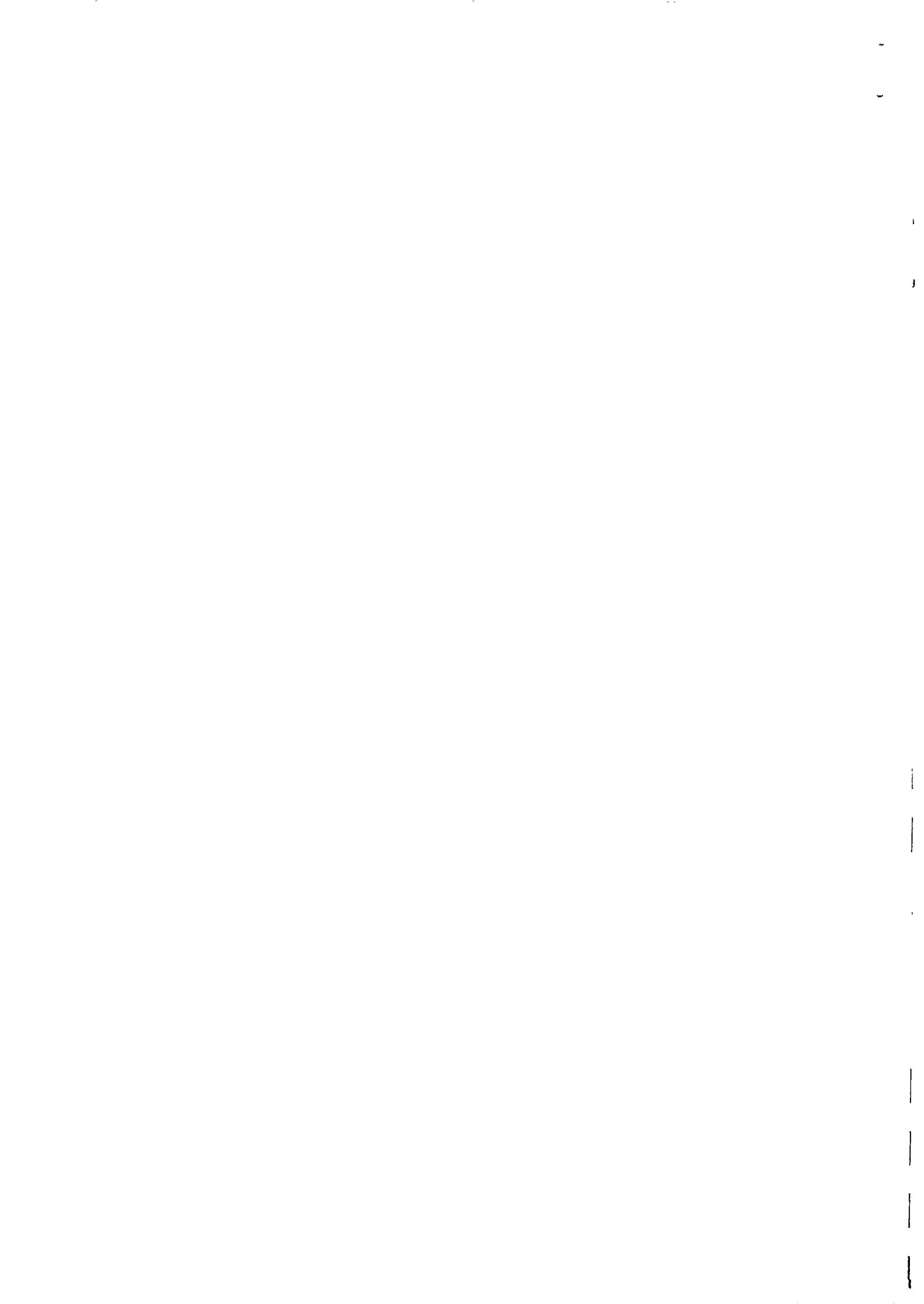
Skills: Gender analysis and planning skills.

- Tools: (i) Simple extension training materials for gender analysis training at the village level.
- (ii) Live case studies of successful interventions on gender integration.

#### **6.0 Conclusion and recommendations**

DFE has a potential to influence change in gender relations through the training it is conducting if gender awareness could be included in the training package.

Where women get benefits from WEGs husbands are supportive. Such examples could be used to sensitize husbands who prevent their wives from participating in WEGs.



**DLUMP**

**DODOMA LAND USE  
MANAGEMENT PROJECT**



## **Gender review of Dodoma Land Use Management Project (DLUMP)**

### **1.0 Project description**

The Dodoma land Use Management Project (DLUMP) was initiated and formulated by the Regional Lands Development Office as a response to a need for Land husbandry. Mvumi Division was chosen as a pilot area after the total livestock de-stocking of 1986. The project was intended to cover 13 villages but due to resource constraints was implemented in two villages only, Mzula and Iloilo. The initial phase of DLUMP was from August 1991 to December, 1994. The second phase is two years from November, 1995 to 1997. The overall aim is to prevent desertification through Land use planning and management. The main project activities are land use planning and land husbandry.

### **2.0 Gender issues during project formulation**

Several participatory socio-economic and physical surveys were conducted. The methodology involved women and men to get their views. The formulation process was done in a general way, was not based on the needs of women and men. The target group is farmers/inhabitants of Mzula and Iloilo villages.

The long and short term objectives are set in a gender neutral manner, they do not have quantitative and qualitative targets, equality objective had not been included therefore is not operationalized.

There are six project staff, four women and two men. Leadership and management positions are held by women. All project staff have high level of gender awareness. Two of them had attended gender training workshops. During the discussions they said that they felt each one had a responsibility to integrate gender into project activities but lacked adequate skills to facilitate the process. The responsibility for gender integration is assigned to a Community Development officer who is attached to the project.

Planning, monitoring and reporting are done in a gender neutral manner without indicating the needs of women and men which the project intervention was meeting/achieving except in few cases e.g. in decision making committees, and land allocation.

### **3.0 Gender issues in Project implementation**

Wagogo are patrilineal, men own and control family land; women have use rights only. Inheritance is through male members of family. Project activities on land administration and land husbandry link with land ownership issues if women and men have to participate and benefit.

The project intervention has involved and benefitted more men than women.

	Women		Men
Decision making (VC, VLUMPC)	50%		50%
Contour bands	10%		50%
Zero grazing	10%		90%
Insitu composting (Tomato production)	44%		56% & Boys
Land demarcation and allocation)	12%	(Mzula)	88%
	13%	(Ilolo)	87%
Leadership & management training		no data available	
Tree planting		no data available	
Increased cash income		no data available	
Acquired skills in land husbandry		no data available	

Other benefits discussed by women and men during the meetings are increased cash income opportunities (pig production), capital originating from insitu composting (tomato production). At least 22 families have bought corrugated iron sheets and expect to build better houses this year. Some husbands/men have changed attitude towards women's heavy workload, they do some of the activities when women are involved in other productive activities e.g. marketing tomatoes in Dodoma. It is said that cases/complaints on violence against women have been reduced. Land use plans enabled villages to have play grounds, cemenry area, etc.

The strategy used is Gender and Development. The approach used is a step by step. PRA was used later on during project intervention. Tools used included structured questionnaires. The project staff are now documenting the methodology used in DLUMP.

#### 4.0 Constraints and strategies used

The constraints and strategies used by project/target groups were discussed during the meetings.

Constraints identified were:

- Lack of skills in gender integration;
- Less participation of women in decision-making from household to wider community;
- Lack of ownership and control over land by women;
- Less cash income by women to meet household demands
- Heavy workload of women;

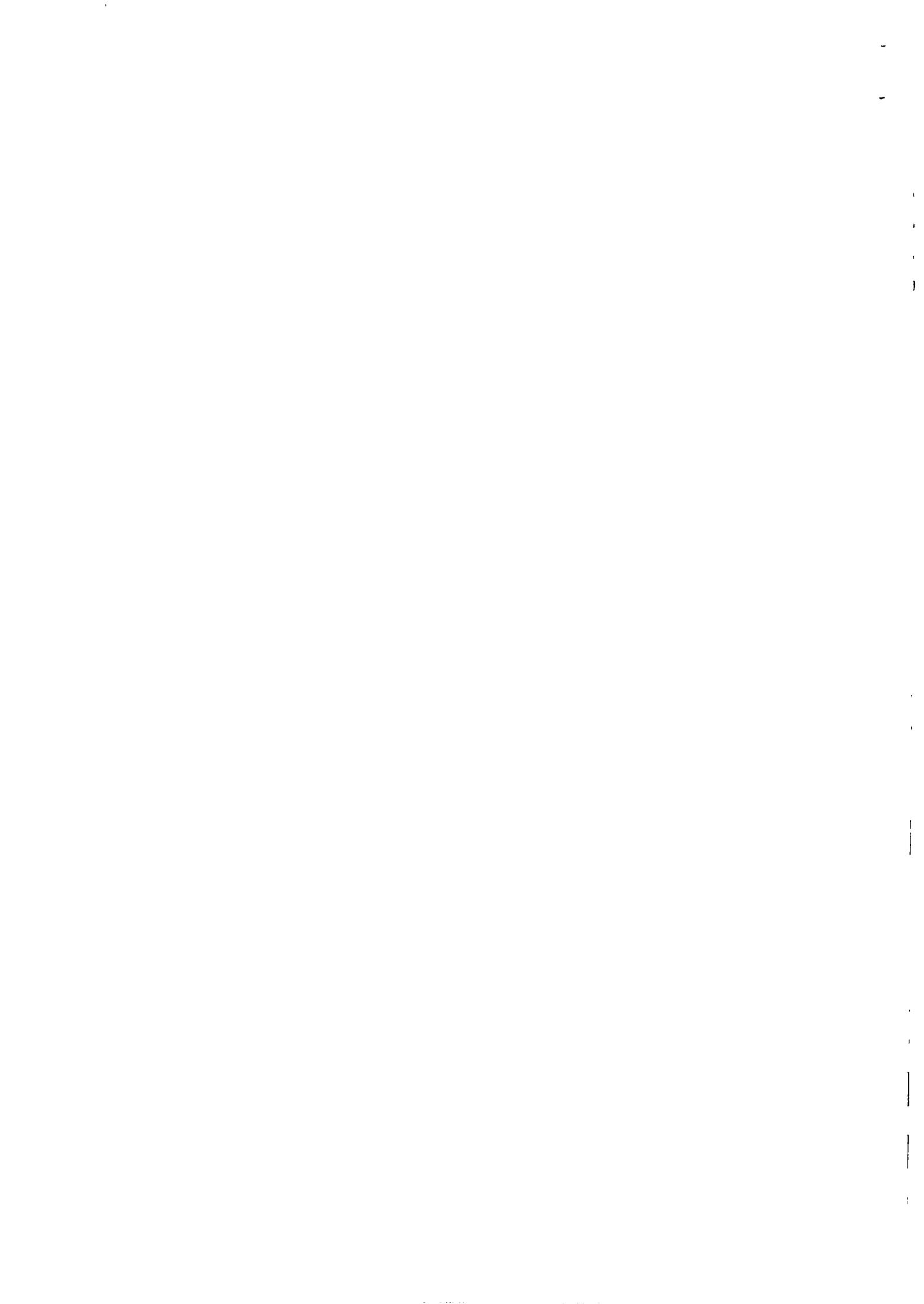
Strategies used by the projects and target groups included to attach a Community Development Officer to the project and be responsible for Gender integration; animated men to change their attitude towards women involvement in decision making; some women allocated land; some men changing attitude and allocating land to their daughters; some men started using income for the benefit of all family members; some help women to perform some of the domestic tasks when women are busy doing other tasks.

## **5.0 Support needs**

- Gender analysis and training for all project staff.
- Gender awareness to women and men at village level; (request from villagers).
- Community Development extension staff should be stationed at the village/ward level. (request from villagers).

## **6.0 Conclusion and recommendation**

A systematic gender analysis could have enabled the project to implement some activities which were not included. For example, improved cook stoves. The problem on fuel wood is acute and fuel trees take time before they are harvested to solve the problem. Apart from GAD, a WID integration strategy could increase the opportunities of getting, more women in project activities/benefits.



Gender analysis of DLUMP intervention (Mzula and Iloilo villages)

Key area/Resource	Project activities	Results for women	Results for men
Land ownership	Land demarcation and title deeds	Of total, 12% are women in Mzula and 13% in Iloilo	Of total, 88% are men in Mzula and 87% in Iloilo
Decision making/ leadership	Mobilise general village meetings Organisation of committees Leadership training for committee members	Women and men are equally represented on the major committees: Environment cttee, Village land use management & planning cttee	Women and men are equally represented on the major committees: Environment cttee, Village land use management & planning cttee
Skills/Technology	Training in construction of: Contour bands In situ composting Dairy husbandry Tree planting Management	8 women trained 16 women trained 1 woman trained	8 men trained 20 men trained 9 men trained
Income (Production)	Improve agricultural practices Improved animal husbandry Insitu composting resulting in pig keeping	Increased agric production on family land Increased milk and butter (1 woman) production	Increased agric production on family land Increased milk production
Women's heavy workload	Tree planting Construction of Chikanga road	Fuel wood in future Improved transport	Improved transport



A. Division of labour: Activities done by women and men in DLUMP project areas - Iloilo and Mzula villages

Activity	Women	Men
1. Production and Income related activities	<ul style="list-style-type: none"> <li>• Agricultural activity (rainy season)</li> <li>• Clean farms in dry season</li> <li>• Local beer brewing</li> </ul>	<ul style="list-style-type: none"> <li>• Agricultural activities (rainy season)</li> <li>• Selling of tomatoes (dry season)</li> </ul>
2. Domestic/home management and child care	<ul style="list-style-type: none"> <li>• Food provision</li> <li>• Water collection</li> <li>• Fuel wood collection</li> <li>• Cleanliness</li> <li>• Child care</li> </ul>	<ul style="list-style-type: none"> <li>• Some men used bicycles to support women in water + fuel wood collection because water facilities were very far away.</li> <li>• Building/home repair</li> </ul>
3. Community managing	<ul style="list-style-type: none"> <li>• Neighbourhood support</li> <li>• Community based development activities</li> </ul>	<ul style="list-style-type: none"> <li>• neighbourhood support</li> <li>• Community based development activities</li> </ul>
4. Policies/Decision-making	<ul style="list-style-type: none"> <li>• Women were not attending public meeting; even when they did, they could not talk.</li> <li>• Women were neither members nor leaders in village governments, and sub-committees.</li> </ul>	<ul style="list-style-type: none"> <li>• Men used to participate in public meetings</li> <li>• They were members and leaders in village government and other sub-committees.</li> </ul>

B: Access and control over resources by women and men DLUMP project area

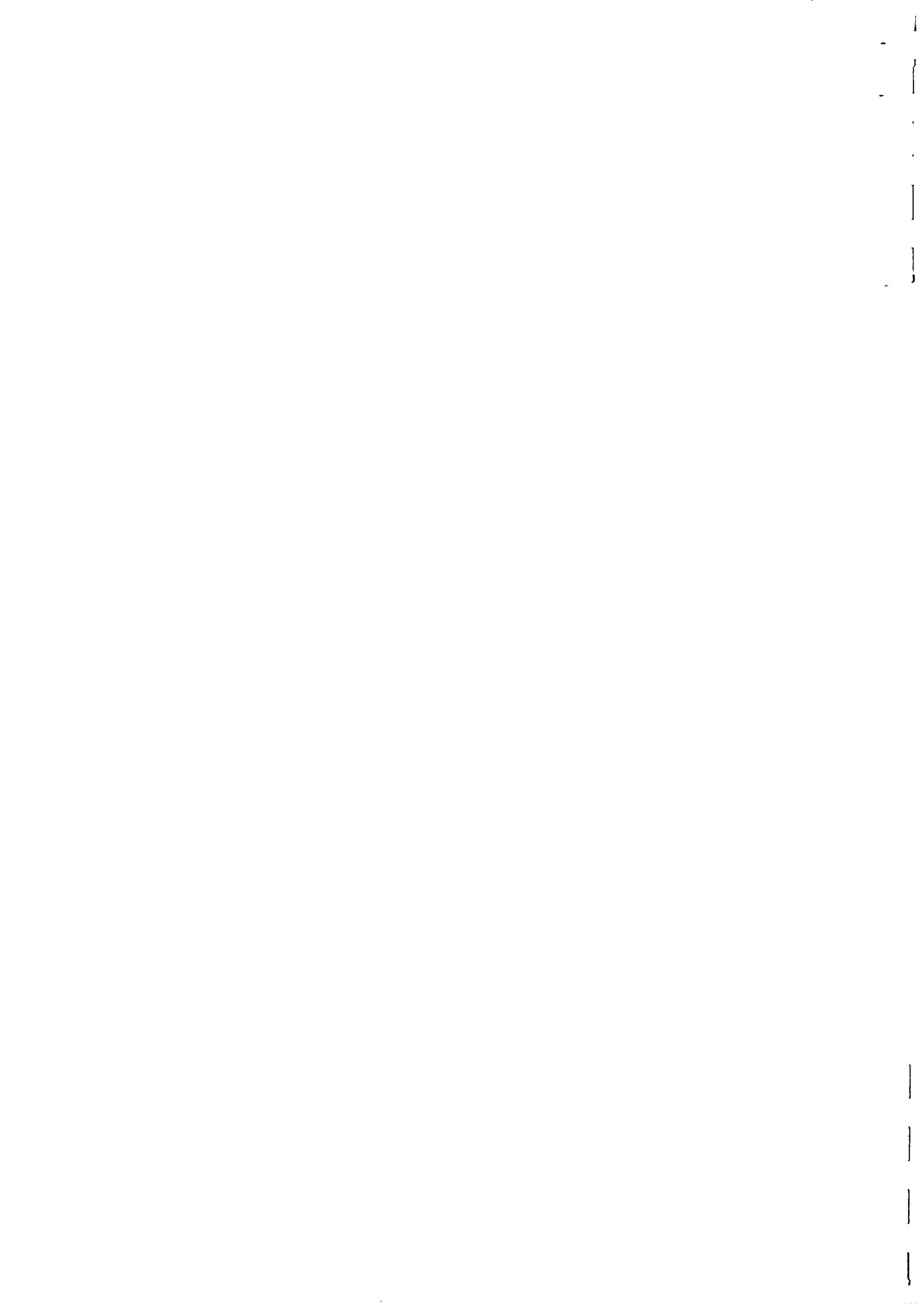
Type of resource	Access	Ownership & Control
Land	Women usufructuary rights	Men ownership and control over clan + family land
Livestock de-stocked by previous project		
Agricultural produce	Women have access to food crops for domestic consumption only	Men control food crops for domestic consumption. Excess agricultural produce + tomatoes for cash income
Cash income		Men had limited cash from sale of tomatoes Women control limited cash from sells of local brew.
Education, knowledge, skills and technology	Primary school level for the younger generation, not much skills + technology only traditional	Primary school for younger generation, not much skills + technology
Labour	Women access to their own labour + children's labour	Men access to their own labour, women; labour.
Time	Women tight daily schedule, no time to rest	Men light schedule, have time to rest time.
Information	Women's tight schedule and heavy work load - lack time to get information through radio	Men get access to information through radio, meetings and extension services.
Water facility	Available; women and men have access to water	
Health facility	Women + men have access to Mvumi hospital although it is a bit far away.	
Infrastructure	Chikanga road bad but shot-cut to enable women and men market excess produce in Dodoma town.	

C Needs of women and men

Needs of women	Needs of men
<p>Participation in decision making from household to community level.</p> <p>Ownership of land and other resources</p> <p>Reduction of the heavy workload</p> <p>Increase agricultural produce under their control</p> <p>Increase cash income under their control</p> <p>Availability of basic needs within the communities. e.g water, health facilities and milling services.</p>	<p>Improved agricultural production increase cash income.</p> <p>Improve general standard of life</p> <p>Improve Chikanga road to facilitate marketing of agriculture produce.</p> <p>Change of attitude towards:</p> <ul style="list-style-type: none"> <li>- Women participation in decision-making</li> <li>- Men helping women to perform some of the domestic tasks.</li> <li>- Women to control some of family assets e.g. land, cash income, etc.</li> </ul>

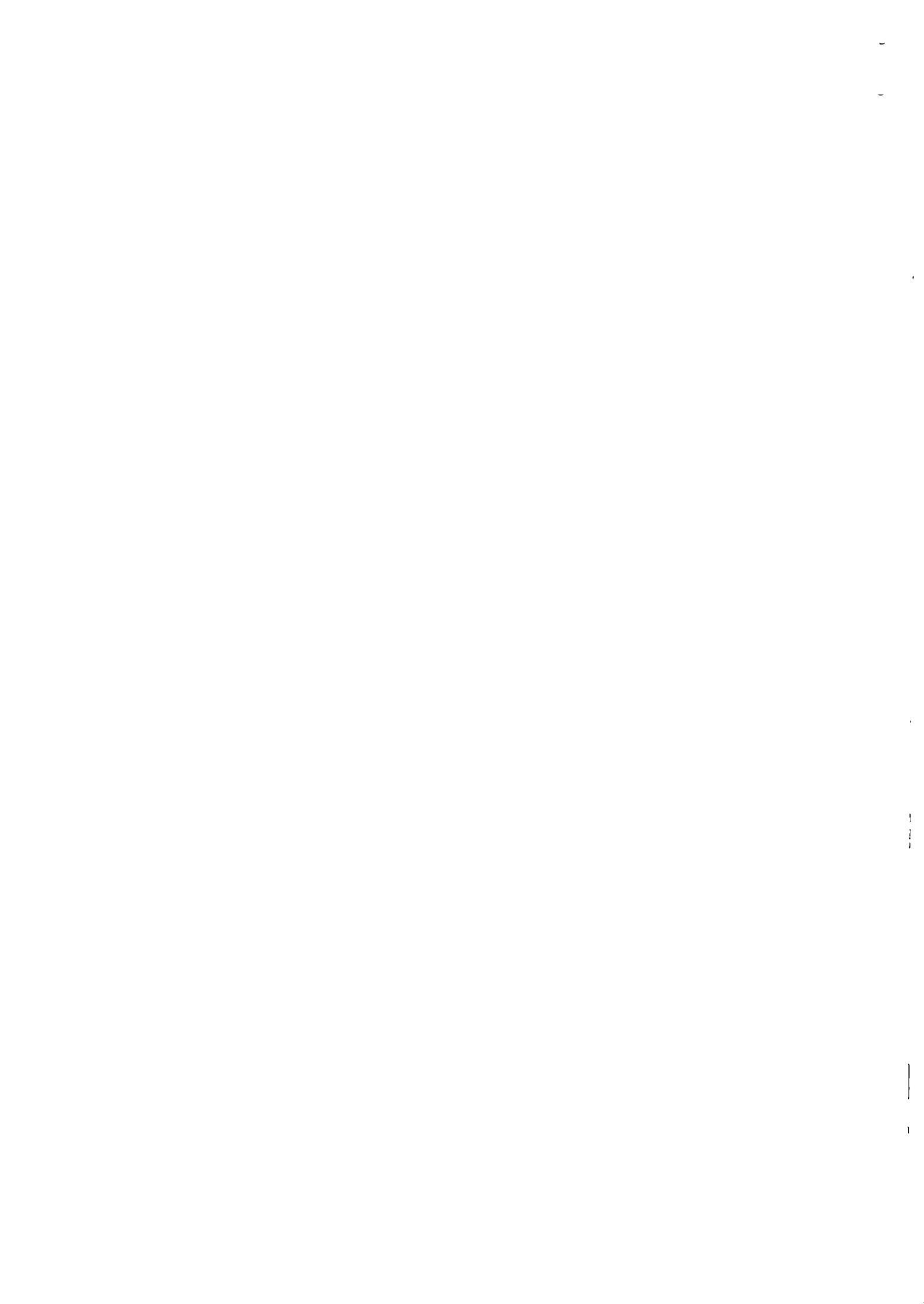
D Gender related problems

- Less participation of women in decision making.
- Lack of ownership and control over land by women.
- Women heavy workload.
- Lack of control of agricultural produce.
- Less cash income.
- Lack of basic services.



**DONET**

**DODOMA ENVIRONMENTAL  
NETWORK**



## **Gender review of the Dodoma Environmental Network (DONET)**

### **1.0 Project Description**

The overall objectives of the network are to facilitate information exchange and coordination between agencies working on environmental issues and to strengthen people's involvement in conserving the environment.

The immediate target group consists of organisations (NGOs, government departments and others) working in this area, although the ultimate target group is the population of Dodoma region. The project began at the end of 1995 and current membership of DONET already comprises 13 institutions and 73 individuals.

The main activities of the project are:

- a. awareness creation through radio programmes and publications (Mazingira Yetu and Msitu).
- b. networking including meetings and seminars
- c. institutional development and administration
- d. research (not yet initiated).

Monitoring indicators include feedback from radio programmes and publications as well as people's increased participation in conservation activities.

SNV's input is restricted to supporting a project advisor.

### **2.0 Gender Issues in Project Formulation**

The founder members of DONET initially felt that their activities would reach both men and women. The objectives, target group and monitoring indicators are therefore not disaggregated by gender. Interestingly, targeting young people is mentioned within project objectives, in order to enhance environmental concerns in the future.

It is stated within the project proposal that the activities of DONET will be gender-sensitive, although this inclusion was mainly a response to donor concerns that issues concerning women and the environment would not be addressed. However, there is no indication of how activities will be made gender-sensitive.

Only one of the founder members of DONET is a woman and the project document explicitly states a concern to recruit more women to the Executive Committee and to employ a female journalist. The assumption is that the female journalist will make the publications pay attention to women and the environment.

### 3.0 Gender Issues in Implementation

As networking began in the form of meetings and workshops, it was noticed that few women participated or volunteered for the various committees that were being set up. Similarly, no women contributed articles for the publications. The possible reasons identified during this gender review were that women were a minority in NGOs, government and other projects, so that the pool to draw from was more limited than for men; women faced greater time constraints than men because of their domestic responsibilities and possibly lacked confidence. The main response of the project team has been to involve Domitilla Bashemera, from the Institute of Rural Development Planning on a part-time basis to study the problem and come up with strategies.

The Executive Committee now has two women members of the total of ten. It has been impossible to recruit a female journalist since there are few women in the profession and they tend to be concentrated in Dar-es-Salaam. The publication "Mazingira Yetu" (1500 copies) are sent to member organisations for dissemination. It is expected that technical staff and extension workers will have access to it. These are likely to be predominantly male. Although the publication has a "women's page" at the end, Domitilla felt that DONET is not yet showing clearly how women contribute to and are affected by environmental degradation, nor how women are going to benefit from conservation activities.

The radio programmes are just beginning (two so far, weekly programmes are planned) but it is hoped to include farmers voicing their concerns. So far, one male farmer has been invited to the programme. Feedback will be invited from listeners. The experience of the Agricultural Information Centre in Kenya may be useful to the project, where programmes are formulated on the basis of simple, action-oriented research with male and female farmers, and where gender relations have been identified as topics for inclusion by women. The timing of programmes has been guided by the women farmers' access to and time available to listen to the radio.

Information is the main resource provided by the project but at present, the immediate target group (NGOs, government departments and environment-related projects) is predominantly male. The content of the information is not gender-sensitive, in that it does not address the differing roles, needs and constraints of women and men in relation to the environment.

DONET has worked on a coordinated DODOMA Environmental Action Plan (accepted by government) which is in its final stages. The reviewers were told that the plan is not gender-sensitive in that it is "general".

Two members of the project team, Domitilla and Job have had some type of gender training. However, the seminar which Job attended at Sokoine was rather academic and did not include practical gender analysis and planning.

#### 4.0 Summary of Constraints and Strategies

This is a recently initiated project and the constraints identified by the project staff so far have been the lack of participation of women from member organisations and the lack of an available female journalist. The response has been to assign Domitila the task of studying the problem and suggesting ways forward and current attempts to recruit a female broadcaster for the radio programmes.

The table below summarises points raised in discussion with project staff with recommendations from the reviewers.

Gender-related issues and constraints	Recommended strategies
Lack of participation of women in meetings/ workshops/ committees	Find out <u>why</u> , encourage and adjust timing/ support accordingly
Female journalist not available	Attempting to recruit a female broadcaster for radio programme
Content of publications and radio programmes may not respond to concerns of both men and women	<p>Project team to identify different ways men and women are affected by environmental issues with Domitilla's help</p> <p>Base radio programmes on research with men and women farmers and include both sexes on programmes</p> <p>Utilize links with Gender Network recently set up in Dodoma</p>
Few women on DONET Executive Committee	Continue to encourage, seek support from Gender Network
Current monitoring plans do not disaggregate the target groups by sex	Identify numbers of men and women as well as issues which affect men, women or both.

#### 5.0 Support Needs

Support needs identified by project staff include:

- \* Practical information on gender and environmental issues
- \* Information on the work of the Agricultural Information Centre in Kenya
- \* Practical gender training for project staff
- \* Training materials on gender and environmental issues which could be used with member organisations



**DOVAP**

**DODOMA VILLAGE  
AFFORESTATION PROJECT**



## **Gender review of the Dodoma Village Afforestation Project (DOVAP)**

### **1.0 Project description**

Dodoma Village Afforestation Project (DOVAP) was launched in 1987 and Implemented in two phases, the first one 1987 - 1990 in 8 villages and the second phase from 1992 to 1995 in 6 villages in Dodoma Urban and rural districts.

The broad goal is to prevent environmental degradation. The main project activities include protection and conservation of forests, soil, water and other related activities.

### **2.0 Gender issues in project Formulation**

Participatory baseline survey was done in a general way without being dis-aggregated on gender basis. The target groups were contact farmers, schools, village leaders, women's groups.

Objectives were set in a gender neutral way; lacked quantitative and qualitative targets; 'Equality' was not considered.

The project consists of 11 Senior Staff ( 2 women and 9 men.) Leadership and management positions and all technical profession are held by men. All project staff have awareness of gender issues. They attended a workshop in which gender issues was one of the subject area. They do however need additional gender analysis skills. The responsibility for gender Integration is given to the WID officer who is attached to the project.

Planning, monitoring and reporting of most activities is done without disaggregation on the basis of women and men, except where women groups are involved.

### **3.0 Gender Issues in Project Implementation**

The gender issues within the sector DOVAP operates in, are not clear. For example land ownership and control is under men. Environmental protection and conservation activities were not clearly defined, including how women could participate while ownership and control over land was under men.

Relatively more men than women seem to benefit of project activities.

All village extension workers are men, were trained in forestry extension skills, men own and control land. They were given skills in making contour bands, pasture production involved in planting mostly timber trees (for building & selling, some men planted fuel trees too) -agro-forestry practices.

Men have access to extension services; hence an ability to increase agricultural productivity. Women have only use rights on land. They were involved in fuel wood and fruit tree planting. Some women were refused by their husbands to plant trees, because of previous

negative experiences with HADO. The trees women planted were meant to reduce their workload in fuel wood collection and food/fruit provision for the family. Women groups were involved in making improved cook stoves. They had access to credit and training.

The Village Environmental Committees had 50% women and 50% men.

Women and men in the decision making committees and the women groups had access to workshop/seminars and study visits.

Other benefits gained from the project intervention include men's change of attitude towards women's workload. Some men help women to collect fuel wood/burn charcoal for domestic consumption because trees are nearer homesteads. The strategy used is gender and development, together with WID integration. The tools used were participatory methods.

#### **4.0 Constraints and Strategies**

Project level:

- lack of skills
- gender integration left to one department/sector
- more male than female staff

Target group level:

- Women's lack of ownership of and control over land
- Women's heavy workload
- Low participation of women in decision making structures
- low rate of submission of proposals originating from women
- Reaching women through women groups leave out many women

Strategies used by the project to address the above problems are:

- Employed a WID officer
  - Trained staff in gender awareness
  - Women given land through women's group
  - Fuel wood collection activity targeted through fuel wood tree planting and improved cooks stoves
- Strategy proposed by review team
- Identify potential women leaders and encourage them to join/run for position in leadership and decision making.

## 5.0 Support needs

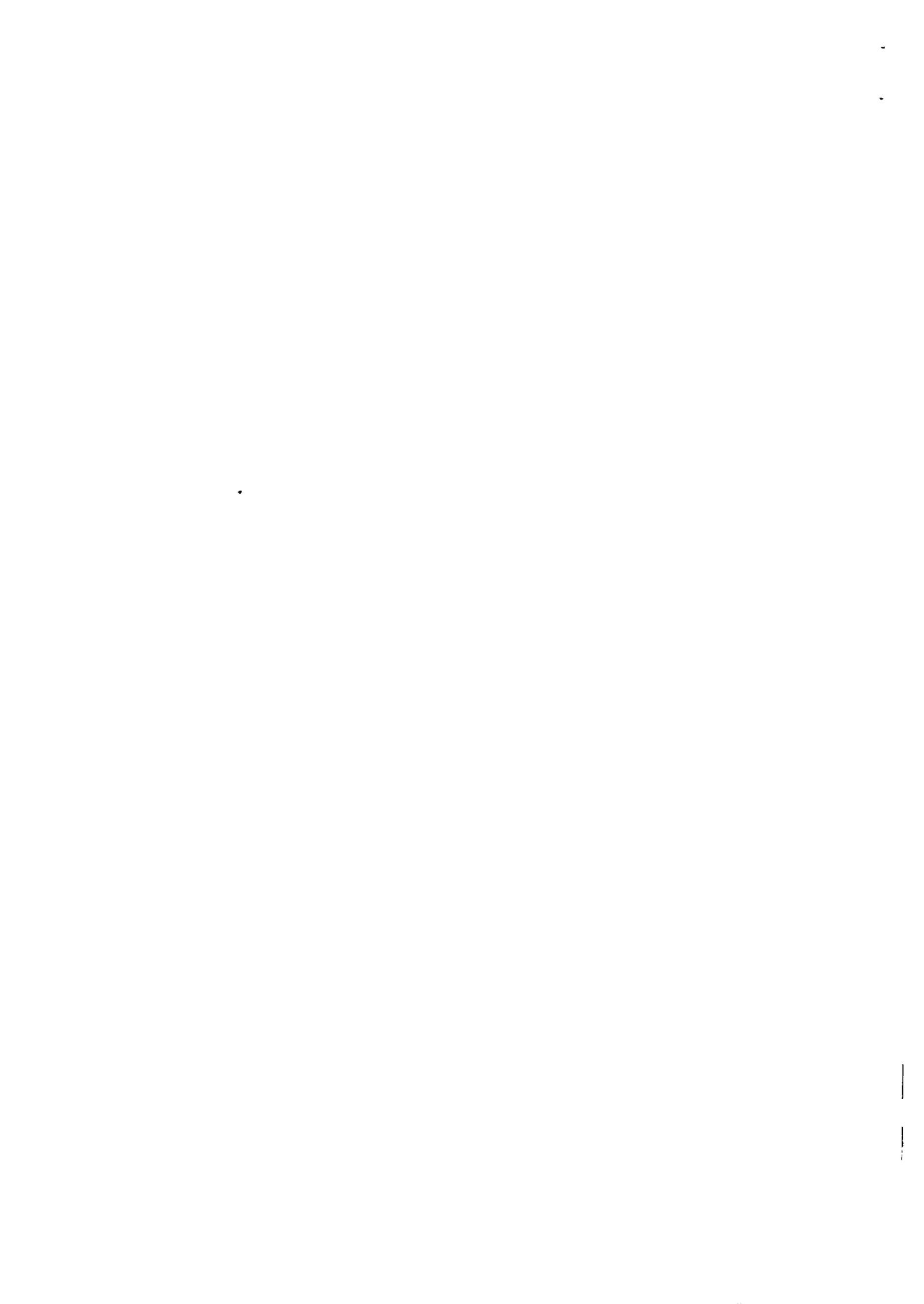
The following support needs were identified in a final meeting with project staff

Skills:

Training in gender analysis and planning skills for all project staff;

Tools:

- (a) Training materials in gender analysis (including case studies and video shows of live examples);
- (b) Gender sensitive guidelines on how to integrate gender into the development process;
- (c) Gender sensitive monitoring indicators;
- (d) Information, case studies, documents on successful attempt on gender integration.



**FAIDA - SEP**

**FINANCIAL AND ADVICE IN  
DEVELOPMENT ASSISTANCE  
FOR SMALL ENTERPRISE  
PROMOTION**



## Gender review of FAIDA

### 1.0 Project Description

The FAIDA programme became operational in 1994 with (at present) as its main objective to:

"contribute to economic growth with human development through providing support to entrepreneurship development activities in order to increase incomes and employment opportunities in FAIDA programme target areas."

This objective is narrowed down to **business support systems** for the target group, which include a savings and credit scheme, a business advisory centre and a business management training centre. In the long run it is aimed that these support systems will become self-financing. SNV gives financial and human support. The human support has been in terms of eight staff members (six local of which three female and two expatriate, both male). Furthermore four business advisors (two male, two female) working on piece work principles and four business promoters (two male, two female), working part-time, are involved in the programme.

In December a gender advisor worked with the FAIDA team for three weeks to assist FAIDA with incorporation of gender into their programme. The review therefore concentrated on gender issues at project level (formulation, planning etc.) and did not go into many details of implementation, but rather put emphasis on the operational plan of 1996. For details around gender issues in FAIDA we refer to the report of the gender advisor of December 1995.

### 2.0 Gender issues at project level

The objective specifies economic growth, with human development, women are not specifically mentioned as part of the target group. The 1996 operational plan has included specific objectives on gender issues, per module. This is partly a direct result of the gender advise that was concluded two days before the operational plan was finalised in December 1995.

For 1996 the objective is operationalised into services: client services, and development and support services. Specific activities are mentioned under these services, and although number of clients to be reached are mentioned in the text without any gender specification, the number of men and women to be reached are mentioned later in the detailed plan of action.

The two main elements of the objective: economic growth and human development, seem to receive different attention within the programme. The economic growth part (job creation, raising income, etc.) is the main focus of the programme, with clearly spelt out objectives, indicators and activities, while human development seems to come as an afterthought.

The objective and its operationalisation, is based on the assumption that with economic growth, human development will follow. The flaw at the root of this argument is, that it only considers the total wealth that might be created, but does not consider how that wealth might be shared. The economic growth with human development may slowly become maximum production for a few instead of improved living for many. Women, typically will not be amongst those 'few'.

The target group of FAIDA operates within Small Scale Enterprises (SSE), Micro Enterprises (ME) and Income Generating Activities (IGA). The latter being the activity dominated by women, while in small scale enterprises few women are found. Initially FAIDA's main target group was to be marginal entrepreneurs (project document of 1993), the focus now is mainly on small scale enterprises (enterprises with 5-30 employees).

It could be argued that if gender issues were taken seriously in the (re) formulation of the strategic plan that this change of focus could not have been justified. The argument to concentrate on small scale enterprises at the expenses of marginal entrepreneurs is that the former would have a higher growth potential. The question remains whether supporting one small scale enterprise with say 20 employees, is preferred above supporting 20 marginal entrepreneurs. From a gender perspective and from SNV's overall perspective of "increasing the social, economic and political empowerment of groups of poor, discriminated and oppressed people in developing countries", ('On the Right Track'), the latter option would have to be chosen.

Initially a 'locational approach' was used to reach and assist entrepreneurs. This was abandoned in 1995 as it was said not to be economically viable. This locational approach, however, might have been a viable approach to reach (less mobile) women.

Gender issues (as part of the human development objective) is supposed to be within everybody's responsibility. The programme has gone a far way in ensuring gender issues are dealt with at all levels and all staff seem to be well aware of gender specific issues. The emphasis on economic principles, however, has tended to push gender issues to the background. An active policy has been followed to employ 50% women where-ever possible (e.g. nearly 50% of the core staff is female, and 50% of the outreach workers are women), resulting in a balanced sex ratio amongst the staff, which is a component towards working on a gender sensitive approach.

As a large part of FAIDA's programme evolves around training, the training advisor has in practice been the staff member most responsible for ensuring gender issues are incorporated in the programme.

Monitoring and reporting is sex dis-aggregated.

### **3.0 Gender issues in implementation**

The main activities FAIDA has so far focused on are:

- Business promotion
- Business management, training and advice
- Technology advice
- Finance/credit scheme (not yet operational)

In practice FAIDA has been less 'strict' with its focus on SSE, business principles and cost recovery measures, than the documents suggest. A step by step approach has been used involving a wide variety of entrepreneurs, among whom, especially in the initial promotion workshops, a large percentage were women, while some technical exchange visits also have attracted many female participants. The aim is to be left with the entrepreneurs 'with growth potential' and to further focus on these, who will then also need to pay substantial amounts for the services rendered by FAIDA. Women are rarely among the entrepreneurs 'with growth potential'.

A major measuring stick for FAIDA's products is the preparedness by entrepreneurs to pay. This again might be a hindering factor for women to participate: they might not be willing to pay: either because they simply can not afford the time and/or the money, or because they do not see the products as relevant to their problems.

In the SSE, it has been difficult to attract clients, and especially female clients. The cost of reaching women (time and money) is mentioned as something jeopardizing FAIDA's business principles. For a full analysis of gender specific issues in business we refer to the report of the gender advisor of December 1995. In general, the basic problems that hinder women's participation in the micro-enterprise sector are not addressed at present.

No baseline study was done to identify specific gender issues in micro-enterprises and/or to identify in which businesses women are more represented.

It is said that research has shown that IGA's do not grow into micro enterprises, this might, however, be exactly because of specific constraints facing women which have not been researched properly. Probably there are a number of IGAs that could grow into micro enterprises if given the chance.

Besides other sectors, FAIDA is intentionally concentrating on horticulture and food processing as activities within these sectors have a great potential to attract female entrepreneurs.

### **4.0 Concluding remarks/Future plans**

FAIDA has put substantial effort in trying to ensure gender issues are dealt with. The main bottleneck seems to be the strong focus on micro-enterprises and the strict application of the so-called business principles. Within this constraint a major step has been taken to incorporate gender issues in the 1996 operational plan. A concerted effort

is needed regularly to ensure gender issues are not 'forgotten' or not paid attention to because of the 'business principles'.

To aim for an equal sex distribution amongst the FAIDA clients seems over ambitious given the present focus 'entrepreneurs with growth potential' and the present micro-enterprise environment. To increase the percentage yearly, starting from e.g. a minimum of 20% female owned enterprises seems more practical, however an extra effort will be needed to ensure women are reached and can gain from the services offered by FAIDA. This extra step should be a well worked out strategy, which will need support in terms of time and money from the whole programme.

The specific gender objectives as suggested by the gender advisor in December, i.e.:

1. Reach present female owned enterprises (20%)
2. Promote women in non-traditional enterprises in sectors with growth potential.
3. Increase benefits of women in male enterprises
4. Increase relative number of female owned enterprises.

can be an entry point to ensure gender issues are taken care of. These will need to be agreed upon and activities and steps formulated on how to reach these objectives need to be formulated.

## **5.0 Support needs**

- Workshop on the implementation of the checklist as developed by the gender advisor.
- Support to develop qualitative indicators which include gender specific issues
- Regular support/gender expertise to provide 'checks and balances' for all modules and to ensure gender issues do not dissipate to the background.

**KIRDEP**

**KONDOA INTEGRATED RURAL  
DEVELOPMENT PROGRAMME**



## **Gender review of Kondoa Integrated Rural Development Programme (KIRDEP)**

### **1.0 Project description**

Kondoa Integrated Rural Development Programme (KIRDEP) is a community based programme with a duration of 4½ years, from June 1993 to December 1997. The programme is implemented as a joint venture between Kondoa District Council (KDC) and SNV. The project catchment area is 50 villages in Bereko and Goima divisions.

The overall aim of KIRDEP is to contribute to people's capacity for self-sustained development.

The main programme activities are sub-divided and implemented by three working groups under the direction of the KIRDEP management team:

- TUWAMO: Attached to the department of Community Development; responsibilities include gender-sensitive Participatory Village Appraisals (PVAs) for the definition of priority areas for action and more recently, community action plans.
- ALLFORM: Comprise the technical/productive sectors - responsible for support to activities in agriculture, livestock, land, forestry and natural resources management;
- ESUSE: Comprise eight support sectors: water, health, education, infrastructure, culture, trade, works and KDC administration.

KIRDEP has defined five main outputs to be achieved:

- (a) Improved planning and implementation capacity at district and target group level;
- (b) Community Oriented Projects implemented;
- (c) Strategic projects identified and implemented;
- (d) KIRDEP strategy and objectives refined/reviewed;
- (e) KIRDEP Support office function and services fully established;

### **2.0 Gender issues in project formulation**

The initial process of problem identification involved a limited number of the target group (only elected councillors) and identified "the rural population especially women" as the target group of KIRDEP. In 1994 gender concerns began to be considered in the programme activities. The Community Development Advisor initiated the process and TUWAMO conducted Participatory Village Appraisals (PVAs) based on the roles and needs of women and men. The PVAs have been done in 18 villages and the process is still being carried out in other villages.

One of the long term objectives is "empowerment of the target group with a special emphasis on the role of women .....". The short term objectives are translated into yearly targets. In 1996, one of the objectives is:

"To further strengthen and consolidate the process for gender sensitive planning and especially implementation and monitoring of community based activities...."

Although the reduction of gender inequalities was not operationalised at the project formulation stage, for example, in terms of setting targets for men and women's participation in and benefits from project activities, the process of integration has begun to develop during implementation.

KIRDEP and KDC have more male than female staff. All leadership and management positions are held by men (KIRDEP management team; Heads of department in KDC). The functional manager's positions are held by 70% men and 30% women. In each of the three working groups there is one male and one female coordinator.

In general, staff have a relatively high level of gender awareness. A few members of each working group attended a gender planning workshop conducted in 1994 and a follow up workshop in 1995. The training imparted some practical skills and TUWAMO has been able to utilize the skills during the PVAs, for example use of a gender specific activity profile, termed the "daily calendar". However during discussions with the Review team, members of staff indicated that they required more skills to enhance their capacity to integrate gender into their sectoral activities. The CD Advisor and KMT had already identified this need and are planning a training in the near future.

The responsibility for gender integration is seen as TUWAMO's although it is not clearly stated in their roles and functions. All members of ALLFORM and ESUSE felt that each one had a direct responsibility to integrate gender concerns into their sectoral activities. They requested to be strengthened in skills so that they could better undertake the process.

KIRDEP management team is very supportive to gender integration and has the final responsibility.

TUWAMO has been setting gender specific targets in the planning of its activities. For example, they stipulate that at least one third of the people who come to meetings and participate in other activities should be women, and preferably 50% women and 50% men. Except beekeeping and forestry in ALLFORM, the rest of the activities in this group and ESUSE activities do not show how many men and women are to be targeted in their activities. In reporting most activities, the number of work days put in by women and men are indicated. However, the reasons for and the implications of the low input by women are not explained. Qualitative indicators e.g. the level of participation in meetings, are not used.

### **3.0 Gender issues in project implementation**

More men are involved in the different programme activities and benefit compared to women both at project and target group level. 27% women and 74% men were involved in skills training to improve planning and implementation capacity at district and village levels. 52% women and 48% men participated in an English training course.

At the target group level, the majority of women are involved in TUWAMO activities and in service provision (ESUSE) which does not give them income while the majority of men are involved in the productive and income related sectors (ALLFORM).

(i) TUWAMO activities

33% - 50% women and 50% - 66% men participated in TUWAMO organised meetings, PVAs and other activities.

(ii) ALLFORM activities

- Land use plans: skills in demarcation and construction of irrigation canals; contribution of women and men was 28% and 72% work days respectively.
- Promotion of wood and charcoal saving stoves involved 61% and 39% work days of women and men respectively.
- Tree planting - number of women and men not indicated;
- Private tree nurseries - number of women and men not indicated.
- Improvement in bee-keeping methods; appropriate bee hives, marketing skills, etc. involved and benefit 25 women and 85 men.
- Soil and water conservation skills involved 49% and 51% work days of women and men.
- Access to agricultural inputs (improved seeds to women and men) and oil pressers to women only.

(iii) ESUSE activities:

- Implementation of village water supplies in 9 villages. Involvement of women and men was 26% and 74% work days respectively. Water supply contributes to reduce women's workload in water collection activity.
- Rehabilitation/completion of 17 classrooms, 8 offices and 9 teachers houses. Involvement of women and men in collecting building aggregates was 40% and 60% work days respectively.
- Rehabilitation/completion of health facilities.

In some sectors, the links between gender issues and the activities were clear to the staff and in others this was not the case. For example, health and nutritional information is still mainly directed towards women who are primarily responsible for day-to-day food provision and health care in the home. However, men tend to control household incomes and if such information was directed at them, it might have a positive impact on the household.

The strategy used has mainly been Gender and Development (GAD), trying to involve women and men in all activities. A few women are also starting to organise themselves in women's groups e.g. in SAKAWI irrigation group. Such groups increase the chances of more women to benefit from project activities. The approach steps used are:-

- (i) PVA - problem identification, priority ranking;
- (ii) Community Action plans - indicating activities, actors, when activity will be implemented. etc. (Sectors: ALLFORM, ESUSE to give support when CAP are made)
- (iii) Submission to KIRDEP
- (iv) Agreement between Village + KIRDEP
- (v) Implementation

TUWAMO has used a participatory methodology during the PVAs. These include role plays, traditional songs, riddles, 'Chapati' introductions, walking, map drawing, daily (gender) calendar and seasonal calendar, case studies, semi - structured interviews, villagers facilitating or doing presentations, checklists, Questionnaires. These techniques should be documented and shared.

Other benefits through the project interventions, as discussed with women and men in Mirambo, Mrijochini and Songolo villages are:-

- (i) The PVA, particularly the daily calendar (daily activities of women and men) and voters education (CIVIC) had great impact on men regarding women's workload. Some men have started helping women in collecting water and taking children to distant health facilities using bicycles.
- (ii) Water facilities in village has reduced women's time in water collection; there is more time for couples to spend together, hence harmony is increasing.
- (iii) Outreach from health facilities; distant villages are going to get services from qualified health personnel through outreach services.
- (iv) Women and men spend less time in getting health services.

#### 4.0 Constraints and strategies

The constraints and strategies were discussed with the female and male project staff and community members in the areas visited. They were identified as:

- lack of systematic gender integration (analysis, objectives, targets, activities, etc.)
- less access to income and income generating activities by women.
- less participation in decision making by women.
- women's heavy workload.
- lesser access/control over land and other resources.

The strategy planned by KIRDEP Management to address the systematic gender integration process is through staff training. The training is planned to impart skills and enable project staff to draw up gender sensitive work plans. This process should intensify the links between TUWAMO and the other working groups. Also the use of gender desegregated data available from other departments (e.g. Planning section within the Community Development Department) could be of advantage to the programme.

In order to increase women's access to income and income generating activities, the productive sectors (ALLFORM) could set targets to reach women in their operational plans. In some villages, women's groups are being organised e.g. in the irrigation activities in Hurui and Sakawi villages. Men (husbands/fathers) could be sensitized to provide opportunities for women to have income under their control.

To increase women's participation in decision making, TUWAMO has used several strategies, including awareness raising among women and men on the necessity of involving women in decision making; setting targets for the involvement of women in the decision making committees; continued insistence on the involvement of women in

meetings/committees; flexible timing to match with women's availability for meetings; flexible use of vernacular language which is appropriate to women; female project staff have been seen as role models by women and men at the village/target group level; training in communication and leadership skills if necessary.

Some of the project activities have focused on reducing women's heavy workload for example:- water supply - reduce women's walking distance for water collection; fuel wood saving stoves and fuel wood trees - reduce women's walking distance in fuel wood collection; health facility -reduction of women's walking distance to health facility for routine MCH and treatment services for themselves and children; reduction of women's time at health facility due to increased number of staffing and improved services; reduction of visits to health facility due to community outreach work by health facility personnel; sensitizing women and men on sharing workload has been achieved through the Participatory Village Appraisal (PVA)s and "Voter's Education" (TGNP/KIRDEP). Boys and girls could also be targeted to share workload.

## **5.0 Support needs**

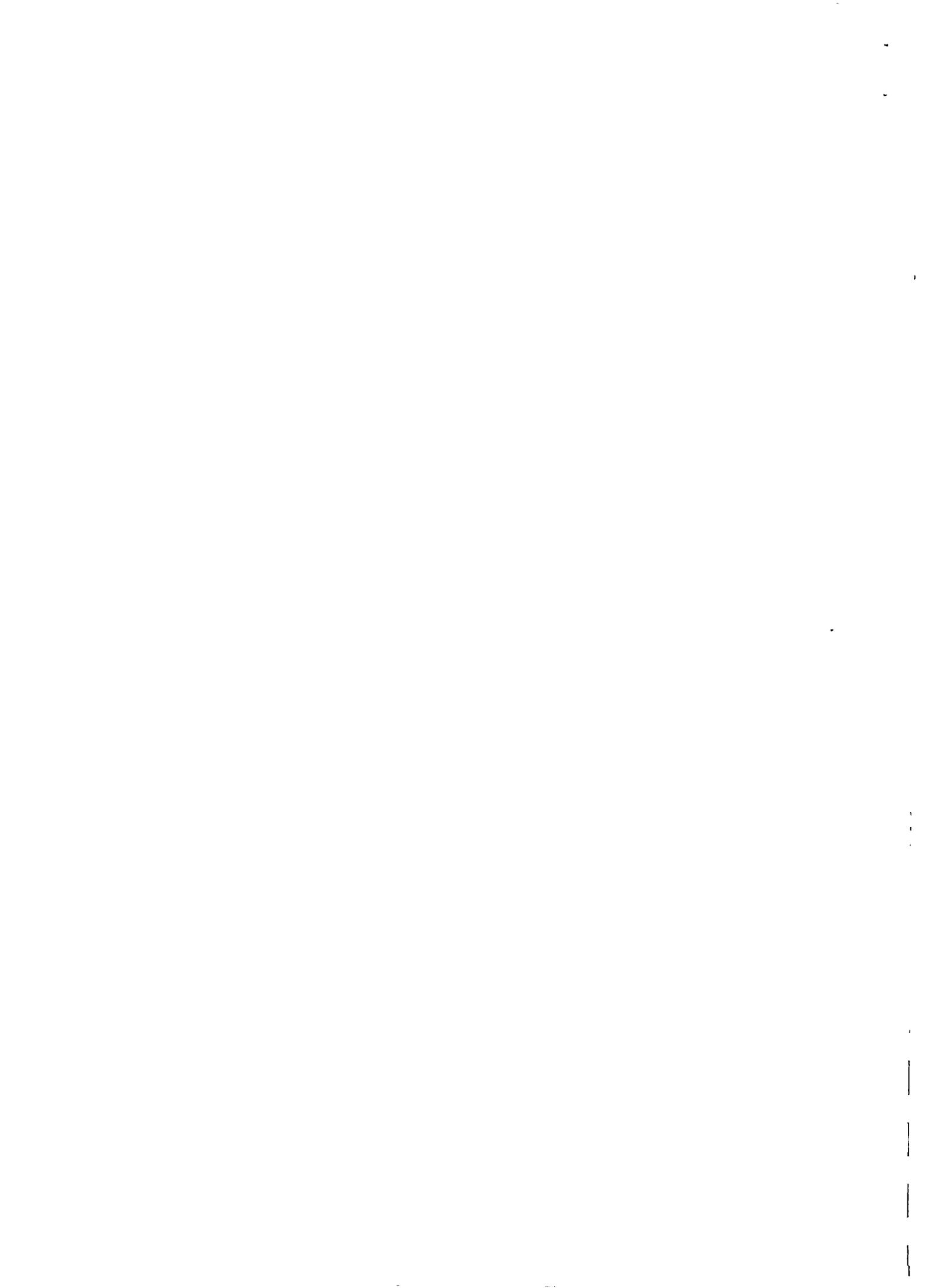
- Gender analysis and planning training;
- Gender sensitive guidelines for project planning.

Annex 1: Summary of constraints and strategies; KIRDEP

CONSTRAINTS	STRATEGIES
<p><u>At project level</u> Lack of a systematic integration (analysis, objectives, targets, activities, monitoring)</p>	<p>(i) Staff training (ii) Intensify links between TUWAMO and other working groups; (iii) Link up/use "gender disaggregated" data from Planning Section of the Department of Community Development and other departments.</p>
<p><u>At target group level</u> Less access to Income and Income Generating Activities (IGA) for women</p>	<p>(i) Set targets for women (ii) Sensitize men (iii) Possibility of using Women Economic Groups.</p>
<p>Less participation of women in decision making</p>	<p>(i) awareness raising among women and men on the necessity of involving women in decision making; (ii) set targets for the involvement of women in the decision making committees; (iii) continued insistence on the involvement of women; (iv) flexible timing to match with women's availability in meetings; (v) flexible use of language which is appropriate to women; (vi) female project staff have been seen as role models by women and men at the village/target group level; (vii) training in communication and leadership skills if necessary.</p>
<p>4. Women's heavy workload</p>	<p>Some of the project activities have focused to reduce women's heavy workload for example:</p> <p>(a) water - reduce women's walking distance (b) fuelwood saving stoves and fuelwood trees - reduce women's walking distance in fuelwood collection; (c) health facility - reduction of women's walking distance to health facility for routine MCH and treatment services for themselves and children; • reduction of women's time at health facility due to increased number of staffing and improved services; • reduction of visit to health facility due to community based service provision by health facility personnel. (d) Sensitizing women and men on sharing workload has been achieved through the Participatory Village Appraisal (PVA)s and voters education; (e) to ensure that projects do not increase workload in the long run.</p>
<p>Lesser access/control over land strategies:</p>	<p>Women groups given land. However care should be taken to avoid marginal land (for example Women Group in Sakawi requested land nearer water source) given to women neither land should not be given on</p>

**MDP**

**MODULI DISTRICT PROGRAMME**



## Gender review of Monduli District Programme (MDP)

### 1.0 Project Description

The Monduli District Programme (MDP) became operational in 1994 with as its main objective to:

"together with the local population, District Council, District Departments and NGO's, improve the situation and living environment of the more marginalized part of the population of Monduli District - especially women, youth and pastoralist - and help to enlarge their socio-political power."

In phase one (1994-1999) this objective was narrowed down to **food security** for the target group, starting with food aid in 1994 and part of 1995. The programme now focusses on long term food security by providing for basic needs and looking for ways to stimulate economic growth and establish an information system for early warning on food security.

The programme operates through the Monduli District Council (MDC). SNV gives financial and human support. The human support is in terms of a coordinator (expatriate male) and an administrator (expatriate female) and since December 1995 a Community Development Advisor (CDA) (local female). As mentioned above, the project operates through the Monduli District Council and the Department heads. Of these, only one is female, the head of the Community Development Department.

In the problem analysis of the five year plan gender issues are not analysed or operationalised, despite the fact that women are specifically mentioned as part of the target group.

The main activities are spread over 25 villages and are related to livestock (cattle dip), water, education (classroom building) and to a limited extent agriculture (seed distribution, flower seeds, soil and water conservation, afforestation). All these areas are areas with a high potential for women to benefit.

### 2.0 Gender issues at project level

Women are specifically mentioned as part of the target group, although the way it is formulated implies that women are different from youth and pastoralist. At the initial launching of MDP (through a series of workshops with the MDC and councilors) the objective and the mention of women as a special target group raised no debate, nor were questions raised as to what this would mean in terms of operationalisation and programme activities. It was probably seen as part of the 'package' and a requirement of the donor, which nobody queried.

In the formulation no further analysis or background is given to justify this choice of target group and strategies to implement the objective are not operationalised. Socio-political empowerment is the ultimate objective, but how this will be reached and which indicators will be used to measure is not clear.

Nobody has been given the specific responsibility to address gender issues. It has always been assumed to be everybody's responsibility, but in practice nobody has taken the lead to ensure it actually does become everybody's responsibility. The CDA is now attempting to do this.

Despite the above mentioned lack of commitment to gender issues, the MDP/MDC staff seem to be very aware of the issues. This knowledge has partly been gained from the field and partly through contact with donors and exposure to other (non MDP) training on gender issues. This gender review and the recent input of the CDA has given gender issues fresh attention and the high turn out for the discussions during the gender review could be an indicator of the good-will amongst the staff in MDP/MDC.

In the reporting of the programme, an effort is made to address gender issues, however not in a very systematic manner. Sometimes the number of female and male are mentioned, but sometimes not. Reporting is done according to the SNV policy themes, which gives a lot of duplication in reporting. Seed distribution for example is mentioned under poverty alleviation, here the total number of beneficiaries are mentioned. Under gender issues seed distribution is again mentioned, now the number of female beneficiaries are mentioned. To know the proportion, one has to go back to the part on poverty alleviation where the total is mentioned. Furthermore seed distribution is again mentioned under environment. Nearly all activities are reported on this way, and are consequently reported on three times. The analysis on strong and weak points in the implementation (under gender issues) is thorough, but no consequences of this are drawn in the subsequent plan.

A formula has been proposed to measure efficiency and effectiveness of the programme. The target group is grouped together as the project beneficiaries. If this formula will be used it will be essential to divide these project beneficiaries into male and female to really measure efficiency and effectiveness.

### **3.0 Gender issues in implementation**

MDP has only been operational for two years, of which during the first year most of the efforts went into food aid and later seed distribution. Furthermore MDP has undertaken various fragmented activities in 25 villages consisting of among others: rehabilitation of a dip; soil conservation and agro-forestry extension services; flower seeds programme; construction and rehabilitation of classrooms. The villages and activities were selected through some sort of a needs analysis by the MDP/MDC "task-force" in 45 villages. This was done while food aid distribution was still ongoing. Typically a village meeting would be called and discussions were held with villagers around their problems and needs and support priorities were established. No separate discussions were held with men and women and in most cases women, if present, did not contribute much in these meetings. The women talked to by the team during their field visit (Emaret and Enkwiki in Monduli Juu) revealed that they had not been involved in any discussions and in Emaret the women (and the men) actually did not know about any project by MDP.

MDP has not clearly defined within which sectors it will operate (e.g. water, agriculture, livestock, health) and within each of these sectors gender issues have not been defined.

MDP's strategy to reach the target group has not been thought out or documented, in practice it has been a 'mainstream' approach in which no special attention was given to gender issues. Existing women's organizations and networks were to be targeted, but in practice this has not happened.

The food aid distribution process had taken into account that women are the main food providers for the household, and therefore all food was distributed to women only. Men were involved in the decision making process which included making the lists of mothers and their children, while women were the ones to actually receive the food aid, and 'sign' for it. Men also saw the benefit in this, as it meant that a man with several wives would get a proportionate larger amount of food aid. This whole distribution process has been seen as positive, both by men and women in the villagers and by the MDC/MDP staff. Few problems were encountered to actually reach women and give them their food aid.

The same strategy was not adhered to during the seed distribution and only around 25% of the farmers that received seeds were women.

In general it seems that access and control over resources has not changed due to project intervention mostly also because project intervention has been very limited. It is said that with the flower seed project women have been pushed aside, as men wanted to control the monetary benefits of the project. The programme did not intervene.

Food security workshops are ongoing at present to establish a baseline on vulnerability. Gender issues have not been incorporated in the analysis of food (in)security and strategies to ensure women's opinions are heard, have not been developed. In practice, however, the team does try to ensure women are heard. The team conducting the workshops includes one woman (and three men).

Various researches have been commissioned by MDP: on environment; markets; nutritional status and socio-economic baseline data to provide a picture of the actual situation in Monduli district. Only the latter study (the nutritional status and socio-economic baseline data) gives a clear analysis of gender issues, while the market study gives few gender dis-aggregated data. In the environmental profile the omission of a gender analysis is extremely disconcerting as most environmental issues are related to gender. Furthermore a water policy has been developed and a forest survey has been done, the latter has not been analysed by the team. The water policy is typically 'gender neutral' and therefore male biased, with terms of references for various parties, committees etc. referring to 'he' / 'his' etc. The above mentioned studies have all been done in the past year (1995) and they do contain valuable information both for implementation and as a baseline for future projects.

Summarizing it can be said that in the terms of references of the various researches no specific mention is made of gender issues, nor are the researchers selected on their knowledge about gender issues. This can also be seen in the terms of reference for an irrigation profile (25-1-'96) where women are not even mentioned as part of the target group/beneficiaries.

#### 4.0 Summary of constraints and opportunities

##### Constraints:

- District council's capacity in participatory analysis techniques is limited, besides there is no woman at senior level that can assist in ensuring gender issues are taken care of.
- Very limited number of Maasai officials within the district.
- Widespread believe amongst district staff about cultural practices of the Maasai which would hinder implementation.
- Women do not speak at meetings.
- Limited number of Maasai women know Kiswahili.
- Requirement of 25% contribution from beneficiaries might be high for some women.
- All MDC/MDP staff are supposed to be responsible to incorporate gender issues, but none have actually felt responsible, this will not change overnight.

##### Advantages/Opportunities within MDP as regards to gender issues

- Women are specifically mentioned as part of the target group and all MDC/MDP staff have agreed to work towards that objective.
- All district staff involved in the gender review (both the preparation meeting and the further meetings) agreed that gender is not optional and that women and men should both benefit from development interventions and should have equal access in decision making.
- The staff involved in the gender review meeting agreed that a requirement of at least 50% women in every committee could be enforced.
- Information about the roles and needs of men and women, their differential access and control over resources is available.
- The activities MDP plans to focus on: food security is very much within a sector were it is relatively easy to involve women and to ensure they benefit. Meaning that the efficiency and effectiveness of the programme can be high if a concerted effort is made to focus on women.
- Culture was not mentioned as a hinderance by the people talked to (i.e. the target group) during the field visits.
- There are 15% more women than men in the economic active population (20 - 44 years) in the rural areas of Monduli district, indicating that by far the majority of the target group is female.
- The community development advisor is not seen as having the sole responsibility for gender issues, if she can assist with some tools, department heads are aware it is their responsibility to ensure gender issues are taken seriously right down to the implementation.
- Women are more sedentary than men, especially amongst the Maasai, meaning that women are a logical entry point when it comes to projects that need a long term coordination and commitment at village level.
- A new five year plan is being developed, which is an important opportunity to incorporate some of the issues mentioned here.

## **5.0 Concluding remarks/Future plans**

The CDA has proposed to initiate a participatory methodology for needs assessment, data collection and monitoring and evaluation, all with emphasis on gender issues. It is envisaged that an appraisal team a training team and a monitoring and evaluation team will be established and trained. This methodology is to be tried out and used in future needs assessment exercises and it is hoped that it will address some of the gender issues overlooked in the previous needs assessment exercises. Training in these methods and gender training of district staff is within the activity plan of the CDA for the near future.

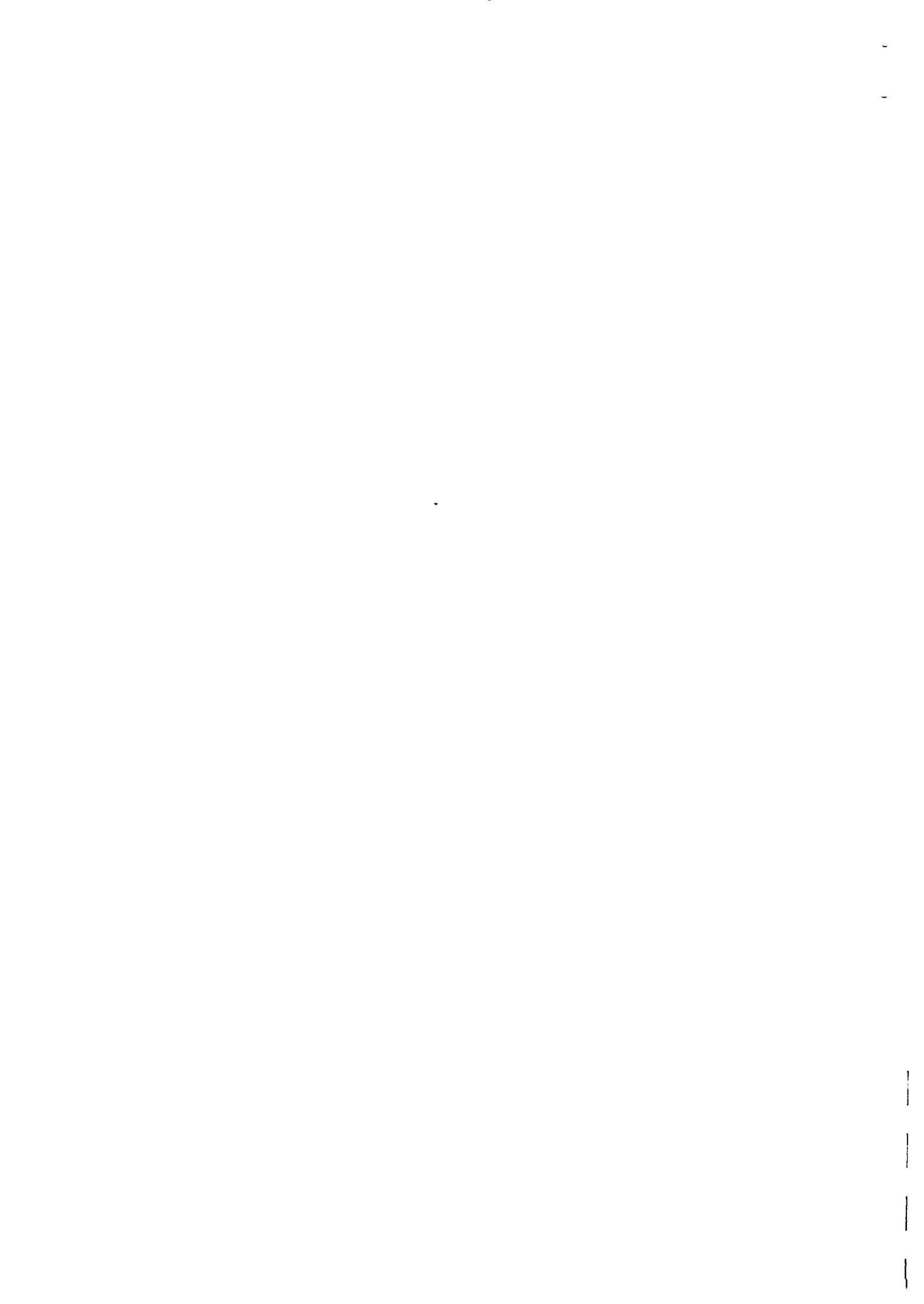
The district staff talked to emphasized the need to incorporate gender issues within all projects, but also to have special women's projects. All agreed that the departments should be responsible to incorporate gender issues in all activities and that the CDA would assist by providing tools. It was however, also mentioned that techniques like talking and listening to women separate from men are not very difficult and can easily be done.

The mainstream approach can still be maintained, but needs to focus on women as much as it can to counter some of the backlog they have. Furthermore additional activities for women are needed.

## **6.0 Support needs**

The CDA has just started her activities. While all staff are responsible to include gender issues in their programme, the CDA will provide some training and tools on how to do this. Some support might be needed, especially in the training of participatory skills. Additional support is anticipated for the development of a monitoring system. After six months to a year the CDA might be in a position to identify which areas need further support.

The MDP as a whole will have to follow-up the issue about enforcing an equal representation of women (50-50) in committees and setting realistic targets for numbers of men and women to be involved in the various activities and ensure this is implemented at all levels.



## Annex Monduli: practical suggestions

From a general situational analysis of Monduli district, the following conclusions can be drawn:

1. Women form by far the majority of people in the rural areas of Monduli.
2. Women are involved in both agriculture and livestock activities, but are typically relegated to the more menial tasks and only to a limited extent able to generate some income. Women are furthermore responsible for the household tasks, like fetching water, firewood, and nurturing the household members.
3. An income earned by a woman is usually spent for the benefit of the whole household, while an income earned by a man is often used as he sees fit (additional livestock, additional wife..).
4. There are specific gender constraints that hinder women to participate in meetings and to speak their minds.

Based on the above, specific objectives regarding gender can be formulated as follows:

1. At least 50% of all participants in committees, village based training, etc. should be women.

If a village does not meet this requirement no further visits will be paid, unless this rule is adhered to. Leadership and assertiveness training for women is probably required here.

2. Promote women in those areas which generate income and/or which are labour saving.

e.g. ploughing with oxen, donkeys for water/firewood, flower seeds, etc.

This objective might need an extra step: which means that initially only women should be targeted for some of these activities.

3. Ensure women receive the benefits of their labour.

e.g. improved milk cow, contract with the woman to show it is hers, flower seeds, the same, etc.

4. Increase the number of female leaders (socio-political power in main objective)

Have separate meetings with women and men as much as possible, work through women's groups, stimulate women's groups,

The programme will have to agree on these objectives and then develop steps and activities to ensure these objectives are reached.

For example (related to objectives 2 and 3 especially):

**Donkey scheme** for women, various options:

- woman gives an old donkey gets two new ones
- woman receives a donkey, has to pass the first offspring to a neighbour
- woman receives a donkey has to pass the first offspring to the project, etc.

Women do not own donkeys, but with the first option she will have to negotiate with her husband to give œe to the project, in return she will own a donkey (ownership to be confirmed through a letter with her "signature")

A scheme like this will work towards achieving:

- reduced workload
- women's ownership which implies access and control

**Oxen ploughing** (only in agricultural viable areas):

- women receive training
- women receive a plough at 25% of the cost

A scheme like this will work towards achieving:

- reduced workload
- women's ownership which implies access and control
- enhanced skills
- improved agricultural practices leading to increased yields

**Flower seeds:**

- In an area 50% women and 50% men receive flower seeds (or only women)
- Written contract that the piece of land the woman cultivates is hers

Women do not own land, she will have to negotiate with her husband and/or village elders to be given a piece of land. This should be laid down in writing. An alternative approach is for the village authorities to give a group of women a piece of land (less threatening) on which women cultivate their individual pieces.

A scheme like this will work towards achieving:

- increased income for women
- women's ownership which implies access and control
- enhanced skills
- alternative agricultural practices

**Water:**

- Women in water committees

**Animal diseases:**

- Training on treatment and prevention of diseases
- etc.....

**SODA**

**SONGEA DEVELOPMENT  
ACTION**



## **Gender review of Songea Development Action (SODA)**

### **1.0 Project description**

Songea Development Action (SODA) is a five year Programme which started in 1993. It is a Community based integrated programme implemented in villages in Hanga and Muhukuru divisions in Songea rural district. The programme comprise of village level planning, Economic activities and health (Community based health care), Agricultural and livestock, Education and Informal education and training. The overall aim is to enhance organizational capacity/empowerment raise productivity and income and increase satisfaction of basic needs

### **2.0 Gender issues in project formulation**

Participatory baseline surveys were conducted. The participatory village level planning and the inventory of Phase I of the Heifer project were based on the activities/resources and needs of women and men. The participatory farming system survey was done in a gender neutral manner.

Target groups of some projects were women and men e.g. livestock projects while others mentioned farmers, villagers. Others mentioned women groups only.

Objectives are stated in a general way without disaggregation. They lack quantitative and qualitative targets. Sub objectives lack gender equality except the Village Level planning activity which states to integrate gender equality in the planning and implementation of the different projects and programmes."

The livestock projects had set targets to reach 60% women and 40% men in dairy cows and 50% women and 50% men in the cockerel project.

The rest of the projects have not been able to operationalize equality as it had not been mentioned.

The programme consist of 12 senior personnel 3 women 9 men; a team of 14, 4 women 10 men extension staff working at Ward level. All project staff have a high level of gender awareness. Some had acquired the awareness through seminars and workshops others through experience of working in the area for a long time.

As it was discussed in meetings, SODA project staff understand how the subordinate position of women in Songea contribute negatively to the socio-economic situation at the household and community level and would like to see a change.

Except for the CD/WID advisor who had acquired formal training in gender analysis and planning, skills before joining the project, the rest of the staff have not undergone such training. It was only the village teams (extension workers at ward level) were given a training in gender analysis and planning. The counterpart of the CD/WID advisor, expects to attend a training of trainers in gender issues sometimes in July, 1996.

The overall responsibility for gender integration is placed in the department of Community Development. The CD/WID advisor is placed in this department.

Planning and monitoring vary from project to project. The livestock, village level planning are carried out in dis-aggregated manner. While others are done in a gender neutral manner.

Reporting also depend on how the previous stages had been carried out. Where gender disaggregation had been used in the planning stages, the subsequent stages followed the same pattern. Likewise, where gender disaggregation lacked in the planning stages, in the monitoring and reporting stages the same situation has been prevailing. Women only activities have also been monitored and reported upon.

### **3.0 Gender issues in the programme implementation**

Some sectors have a clear link of gender issues within them while others do not. For example lack of ownership and control over/livestock (including poultry ) by women; the livestock sector set targets to ensure that women and men were involved and benefitted equally. Less access to cash income and lack of ownership and control over land (family shamba) by women was not adequately linked to the agricultural sector activities. As a result the majority of the project activities and benefits in the agricultural sector tend to benefit men more than women.

Individual projects in the programme involve and benefit women and men at different levels. In the decision making committee the number of women and men is equal - village water committees (VWC) Savings and Credit Association (SACCO) Primary Health Committee (PHC) Committees. Dairy cow benefit 40% women and 60% men, cockerel 57% men and 43% women. The agricultural projects seem to benefit more men. Women and men agreed that men had more access to agricultural extension services than women. The number of men involved in agricultural production activities under the project (cashew-nut production and coconut plantation will involve 278 and 300 beneficiaries; an additional 61 women will be involved in the cashew-nut production) - Since land ownership is under men, it is most likely that men will benefit more than female members of the household).

Women in Women Economic Groups (WEGs) have access to income generating activities and opportunities to raise cash income under their control.

Schools, water and primary health care facilities are meant to reduce women's workload in search of these services.

In areas where the village level planning was done, gender awareness has been created to men in particular on the situation of women and the heavy workload they undertake. Men mentioned that the village level planning, particularly the activity profile made them realize that women have a heavy workload. However the majority of them were caught between culture/traditions and the actual situation.

Women involved in committees and in separate women groups mentioned that they had acquired self confidence, and assertiveness through training and working in groups.

The tables in the annex indicate a detailed analysis of project intervention, how the different projects have involved and benefited women and men in terms of the activities they are involved in and the allocation or distribution of resources.

The strategy used in the programme is the Gender and Development and WID integration.

Recently the approach used is the step by step approach: first the village level planning, followed by an analysis of problems and needs, priority setting and identifying areas of intervention. A village action plan is submitted to SODA, an agreement made and signed followed by implementation.

Tools used, include practical exercises - analysis of problems; problem trees, village maps, story with a gap; role plays, check list for gender sensitive baseline survey and guiding forms.

#### **4.0 Constraints and strategies**

The constraints mentioned by women and men at project and target group level are:

- Lack of gender analysis and planning skills;
- Women's heavy workload
- Lack of women's control over resources;
- Less involvement of women in decision making at household and community level
- Low level of education for women;

The above problems contribute to hinder women's effective participation in socio-economic activities not only the project intervention, but also those which are not project activities. For example, women in Mtakanini said that due to the heavy workload they have to work fast and rush, competing for time. as such even where the agricultural extension service was available to them, they cannot apply the skills and techniques introduced to them because applying the skills requires patience, accuracy in measurements of distance from plant to plant. choosing required quality and amount of seeds, amount of fertilizer, etc; The heavy workload make them work up to 20 hours per day especially during the peak labour seasons. This was pointed out by women in Luhimba and Mtakanini villages. As such their efficiency in all the activities they perform can be a subject to discussion.

According to the discussions with medical doctors at Peramiho Hospital, the heavy head-loads women carry for a long time affect the upper part of the spine resulting in pains when they are old. Likewise a study done in the same hospital revealed that every four women to one man suffer from heart problems due to prolonged anaemia. To women, apart from frequent pregnancies and child birth anaemia is due to long hours without adequate food intake, which most likely is due to the heavy workload. They lack time to prepare and eat appropriate and adequate meals.

Lack of ownership and control over resources - agricultural produce and income hinder women to participate in some of the project activities. For example in the Heifer project which requires women to have a minimum amount of money before she qualifies to get a cow. Many women (28 women 17 men) attended the initial training as one of the conditions

but because women lack cash income under their control they did not qualify (only 12 women qualified and 18 men qualified). According to the project policy which requires 60% women and 40% men it should have been 18 women and 12 men getting the dairy cows. Women do not control even money from the local brew they make and sell.

Low level of participation of women in decision making and low level of education contributed to men submitting request proposals in favour of their needs rather than those of women.

The strategies used at project and target group level include training village teams in gender analysis and planning; introduction of resource centre/library services where training materials and information, data on gender and women is available; provision of water and health services nearer women; use of Women's Economic groups to enhance their income generating opportunities. Successful strategies have included the use of strong WEGs and individual women to support women's initiatives e.g. in Namabengo, individual women within WEG contributed cash to support fellow women to raise money to meet the requirements for the heifer project. Women have become members of Savings and Credit Associations (SACCO), and are able to get credit through such a scheme.

## **5.0 Support needs**

- Gender analysis and planning skills for all project staff including heads of departments at district level; Village teams at ward level.
- Gender awareness to women and men at village level.
- Sharing experience in gender integration with other successful programmes/projects - through training or other means.
- A local NGO to support in capacity building/training skills in gender analysis & planning - undertake gender awareness to women and men at village level.
- Clear guidelines to ensure gender integration is incorporated in the formulation stage of the project/programme.

## Gender analysis of project intervention SODA project

Key area/resource	Project activities	Results for women	Results for men
Decision making/ leadership	<p>Organise meetings with village government to participate in village level planning in 43 villages</p> <p>Organise women domestic water user groups</p> <p>Organise village water committees in 9 villages SACCOs Organise Primary Health Care Committee</p> <p>Organise school committees</p>	<p>Only few women are in village government One representative of women in each of the 43 villages No. of girls representing youth not known</p> <p>Women water user groups in three villages</p> <p>Women and men are equally represented on the committees</p> <p>No. of women???</p>	<p>Majority of men in village government</p> <p>No. of boys representing youth not known</p> <p>Women and men are equally represented on the committees</p> <p>No. of men???</p>
Skills/Technology	<p>Demonstration plots on crop rotation, 10 villages</p> <p>Dairy husbandry</p> <p>Business management</p> <p>Health care TOT</p> <p>Training of VHW, TBA</p>	<p>No data, most likely only men</p> <p>28 women received training</p> <p>Women in WEGs and SACCO committees</p> <p>27 trained</p> <p>60 trained</p>	<p>No data, most likely only men</p> <p>17 men received training</p> <p>Men in SACCO committees</p> <p>47 trained</p> <p>74 trained</p>
Education	<p>Rehabilitaion/constructi on of 3 teacher houses and 6 classrooms</p>	<p>Long term investment, women's increased level of education</p>	<p>Long term investment, increased level of education</p>

Income (Livestock and agricultural production)	Heifer programme Cockerel project Improve agricultural practices Cashewnut plantation Coconut Crop rotation in 10 villages Organising WEGs in 31 villages	12 received a heifer 209 received a cockerel 61 involved No data, most likely only men 104 WEGs with total 550 women involved	18 received heifer 271 received cockerel 278 (all men?) involved 300 (all men?) involved No data, most likely only men
Women's heavy workload	Rehabilitation/construct ion of water facilities in 9 villages Organising primary health care facilities in 11 villages Construction of road/bridges	Walking distance for women reduced Improved transportation of crops	Men might help due to proximity of facilities Improved transportation

(I) Division of labour; activities done by men and women

ACTIVITY	WOMEN (♀)	MEN (♂)
1. Production & Income related activities		
Agriculture: Maize Tobacco Sunflower Groundnuts Rice Finger millet Cassava Sweet potatoes Pumpkins Vegetables	Cultivation Sowing Weeding Harvesting Transport of produce Processing, Preservation/storage (maize food home consumption)	Land clearing Cultivation Sowing Weeding Harvesting ) Transport of produce )when large Quantity Processing ) Tobacco - curing  Perform all activities as above when grown in large quantity for selling.
Livestock, keeping cattle, goats/sheep, chicken.	Cleaning cattle/animal shed and caring calves + chicken	Grazing
Making local beer brewing + selling	Mostly women	Sometimes men give support e.g. buy firewood, provide grains, etc.
Marketing agricultural produce + livestock (cattle & goat/sheep)	Women heads of households	Mostly men
Other income generating activities	Making and selling/marketing or exchange with other goods: Pots, mats, etc.	
2. Domestic activities/home management and child care	(Done almost on daily basis except a few tasks) Water collection Fuelwood collection Grinding/pounding grain Food preparation + cooking Cleanliness of utensils, house + compound, clothes, Sanitation Child rearing: feeding, cleaning, clothing, sending child to routine MCH for vaccination and checkup, when sick for medical treatment Giving support to all/rest of family members; Cutting and collecting grass for roof thatching Collecting trees for building. (done only during dry season)	Cutting and collecting trees for house construction.  Making bricks for house construction  Building or repair of house (Done only during dry season)

<p>3 Community management</p> <p>Community based self-help activities e.g. Schools, dispensaries and water facilities.</p>	<p>Women collect water, sand, gravel, bricks</p> <p>Trench excavation</p> <p>Support to fellow women in neighbourhood or relatives</p>	<p>Brick making, construction works</p> <p>Trench excavation</p> <p>Technical paid jobs on site</p> <p>Support in neighbourhood.</p>
<p>4. DECISION MAKING</p> <p>At household level</p> <p>Decision making structures at village level</p>	<p>Not involved only in limited issues</p> <p>Very few women</p>	<p>Male dominated in most cases.</p> <p>Mostly men.</p>

II : Access to and control over different types of resources by women and men

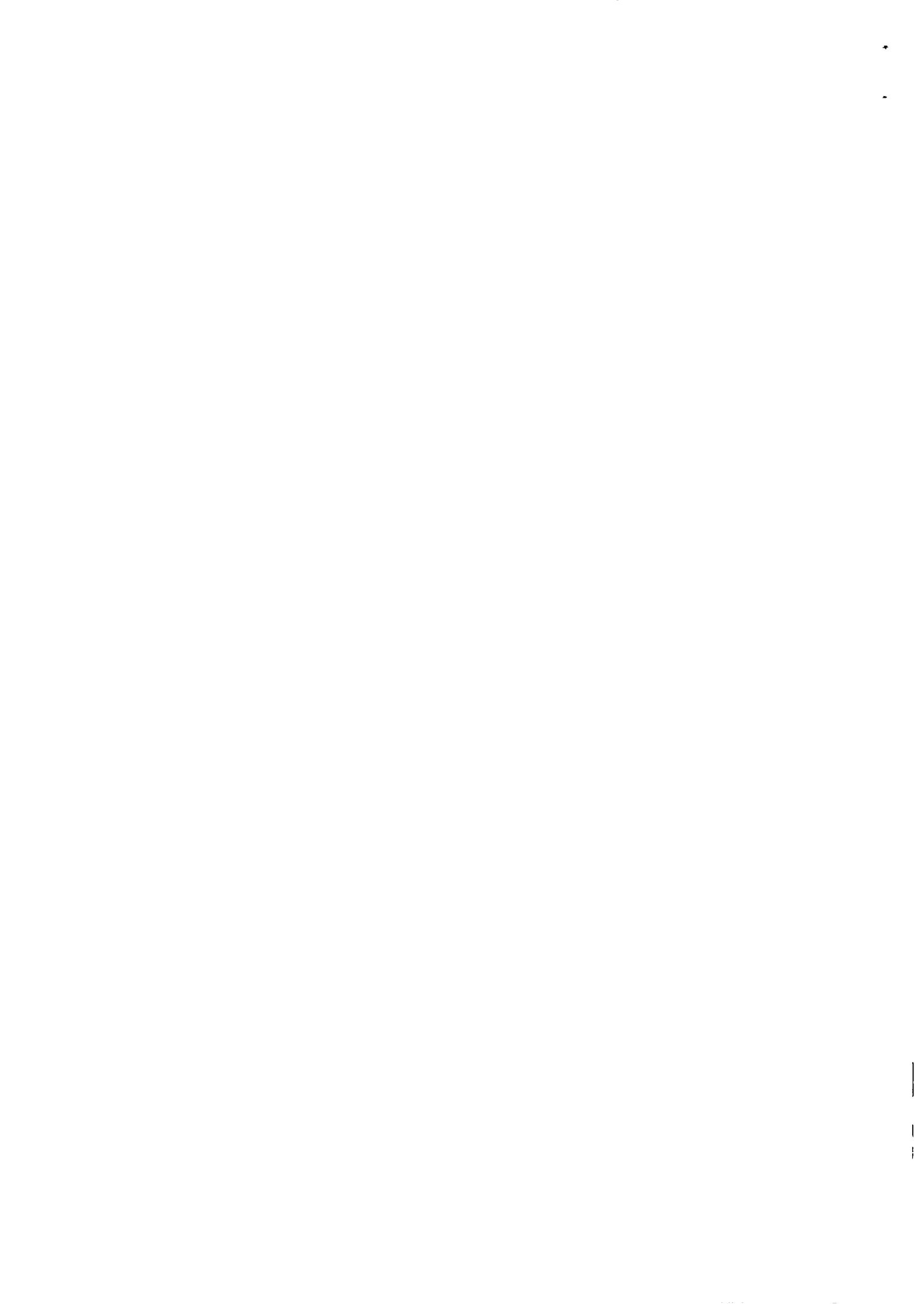
TYPE OF RESOURCE	ACCESS	CONTROL
Family shamba (Land)	Women	Men
Agricultural produce		
Maize	Women - Food crop for domestic consumption only.	Men - maize as cash crop
Tobacco + Sunflower Potatoes + Cassava	Women - for domestic consumption only	Men Men
Rice ) Groundnuts ) Finger millet )	Women - food crop for domestic consumption or for local brew	men - for selling men - for selling men - for selling
Livestock cattle goats/sheep chicken	women - milk  women - eggs	men men men
Cash Income	Women to only limited cash	Men control most cash from agricultural produce, livestock, women's pombe business.
Labour	Women's labour, other/fellow women's labour, children's labour	their own labour, women (wives) labour, and children's labour.
Time	Women's (their own - fellow women's) and children's time	their own (men's) time: women's and children's time.
Knowledge, skills & Technology	Some women attained Primary education have access to traditional skills & technology used to perform different activities.	More men attained Primary and Secondary education/(Some retired Civil servants in these villages) Use of traditional skills + technology Some men hire tractor during bumper harvest of maize.
Extension services	men	men
Information	Mostly men	men
Credit facility	None	None
Water facility	Some women and men	
Health facility	Some women and men	
Road/Infrastructure	Foot paths to farms women and men affected;	
Roads all weather/seasonal	Some women and men	

(III) Gender-related constraints identified from the above analysis

1. Women perform more activities than men, hence have a heavier workload than men; lack rest time while men have rest time.
2. Lack of women to control most of household resources to which they contribute labour input and time; men control most of these resources:
  - Family shamba/land
  - agricultural produce
  - cash income
  - livestock
  - own labour and time.
3. Women have more responsibilities; perform domestic activities/home management and meeting household cash demands while they lack control over household cash income and other resources.
4. Lack of involvement of women in decision making at household and community levels while decision making at both levels is male dominated.
5. Lack of women's access to some of the resources which are outside the household e.g.
  - Extension services/knowledge and skills;
  - Information through radio, etc.
6. Limited or low level of education for women compared to their male counterparts.

(IV) Needs of women and men in respect of the above problems:-

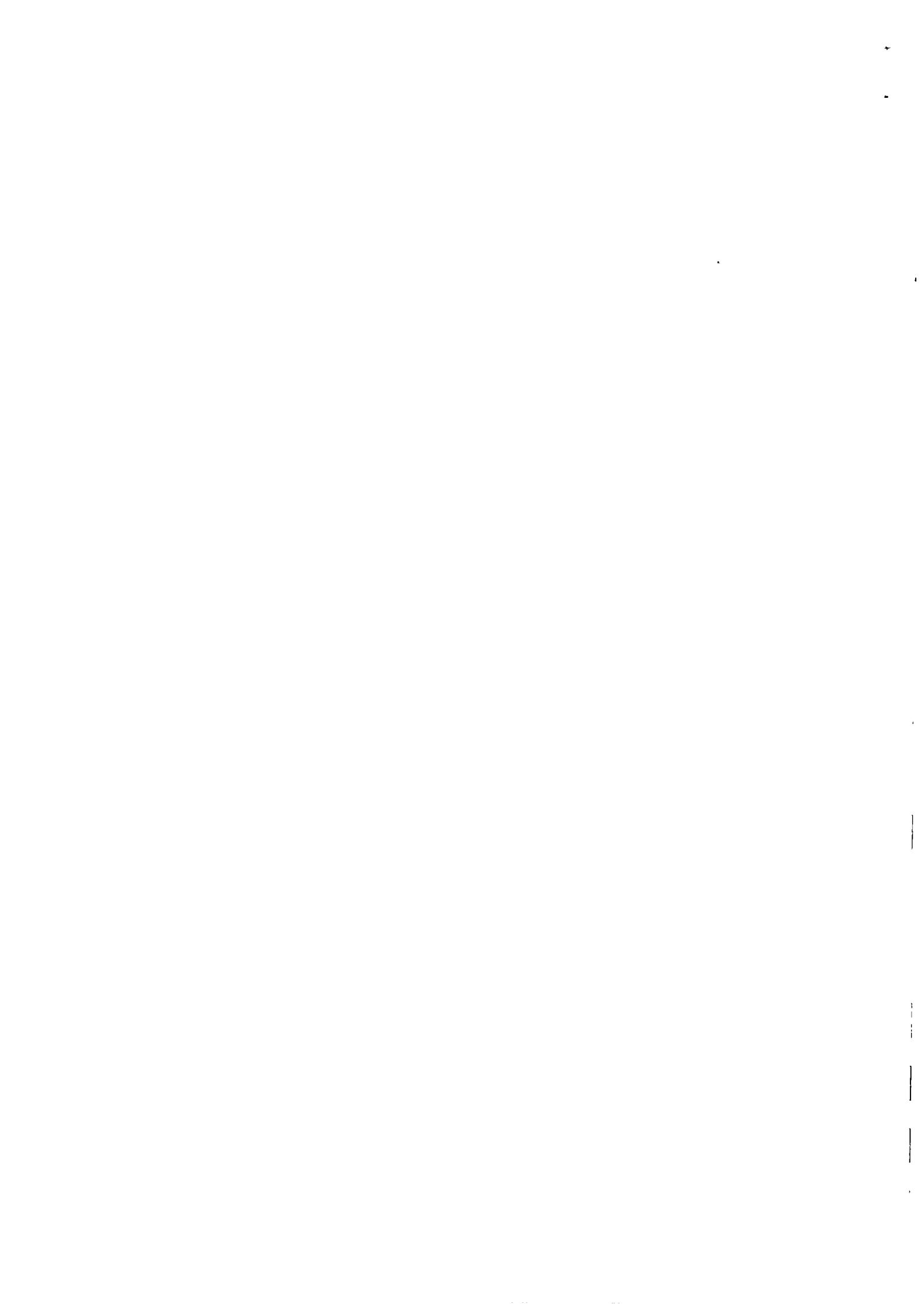
NEEDS OF WOMEN	NEEDS OF MEN
<p>Enabling women to understand the negative implications of their heavy workload:</p> <ul style="list-style-type: none"> <li>• health implications on women themselves, men + children</li> <li>• nutritional implication on women + children</li> <li>• economic production implications</li> <li>• safety of children</li> </ul>	<p>Enabling men to understand negative implication of women's heavy workload</p> <ul style="list-style-type: none"> <li>• health implications of women, men, children.</li> <li>• Nutritional implications of women, children &amp; men.</li> <li>• economic production implications</li> <li>• safety of children</li> </ul>
<p>Reducing women's heavy workload</p>	<ul style="list-style-type: none"> <li>• Men to understand necessity for reducing women's heavy workload</li> <li>• Finding strategies to reduce ♀'s workload</li> <li>• Men/young boys help some of the activities done by women?</li> </ul>
<p>Increasing ability and capability of Women to have access and control over resources which currently they lack access and control over:</p> <p>land            agricultural produce            cash income            information            extension service            skills            labour            time            education</p>	<p>To enable men to change attitude, accept women to have access + control over resources which are thought to be in men's domain:</p> <p>land            agricultural produce            cash income            information            extension service            skills            labour            time            education</p>
<p>Increase the level of involvement of women in decision making:</p> <ul style="list-style-type: none"> <li>- at household level - in all matters she is involved in implementation;</li> <li>- at community level - increase the number of women, their ability + capacity in discussions.</li> </ul>	<p>Men change of attitude towards involvement of women in decision making.</p> <ul style="list-style-type: none"> <li>- involve women in decision making at household level.</li> <li>- accept more women to be involved in decision making at village level.</li> </ul>



**SSIPDO**

**SMALL SCALE IRRIGATION  
PROGRAMME DODOMA**

**MPWAPWA DISTRICT**



## **Gender review on Small Scale Irrigation Programme (SSIPDO) Dodoma, Mpwapwa District**

### **1.0 Project description**

The Small Scale Irrigation Programme Dodoma (SSIPDO) was introduced in Dodoma region in 1988, implemented in Mpwapwa and Kondoa districts under the administration of the Regional Development Director (RDD) and executed by the Regional Agricultural and Livestock Development Officer (RALDO). The initial phase lasted for three years. The experiences gained during this phase necessitated recommendations for the second phase which required each district to implement the second phase separately. Hence the second phase of SSIPDO Mpwapwa started in 1992. The overall aim is to contribute to sustainable land and water use and ensure equal involvement and benefit to women and men. The project area covers five villages. Main activities are irrigated farming, water and soil conservation.

### **2.0. Gender issues in project formulation**

SSIPDO phase I did not use a participatory method in the problem identification stage. SSIPDO Phase II used a participatory approach - the step by step model. The methodology involved women and men. The formulation process was based on the needs of women and men but not in a systematic manner. The target group of SSIPDO was 50% women and 50% men in all project activities. One of the long term objectives states:-

"to contribute to the improvement of the position of weaker groups in programme villages both in absolute terms and in relative terms. Amongst others this implies that women must explicitly and directly benefit from the programme through involvement on basis of equality. If not possible direct benefits to women to compensate".

This objective was operationalized in all project activities. Qualitative targets were not set. SSIPDO has 16 Senior project staff. 3 women and 13 men. Leadership and management positions are held by 3 men. The other 13 members of the staff work at ward/village level in village teams. These teams comprise of two men and one woman (except in one village).

The project staff have a high level of gender awareness, acquired through experience and a gender workshop. They Lack skills to implement gender integration in a systematic way. The responsibility of gender integration is not assigned to a specific person. Each one has a responsibility to ensure women and men are involved in all project activities and that they benefit from the project.

Planning and monitoring of all project activities was done on the basis of involving equal number of women and men. But the reporting procedure is done in a gender neutral way in most of the activities.

### 3.0 Gender issues in project implementation

SSIPDO operates mostly in the agricultural sector, in which water and land are the crucial issues. 'Normal practice' is that land is owned and controlled by men; women have only usufructuary rights; men involved in irrigation have water user rights, while women don't. The project intervention enabled women to acquire land and water user rights. In some villages, however, other activities related to land could have been spelt out more clearly. For example, the tree planting - for fuel wood, fruits and timber trees and fuel wood saving stoves (Matomondo village).

Project intervention has been able to involve women and men on equal basis in all project activities. It was reported in the meeting that the number of women who attend meetings has been increasing. Husbands no longer prevent their wives from attending meetings. The village Environmental Committees (VEC) and Village Irrigation Committees (VIC) consist of 50% women and 50% men, Leadership positions in the Committee are held by women and men (if a chairperson is a woman a secretary is a man and vice versa)

Equal number of women and men are given skills in construction of irrigation canals and contour bands. Women confirmed that those activities were done by men but after receiving training, they are also able to be involve in those activities. Women participate in all activities in soil and water conservation making contour bands and tree planting; irrigation farming, cleaning irrigation canals, etc.

Also training in leadership and groups organization, study visits have benefitted equal numbers of men and women. Women in the Women Economic groups have had extra training around the economic ventures they are involved in.

The project has enabled some women to acquire land, through a women's group; all women and men have water user rights. Men and women in the project area said that the project intervention has influenced change of attitude of men towards women, men accept the women are intelligent and can participate in decision making committees. Women have a heavy workload but men do some of the activities when women are busy doing other things. (e.g. collecting water, child caring, sometimes even cooking). Men appreciate that women's groups are useful to women, enable them to earn extra income which in most cases supports the family. (Some men even help their wives on their 1/4 ha. plots) Women have changed attitude towards men's stereotype jobs, construction and masonry works can be done by women too. Women have acquired confidence, self assertiveness, through training, study visits, participation in meetings and decision making committees. (Annex 1 shows a detailed analysis of the project intervention.)

The strategy SSIPDO used was Gender and Development and WID integration. The approach they used was a step by step model, which strictly involves women and men in all stages of decision making, planning, implementation and monitoring. The village government submits proposal/agreement to SSIPDO for support.

#### **4.0 Constraints and strategies**

The constraints and strategies were discussed in meetings. The former include:

- Lack of gender analysis and planning skills
- Lack of gender dis-aggregated information and data
- More male than female staff at project level
- Lack of training/extension materials on gender issues
- Lack of women involvement in village meetings and decision making structures;
- Lack of women's ownership and control over land
- Women's heavy workload

The strategies adopted at project and target group level included: gender awareness creation for all project staff; education of men on the importance and necessity of women in participating in decision-making (this is for the benefit of the whole household/family); insistence on women to come to meetings, if women never showed up, the meeting was cancelled; 50% women and 50% men in VEC, VIC; male and female project staff working as a team-role model for villagers. 136 women in Matomondo village given land through women's groups; men's attitudes changing helping women in performing some domestic work: availability of community based social services.

#### **5.0 Support needs**

SSIPDO project staff identified the following as needs they require in order to improve the process of gender integration:-

##### Skills:

- Training in gender analysis and planning skills including methodology which is practical.
- Study visit to learn from live and successful examples where others have been able to undertake gender integration

##### Tools:

- Training and extension materials which are simple and easy to follow;
- Modern equipment to enhance the process of gender integration especially at village/target group level.

#### **6.0 Conclusion**

Operationalization of gender equality in all projects activities has been possible because one of the project objective had specifically mentioned "... involvement of women on equal basis...." and also due to the gender sensitivity of project staff and high level of commitment they had towards the project success.

Gender analysis of SSIPDO intervention

Key area/Resource	Project activities	Results for women	Results for men
Land ownership	Land demarcation and title deeds	136 women acquired land through women's group in Matomondo	Land ownership
Water rights	Sensitization Construction of canals	Women and men have been involved on a 50-50 basis Women have water user rights	Women and men have been involved on a 50-50 basis Men have water user rights
Decision making/ leadership	Mobilise meetings <u>Insist</u> on women's participation Leadership training	Women and men are equally represented on the major committees: VEC, VIC Women either chairp or secretary	Women and men are equally represented on the major committees: VEC, VIC Men either chairp or secretary
Skills/Technology	Training in construction of:  Irrigation canals Contour bands Masonry  Business management  Nursery seedlings/ tree planting	Change of attitude towards sex-stereotyped jobs  Women and men have been involved on a 50-50 basis  Only for women  Women and men have been involved on a 50-50 basis	  Women and men have been involved on a 50-50 basis    Women and men have been involved on a 50-50 basis
Income (Production)	Improve agricultural practices	Increased agric production on family land (rainy season farming and irrigated farming); excess is sold. Increased agric production on women's plot (rainy season farming and irrigated farming); excess is sold.	Increased agric production on family land (rainy season farming and irrigated farming); excess is sold.
Women's heavy workload	Sensitization of men	Men start to assist in some of the more typical female tasks	Men appreciate women's contribution to family income

## A. Division of labour: Activities done by women and men, SSIPDO project area

Activity	Women	Men
Production & Income related activities	Agricultural production (rainy season) Irrigation farming (dry season) Tending livestock Pottery Local beer brewing + selling	Agricultural production (rainy season) Irrigation farming Livestock keeping - grazing, selling, selling excess agricultural produce
Domestic/home management + child care	Food provision Water collection Fuel wood collection Cleanliness Child care Support to elderly and sick	Building and repair of houses
Community managing	Support in neighbourhood - esp. female stereotype jobs Community based development activities e.g. school maintenance	Support in neighbourhood Participate in community based activities e.g. School maintenance - work on male stereotype activities e.g. making bricks, construction, etc
Politics/decision making	Women/wives not allowed to attend public meetings, neither to speak loudly in public. Women not members in village government Women not holding leadership positions at village level.	Men participate in public meetings Members of village government Leaders in village government.

B: Access to and control over resources by women and men, SSIPO project area

Type of resource	Access	Ownership and control
Land	Women only usufructuary right	Men have ownership and control right over clan + family land.
Livestock	Women have access to animal products- milk, butter	Many men own + control cattle; goats. Few women own & control cattle, shoats; through inheritance.
Milk + butter		Women control milk and butter
Excess Agricultural produce	Women have access to food crops for domestic use only.	Men control
Cash income	♀ have access to less cash income (from sale of local brew, pots)	♂ have access and control of more cash (from sale of cash crops, cattle) women control less cash from sale of local brew.
Water for irrigation	Some women had access to water for irrigation, other women had no water for irrigation.	Some men had control over water for irrigation.
Credit	None	None
Education, knowledge, skills + technology	Women and men had traditional irrigation skills hand hoes, women + men had access to primary education, but more girls illiterate	Men had ox-ploughs especially in Chamkoroma village.
Information	Very few women had access to information through radio. More men had access to control own information through radio.	
Labour	Women had access to children's labour and part of their labour.	Men had control over their own labour and women's labour.
Time	Women's days were long and tight; they lacked enough time	Men had access and control over their time.
Water for domestic use	In some project area water facilities are available; women + men had access. In other villages women + men lack water supply facility e.g. Chamkoroma.	
Health facility	In some areas health facility is available e.g. Matomondo + Chamkoroma. ∴ women and men have access to health facility. In other areas they lack a health facility.	
Educational/school facilities	Educational/school facilities available in almost all or nearby villages. Male & female children have access to schooling.	

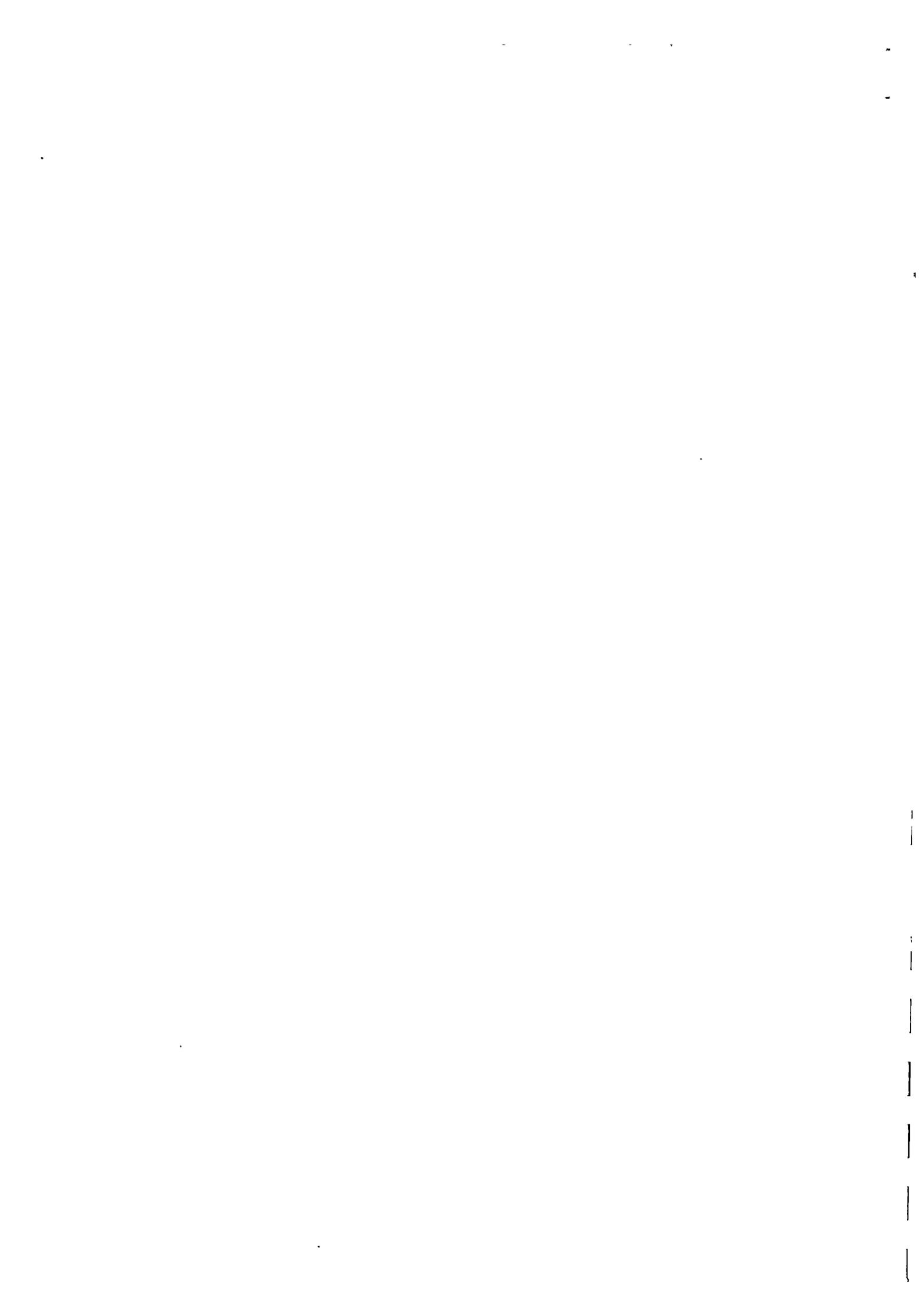
C Gender-related problems

- Women have a heavy work load due to the numerous activities they perform within a day while men have less activities, hence more time to themselves.
- Men have ownership and control over productive resources including land, cash income, water user right (for irrigation) while women lack control over productive resources.
- Women have a major responsibility in meeting household cash demands while they do not control household cash income.
- Lack of involvement of women in decision making at household & community level. While decision making is male dominated.



D Needs of women and men

Needs of women		Needs of men	
1.	Participation in decision making from household to village level and beyond	1.	Increased agricultural produce, and cash income.
2.	Reduction of heavy work load - fuel wood, water, crop processing	2.	Improve general standard of life
3.	Ownership of land and water user right	3.	Men change of attitude towards; <ul style="list-style-type: none"> <li>- Women participation in decision making.</li> <li>- Men helping women with some domestic tasks.</li> <li>- Women to control some of the family assets, e.g. land, etc.</li> </ul>
4.	Increased crops under their control		
5.	Increased cash income under their control.		
6.	Availability of social support services within locality.		



**TIP**

**TRADITIONAL IRRIGATION  
IMPROVEMENT PROGRAMME**



# GENDER REVIEW REPORT ON TRADITIONAL IRRIGATION IMPROVEMENT PROGRAM (TIP)

by E. Guijt

Arumeru District (March 11-14, 1996)

Same District (March 18-22, 1996)

Lushoto District (March 25-29, 1996)

Mwanga District (April 1-5, 1996)

Kilosa and Iringa Districts (April 16-19, 1996)

## 1.0 Project description

The present overall objectives of the Traditional Irrigation Improvement Programme are:

"the durable improvement of the standard of living of the population in the traditional irrigation areas in Tanzania by achieving sustainable catchment development with regard to irrigation and soil and water conservation and by improving the efficiency of the use of land and water resources in these areas."

The immediate target group of TIP in phase I and phase II are farmers who depend on traditional irrigation. In this form of irrigation in Tanzania, water distribution and maintenance have been organized according to tribal or communal rules over one or more generations. The groups are referred to as Water User Groups (WUG).

At the start of Phase I in 1988, TIP commenced activities in the three northern districts of Lushoto, Mwanga and Same. In this pilot phase, TIP's activities expanded further to include some areas of Kilosa and Iringa districts. During the second project phase (1992 -1997) the area of TIP intervention was extended again to include Arumeru District, and in Same District an additional TIP office was set up in Hingililli Basin area.

TIP now works with 118 Water Users Groups varying in size from 30 to 600 members. The number of farmers involved in TIP is approximately 19,569 in total (8519 women and 11049 men).

The activities with each group are in the area of soil and water conservation (terracing), afforestation (farmer managed forest cover), and improvement of irrigation and drainage structures. There has also been a focus on capacity building at district level, integration of gender issues and organisational strengthening of Water User's Groups.

TIP is implemented through the District Departments of Irrigation, in cooperation with departments of Forestry, Land-use and Community Development. TIP team members come from all these districts. SNV provides both financial and human resource input. One SNV engineer has been stationed at each district office, and recently been given a more advisory role. A coordinator for all TIP districts is based at the Coordination Office in Dar Es Salaam. A Women in Development consultant has been employed on a part-time basis from 1991-1993. At the beginning of the second project phase, two Gender Advisors were contracted by SNV for the entire duration of the project and for a period of three years. They have been working as part of the Coordination Team and been based in Dar Es Salaam and in TIP's northern districts respectively.

## 2.0 Gender issues in project formulation

Project formulation of TIP's first pilot phase was not based on a gender-specific analysis, and objectives and target group were not disaggregated by gender. Predominantly male Water Users were involved in project activities. The formulation report of Phase I noted however, that TIP might well increase the benefits of men, while increasing the workload of women. In 1989/ 1990 research into gender relations in Same, Mwanga, Lushoto and Kilosa Districts was commissioned by SNV. Research findings showed women to be an important group of water users. They were not being involved in decision-making in land and water management where TIP was active.

From SNV Headquarters in the Hague and the SNV Field Office, pressure was exerted on the project to ensure that gender issues would be addressed more fully in TIP activities. As a first step towards doing so, a Women in Development consultant based at the Coordination Office in Dar Es Salaam was employed by SNV on a part-time basis. TIP also allocated a separate budget for women's activities.

In the evaluation report of TIP Phase I in 1991, it was noted that TIP was in the process of developing a more appropriate approach to help improve the position of women. However, it was also pointed out that this was still a weak point of TIP. The report indicated that not all opportunities had been used to address gender specific issues, and there was still a lack of clarity on the possible scope to do so.

The formulation of TIP Phase II gave a strong impetus to the process of addressing gender issues which had already begun to take shape. New project objectives now stipulated that guidelines were to be made for assistance to women in all TIP interventions. These guidelines had to include measures which guaranteed that women involved in TIP interventions would participate in decision-making, their workload would be reduced, and that they would be given more rights to water and land use.

Institutional capacity to address gender issues was significantly expanded. Two Gender Advisors (formerly termed WID advisors) were added to the SNV staff. They were included as part of the Coordination Team, and have had an advisory role to the TIP district teams. They were given a clear and extensive set of tasks. These included training of TIP staff in gender issues, defining strategies and activities which would include women's issues as an integral part of all TIP planning and implementation, documentation of experiences and monitoring and evaluation of impact.

One expatriate Gender Advisor was stationed in a northern district and covered all four TIP northern districts. From the outset of Phase Two it was defined that this input would be temporary, and her three year contract has recently ended.

One national Gender Advisor was based in Dar Es Salaam, and focused on Iringa and Kilosa districts and coordination of development of gender issues at national level. This position will be held for the entire duration of program, and is meant to follow-up that which has been set up in all TIP districts.

Moreover, a Gender Officer was attached to each of the six TIP District Teams. (For the larger Same District, an additional Gender Officer was added.) These were staff members deployed from the District Departments of Community Development and Agricultural Extension Department.

In the formulation for Phase Two it was stipulated that at all major meetings with the project beneficiaries, a team member responsible for gender issues should be present to make sure that issues concerning women were discussed.

TIP's objectives were reformulated as an outcome of a workshop held in 1993 by TIP staff, and attention for gender integration became more prominent. TIP defined six sectors on which it would focus. Significantly, "Gender" was added as a separate sector, in order to emphasize that integration of this issue needed to be an extra focus in all planning and implementation. In the objectives of all other sectors, every reference to the target group was systematically disaggregated by gender. Other TIP sectors were soil and water conservation, irrigation, afforestation, district capacity building and organisational strengthening.

The objectives for the sector "Gender" concentrated not only on improving women's access to physical benefits in the project sectors. As part of a strategy to strengthen these effects and improve women's position, at the same time the objectives focused on improving gender relations. The objectives emphasized raising awareness of gender differences at target group and project level and increasing women's empowerment in decision-making processes.

The current objectives are:

*"\*Integration of gender issues in all TIP and to develop activities to improve gender relations"*

*\*To raise gender awareness among water users about distribution of wealth and labour, legal issues, and communication.*

*\*To improve women's access and control over natural resources and decision-making processes.*

*\*To build district capacity on gender issues."*

In 1995 it was decided to give more decision-making power to the Gender Officers (formerly called WID officers) in each team. They now have the mandate to screen and approve all yearly plans and quarterly reports.

At present, Gender and Organisational Strengthening are seen as the context for all other project activities since they both concern human resource aspects. There is a tendency within the project to now perceive Gender and Organisational Strengthening as a combined sector.

### 3.0 Gender in implementation

In TIP a comprehensive approach has been developed to ensure integration of gender issues in all project activities. This has been implemented somewhat more fully in the northern districts. Based on interviews with both staff members and target group, these efforts appear to have been successful in most districts. The approach followed to date offers interesting ideas, lessons and opportunities for other projects.

#### *1) Increased institutional capacity for gender issues.*

A first step in addressing gender issues was to increase the institutional capacity, as has been mentioned above. The specific expertise and the allocation of time for planning and training has been critical to initiate the process of gender integration. This added input of capacity has been critical.

## *2) Strategy focusing on mainstreaming*

In the TIP gender strategy, a clear choice was made to focus on integration of gender issues in the project's activities, and avoid setting up separate activities for women only. This was based on initial experiences with separate women's activities which had proven relatively ineffective. Examples of activities were providing small women's groups with loans to buy inputs for agriculture and cultivating separate women's shambas. The effect was to marginalize women from other TIP activities. Also, only a relatively small number of women were reached. Loans were not repaid. Furthermore, women tended to prioritize a need for income-generating activities. Activities of this type meant moving beyond the project's sector and area of expertise. Moreover, strategic needs such as improving women's rights to land, water, crops and improving decision-making power were hardly addressed.

The TIP Gender Advisors set out an explicit strategy concentrating solely on mainstreaming, and avoiding women separate activities. A thorough analysis was done of gender-specific constraints for women to participate in TIP activities such as terracing, irrigation, meetings, etc. Based on this analysis, activities were planned to remove the constraints to women's participation.

## *3) Clear main themes*

*Gender* -In developing the TIP gender strategy, the Gender Advisors have made a clear choice which concepts and perspective were to be used. It was decided to systematically take the concept of gender and gender relations as point of departure for all TIP activities in this area. A focus on women or women's problems in isolation was avoided. It was stressed that gender issues relate to differences and inequalities between men and women and that these are socially and culturally determined. Therefore, one must not look at women only, but at all times at the relationship and differences between men and women.

Also, gender differences can be changed since they are not biologically determined. This approach has been instrumental in preventing (predominantly male) project staff and men and women in the target group from seeing women's problems as being separate, irrelevant or none of their responsibility. It has also been very helpful in clarifying gender-specific differences in division of labour and wealth.

## *The benefits of improved gender relations for men and women*

Another theme on which the TIP gender strategy has been based has been the emphasis on the direct benefits for both men and women when gender roles and relations are changed. There has been a consistent emphasis on the positive, the considerable benefits men and women stand to gain from a) men and women's equal participation in TIP activities and b) a change in gender relations, such as a change in the division of labour and wealth. This perspective has been taken as point of departure for all gender training and gender-awareness raising activities.

Potential benefits have been looked at from different angles. If women have a lighter workload, they will be less tired or ill, the children will be more adequately cared for. If women participate in all TIP activities this will mean greater benefits such as crops, water to irrigate crops, etc. This will then improve the standard of living of the whole family, more opportunities for children's schooling, better health.

One idea seemed to have been particularly convincing for staff and target group. A number of times they explained that women's participation was important because if the husband died or was away, the wife could then replace him because she was knowledgeable. This made potential benefits more secure.

#### *4) Gender training of all project staff*

An important aspect in developing the TIP gender strategy has been to build institutional capacity in this area. Gender training was first given to district team Gender Officers. In the northern districts, their training has in particular emphasized gaining proficiency in training skills for target group level.

As part of the mainstreaming strategy, all team members are considered responsible for addressing gender issues in their daily work. All field staff has received gender training, although the training offered in the Kilosa and Iringa has been considerably less than in the northern districts. In the interviews held for this review (with generally male staff), time and again they related how prior to gender training they had no notion of gender differences and inequalities. Staff members have commented that before training "my mind was dark about gender issues", "we had no understanding of these matters", "I had never thought about differences between men and women, but thought they were natural".

Training proved to be a true eye-opener, making staff consider these issues, often for the first time. Several staff members have emphasized that it was the training method which has been important in raising gender-awareness. Role plays depicting examples of equal and unequal gender relations in families were particularly effective.

Overall, gender-awareness of staff members in the northern TIP districts is high. Most staff members were able to explain what was meant by gender issues, and how they addressed these in daily work. In Mwanza District, the Gender Officer has gone abroad on study leave for a year. A (male) irrigation technician has spontaneously taken over her training tasks, and now enthusiastically provides gender training.

#### *5) Clear guidelines and rules for project staff to follow up gender training.*

"Raising awareness of gender issues in the target group.

The underlying perspective in ensuring women's participation in TIP has been that this should be based on an understanding by the target group of potential benefits. This awareness is raised in two ways:

- through explanations by project staff when mobilising the target group for project activities

The step-by-step approach developed for all TIP activities has been very helpful in knowing when and how to introduce gender issues. The steps for all TIP activities are: introduction, submission of request from the target group, intake evaluation, implementation, evaluation, and follow-up.

- through extensive training focusing on raising awareness of gender issues for both male and female farmers participating in TIP activities. This has proved very effective in their acceptance of gender issues.

\* Balanced participation of women and men in TIP activities.

While never made explicitly mandatory, TIP staff does require a balanced participation of both men and women in TIP activities. This is made clear to the target group from the very first time they are mobilized. For example, when terracing land, both men and women are required to participate, thereby legitimizing their rights to the future benefits (better crops). When digging irrigation canals or other constructions, both men and women must contribute. Women will do physically less taxing tasks, such as carrying sand.

In all TIP WUG meetings, a balanced number of men and women must be present. The meeting is otherwise cancelled. The Water User Committee, which is the decision-making body of the WUG, must have at least one female member of a total of five. This ensures women have decision-making power. This condition for TIP intervention is always accompanied by an explanation of why it is important and beneficial.

No exact targets have been set to determine an adequate balance of male and female participation. This is left to the judgement of TIP staff. (The exception being in Kilosa District, where team members have made 30% participation of women in all meetings and in decision-making bodies mandatory.)

#### *5) Training tools*

In the northern TIP districts, in order to provide project staff with instruments to effectively raise gender-awareness amongst the target group, a fairly extensive set of training tools have been developed. Staff members have said that in general the farmers (male and female) enjoy the training given. These are:

\*Gender-awareness raising (I and II)- These include role-plays, games, jump-in theater.

\*Communication training (I and II)- Women often felt inhibited to freely express themselves due to a lack of self-confidence and experience. Communication training specifically for women was developed to be used as an extra step to address gender issues.

\*Leadership training- for effective leadership in Water User Committees.

\*Gender and legal issues-a module to raise knowledge on legal issues, such as the statutory and customary laws and rights of men and women.

In Kilosa and Iringa districts the tools used include:

\*video's and films on legal issues

\*exchange visits to other projects with members of the Water Users Groups

\*separate meetings with women to raise confidence.

### 3.1 Strategy successes and constraints

#### *Effects at target group level*

The field visits in TIP have focused on gaining an impression of some effects of the gender strategy used, and the factors which have been important in changes achieved. In all but one district at least two small groups of men and women were interviewed separately.

In Same District, village technicians were interviewed. These are farmers who have received extra training in technical and gender issues from TIP staff. They are required to disseminate this information and solve immediate problems with Water Users. By thus increasing capacity, a larger number of Water Users can be reached through the project.

The groups interviewed varied in the period of time in which they had been involved with TIP (one to six years) and the size of the Water User's Group (from 30 to 600 members).

#### **Changes in workload**

##### *Communal work-*

In all but one group (Arumeru) women indicated that involvement in TIP activities had meant an increase in workload, but this was temporary. Activities included heavy physical work which had previously been considered appropriate for men only, breaking through role stereotypes. Examples mentioned were terracing, which women considered particularly heavy work, helping carry building materials for construction of canals and water reservoirs, setting up nurseries. Indications of the heaviness of work seem in part to be based on socialized perceptions. After all carrying firewood or water, which is traditionally women's work, is also physically very taxing. In cases where some tasks were physically too strenuous for women, such as cutting stones for building, they were given lighter tasks (carrying sand for making cement) to ensure their rights to benefits.

The condition which TIP has set that both men and women must participate in project activities has been the immediate cause of the increased workload. These are predominantly communal activities.

In most groups, the women immediately added that the increase in workload was no problem for several reasons:

\*women were well aware that their contribution in the communal work legitimized their rights to water for irrigation, cultivation of land, use of trees.

\* the expected and gained benefits in increased crops, in firewood, water use and income far outweighed the temporary extra workload. (Mwanga, Lushoto, Arumeru, Same)

\* after the extra work had been done, the workload for most women had reduced. Since produce had greatly increased it was now only necessary to cultivate shambas close to home, grass for fodder could be cut closer to home (used for terracing), irrigation was easier. (Mwanga, Lushoto, Arumeru)

\* the extra workload on TIP conditions also meant closer cooperation on equal footing with men, which also meant women gained more decision-making power within the household. They gained more say in types of crops to be grown, when they were to be sold and planning of other activities. (Arumeru)

\*Interestingly, some women also noted that participation of TIP activities increased their status in the eyes of men, which had increased their negotiating power within the household.

All men also indicated that involvement in TIP had meant an increase in workload, although this had generally been temporary. The expected and gained benefits far outweighed the

temporary extra work.

A few of the men groups also indicated that the workload had continued after TIP, but due more to the increase in land which could now be cultivated. One farmer in Same said that before TIP intervention, in his Water User's Group men would go away to drink beer in the afternoons. Now more men worked on the land and helped in household activities.

#### *Productive work*

In some cases (Mwanga, Lushoto) the increase in workload for women had continued as more land could be cultivated due to terracing and improved irrigation. This in turn had meant a clear increase in income. In one case, the increased income made it possible for women to hire labour, so reducing workload. (Mwanga)

#### *Household work*

There were considerable differences between the WUG's, and some between men and women's perception of changes in household work after TIP intervention.

In over half of the WUG's visited, both the groups of males and females that were interviewed indicated that there had been some changes in the division of household work after TIP intervention. In general changes were on a small scale, and women still carried the greatest burden of household activities such as collecting firewood and water, childcare, cooking. Several examples were given:

\* In one WUG in Arumeru with which TIP has been working for slightly more than a year, women indicated that while before when a child was sick or dirty, men would complain to the women and expect automatically that women attend to them. Now men would sometimes do it themselves.

\* Most important changes in changes in household labour were when women were not available to do certain tasks. In several groups, the farmers explained that before, if the wife was sick or away at the market, a female family member would automatically have been called in to take over her tasks. Now, men took over the cooking, the washing, carrying firewood if their wives were not available. (Arumeru, Mwanga)

\* Men and women gave examples of men now sometimes cutting fodder for cattle, chopping wood for firewood, etcetera. Carrying water however, still seems to be the sole domain of women, and nowhere did men do this work.

The men and women indicated that gender training by TIP had been critical factor in inducing these changes. One group of men said that before, they had been ashamed to do work which was traditionally women's, but training had made them see this was a taboo caused by a way of thinking. (Arumeru) Other influences which were mentioned were changes in due to modernisation in general (Arumeru), the church (Mwanga), the government (through community development workers) (Mwanga), another donor's interventions (Lushoto).

Several men did emphasize that changing gender relations was a slow process. One man said that because a few men had changed their behavior, it was now easier for others to follow their example. (Lushoto) In one WUG both the men and women said that some women had men as drunkards, and no amount of training would change these men. (Mwanga)

## Changes in decision-making power

### *Community level*

The area in which changes had most clearly been effectuated was an increase in women's decision-making power at the community level. On this issue there was complete consensus in all the groups interviewed. The strengthened position of women is concentrated within the Water User Groups. Both men and women noted that while before men and women sat separately, this was now mixed. Women felt freer to speak of their concerns, to address their problems to men, etc. In one WUG in Mwangã, it is the women who hold the key positions of chairperson and water distributor in the WUC.

The key factor in increasing women's decision-making power has been the condition for TIP intervention that women participate in meetings, and hold a position in the WUC. Also, the encouragement of women's active participation by TIP staff was mentioned to be an important stimulating influence.

Some problems were mentioned, however. In some groups women and men complained that women often still felt shy to speak in public, which reduced their influence (Same, Lushoto). It was interesting to see that not only women but men also feel it is in their interest for women to speak up in meetings. In one meeting in a Same WUG I saw, men felt that women were too quiet and urged them to voice their opinions. Experience had shown that if women had not expressed themselves at meetings, they would vent their feelings at home afterwards. This often led to half-hearted cooperation and other problems if they had not agreed to the issues.

It is not clear to what extent women's role in the Water User's Groups has also influenced their decision-making power in the wider community.

### *Household level*

All but three of the groups indicated that women's decision-making power within the household had increased, although there were big differences in the degree to which this was the case. Two groups of (Muslim) men said that there had been no change since women traditionally decided on household matters. However, the women interviewed in the same Water Users Groups indicated they did feel they had more control after TIP intervention.

The most frequently mentioned area of change in decision-making within the household was income. Both men and women brought forward was that while before men would have the final say in most decisions on income, crops, sales, etcetera, now there was more cooperation. Before "men ordered the women to do things. Now they were not ruling anymore" (Lushoto). Several groups explained how both men and women would sit together to discuss whether to sell crops, and what to use the money for. (Same, Arumeru, Mwangã.) One woman in Same explained that previously, if cash crops had been sold (such as coffee or tomatoes) and the husband was away, the wife would have had to wait until he was back to decide how to spend it. Now the wife could decide independently whether to sell crops, to use the money to save for the family, to send the children to school, etc. In one group in Lushoto, the women interviewed said that they had more control over the profits men made from sale of cash crops.

This was only with money which men made available for family use, which had increased considerably also due to higher crop yields. However, they still felt men kept back some for personal use, while all of women's money was for household use. In Kilosa, the men in one WUG noted that the benefits for them in women's increased decision-making power was far fewer arguments and blame.

Without exception, men and women indicated that training and awareness-raising by field staff had been the most important factor in changes in decisionmaking power. Several women emphasized that participation in TIP meetings and committees had also been instrumental. One group noted that they felt more secure because they had a Water Users Committee to officially complain to if they were not given their due rights. This increased their confidence and status, also in the eyes of men. (Lushoto) Another group of women said that being able to go away from home for several days for training, and being trained in leadership skills had also given them more status within the household. (Lushoto)

Some women and men said that material benefits from the project had also helped. The women interviewed in a WUG in Mwangi said the before men's incomes were so low that it was difficult for them to help their wives. Now increased income (due to improved irrigation) in combination with gender training has led the men to share the benefits more equitably

### **Changes in access to resources**

The main benefits which accrue to the target group are increased access to crops and trees through improved irrigation, and through this also a higher income.

Most of the WUG's interviewed had been involved in TIP activities long enough to be able to determine their benefits. In all groups, both men and women have indicated that in particular, the crop produce has increased. Numerous examples were given of how formerly two bags of crops were harvested, this had tripled or quadrupled through TIP intervention.

In most cases, women did not indicate they had much greater access to land. However, the higher productivity of the same amount of land due to terracing and access to water has been beneficial. Several cases were mentioned in which access to land was a problem for women (a widow and divorcee). Through gender-related activities there had been a few improvements. One widow explained that traditionally widows had no right to land. After gender training, her brothers had allowed her to use extra land. She felt this would not have been possible previously. (Arumeru) In Same District, several divorcees had been active in claiming their rights to land as a result of legal issues training provided by TIP.

As has become apparent from the above, the intra-household distribution of benefits is also critical in determining the degree to which women and men can profit from increased access to resources.

### 3.2. Gender integration per district

#### *ARUMERU*

In TIP Arumeru, all staff members showed a high degree of gender-awareness, were able to explain what gender relations were, and why they felt it was important to address these in the project's activities. Almost all staff members could indicate the link between gender issues and TIP activities. Every staff member emphasized that training received from the Gender Advisor TIP North had been critical in gaining this knowledge and the development of an approach to address these issues.

Addressing gender issues was clearly felt by all to be a shared responsibility. However, full integration of gender issues and amount of training given to different WUG's varied with the interest of the responsible technician in this issue. This was also reflected in unequal benefits for women in different sites.

The Gender Officer played a particularly important role in training. The Gender Officer of Arumeru clearly showed an insight into the use of gender tools for specific project contexts. As we travelled through a new site, she could clearly explain the strategy she would use to address gender issues.

As a means to reduce women's workload, wood stoves have been introduced in this district. In this team, besides the number of women participating in meetings, an impression of how they participate is also monitored.

All staff members felt satisfied with the quality and number of tools which were currently available for addressing gender issues. In the long term, support was needed on a half-yearly basis.

#### *LUSHOTO*

Although there was a general awareness of gender issues, overall staff members were somewhat less able to express conceptual aspects. Emphasis on addressing gender issues seemed to be very strongly on including women's participation in meetings and activities, with less attention for the underlying causes such as unequal division of labour and decision-making power. There was also a tendency by the technicians to see training and responsibility for gender issues to lie very much with the Gender Officer. The Gender Officer seemed to be comfortable with her new management responsibilities, and clearly aware of her tasks.

A problem in giving similar levels of training to all WUG's has been the very large amount of groups involved in terracing last year. This has meant that there was not enough capacity for training. Training has been very uneven from group to group. However, all team members feel that this should not be a problem this year with the greatly reduced number of WUG's. No communication training for women is being given.

Almost all indicators required for quarterly reports are being monitored.

In general, it was felt there were adequate training tools and skills. Extra effort was being put into making all team members feel responsible for addressing gender issues.

#### *MWANGA*

The level of awareness of and commitment to gender issues in TIP MWANGA was high. Most team members were thoroughly familiar with the topic. Again all team members stressed that gender training by the Gender Advisor had been critical in raising awareness. In this team the Gender Officer has been on study leave for a year.

It was interesting to see that one of the male technicians has spontaneously taken over all training, including on gender issues. He now spends most of his time on training.

In Mwanga, gender training is done most systematically of all districts. Every training is given to every Water User's Group. The guidelines for gender training have proven to be a very useful support, particularly because they indicate exactly when which type of training should be given.

All indicators which have been made a part of half yearly reporting are collected. In Mwanga extensive reports are made of every gender training, and include the issues raised, the reactions of the target group etc. A fairly close tab is held on the effects of training.

Mwanga District team has also taken extra steps to develop activities for organisational strengthening of the Water User's Groups. These include an information billboard through which information is disseminated to all the Water Users, and quarterly planning by the farmers themselves.

### *SAME*

In TIP Same, staff could readily explain concepts such as gender relations, gender inequalities, etc. They seemed to have internalized gender relations well. Several team members emphasized the importance of efforts to include women in TIP activities. Addressing gender issues was clearly seen to be a shared responsibility. Their mutual support in addressing gender issues seems to be strengthened by the friendly cooperation of the team in their work in general.

The frequent absence of the Gender Officer due to health problems and at present maternity leave has been felt to be somewhat problematic. The departure of the Gender Advisor North has been felt more strongly in this team, as there has been no support for gender issues in the past months and follow-up is unclear. Capacity is lacking for giving adequate gender training. In particular, there is a need for a female staff member who can more easily train and communicate with female members of the target group. No communication training is being given to women while this has been an explicit need specified by the target group.

All monitoring indicators in the Guidelines are being collected, but they are spread out over different files and not systematically aggregated.

The team felt that enough time has been spent on gender training in the past years to provide a good foundation. However, there was a clear need for a staff member with training skills and specific extra responsibility for monitoring gender issues in daily TIP work.

### *KILOS/IRINGA*

All team members of both the Kilosa and Iringa teams have a basic understanding of the concepts of gender and gender relations. They showed a great interest in addressing gender issues in their work, and sincere concern to ensure women will benefit from TIP's activities. All staff members showed a great eagerness to gain more in-depth knowledge on this issue. There was a general sense that the foundation for addressing gender issues was still somewhat weak, and needed to become more solid. Staff members felt their confidence needed to be enhanced further to more effectively communicate with the project beneficiaries in daily work. Training for staff has been somewhat limited.

All staff could clearly make the link between gender issues and TIP activities. There was a strong emphasis on ensuring women's participation in all project activities as a means to integrate gender issues. Various staff members indicated that the step-by-step approach which TIP has been particularly helpful in knowing how to approach gender issues.

Gender issue are very clearly felt to be a shared responsibility within both the Kilosa and Iringa teams. Gender Officers work in close cooperation with team technicians in addressing gender issues, and their management role has led to a stronger position within the team in general. The teams have taken creative initiatives to develop tools to be used at target group level. For example, in Iringa exchange visits have been made with members of the Water User Groups to other projects to expand knowledge of other possibilities. However, there is a strongly felt need for further development of tools and instruments to raise gender-awareness of the project beneficiaries.

Although both the northern and more central TIP districts broadly follow the same approach in addressing gender issues they have developed quite independently with regard to training and tools used. There has been little exchange on the topics of tools, gender training, experiences, development of training skills. This is somewhat surprising as TIP is one project, with no very large differences between the working approach and beneficiaries in the various districts.

#### **4.0 Support needs**

For TIP in general, several support needs for ensuring that gender issues will continue to be addressed can be identified. These are based on:

- support needs which have been identified by individual districts
- support needs which have mentioned by all districts in interviews.
- analysis of factors which have been important in the overall TIP gender strategy.

##### ***Overall support needs for Gender issues in TIP***

###### ***1. Transfer of knowledge on gender planning issues.***

A comprehensive approach to gender issues has been developed, and integrated well, particularly in TIP's northern districts.

It is based on a very distinct conceptual approach which uses analysis of gender relations as point of departure. The current overall level of gender awareness among most staff members in the northern districts is high. Part of the TIP package for the target group includes gender. Almost all staff is therefore active in addressing gender issues in their daily work. Tools which can be used in a variety of situations have been developed to address gender issues. Skills in using them are adequate, although somewhat concentrated with the Gender Officers.

The approach to gender and the general familiarity of staff with it has not come about automatically. Especially in the northern districts, it has been the result of intensive training over a period of three years, largely done by the the Gender Advisor North. However, in the near and ongoing future, there will be a turnover of staff. This also means a considerable loss of gender expertise for TIP.

This is problematic, as the TIP gender strategy is based on very distinct ideas which will in all likelihood not be familiar to many people. TIP lacks a system in which the quite comprehensive gender strategy will be transferred. It is not clear who carries responsibility for training new staff members in the concepts and use of tools. Special attention will be required for newcoming Gender Officers. Also, no systematic training package for technicians has been developed.

Recommendation:

There is still a considerable number of people with a high level of gender awareness and good gender training skills within the TIP staff, especially in the northern districts' teams. They are very capable of training newcomers, and each other if there are gaps in training.

-Appoint a Gender Officer who is very good at training who has responsibility for training:

\*new Gender Officers

\*other new staff members

-Organise exchanges between district teams to train each other. Some district teams are particularly proficient in certain skills and use of tools.

-Develop a checklist/guideline for training newcomers. This should include some practical training time. A new staff member could join two different teams for a week to get on-the-job training

## 2. Future support for gender issues for all teams.

In Kilosa and Iringa districts, the teams have indicated that the foundation for addressing gender issues in daily work needs to be strengthened. There is a clear need for more extensive support.

In general, all teams in the northern districts have indicated that a good foundation has been laid for addressing gender issues in TIP. However, almost every team member has expressed the need for future support from someone outside the team. All teams agree that the position of the Gender Advisor North does not need to be replaced exactly as it was. In part based on the ideas which have been brought forward for future external support for gender, a job profile has been made.

Recommendations: Ensure that a Gender Advisor is appointed for TIP who will fulfill the following tasks:

-*Frequency*: A gender advisor should come two or three times per year to each district for a full week. This should be more frequent for the Kilosa and Iringa districts, as they have expressed the need for more support.

- *Tasks* of the gender advisor should include:

\* Updating gender tools and extra training if necessary for TIP staff, particularly also for Organisational Strengthening.

Extra training should be made available to the team members of Kilosa and Iringa Districts, as these have been offered less training. Furthermore, fewer tools to be used at target group level are available in Kilosa and Iringa. These are readily available in the northern districts, and should be disseminated to other TIP teams.

\* Monitoring- ensuring that gender is still getting proper attention in TIP activities. Are gender tools being used frequently enough and properly? (watchdog function)

\* Solving problems- assisting in finding solutions to specific problems in each district.

these districts.

\* Renewal and further development of the gender strategy.

\* Forming a link with national, regional and district and other organisations, for exchange, gaining information on other gender-related activities which may be relevant for TIP. etcetera.

\* Further development of skills of Gender Officers in each district.

\* Supporting teams with prompt replacement of Gender Officers.

### *3. Management role of Gender Officers.*

In a meeting held in September last year, Gender Officers were assigned a management and monitoring role. However, not all Gender Officers were present and a limited number of project staff. There still seems to be a lack of clarity amongst team members on what the specific tasks and functions of the new management role of the Gender Officers.

In Arumeru, team members could indicate few changes in practice. In Lushoto, there was no consensus among the team members on the changes in the new role of the Gender Officer. In Mwanza the Gender Officers is at present on study leave. In Same the Gender Officer has just resumed work after maternity leave. Changes are pending with the Hingilli team in general. In Kilosa and Iringa districts, the Gender Officers seem to have gained a stronger position within their teams, but the exact tasks seem to depend strongly on their own initiatives.

In view of the general lack of clarity on this matter in the teams, and the periodic absences of the Gender Officers in the past half year, it is necessary to make more clear what the responsibilities of the Gender Officer are. It is necessary that all team members feel clear about who does what, and what the exact tasks and responsibilities of the Gender Officer lie.

#### Recommendations:

\*\* Make a clear profile of the management and other tasks of the Gender Officers, so that it will be clear for the new and the current Gender Officers and also for the other staff members what exactly the changes in tasks mean.

\*Organize two meetings to make this matter very clear:

-One meeting with Coordination Office, Gender Officer, engineer, and counterpart.

-One follow-up meeting, with the project coordinator and all the teams

#### *4. Participatory Rural Appraisals*

Participatory Rural Appraisals (PRA) were introduced to TIP in 1993 as a tool to be used in intake evaluation for getting relatively quickly, fairly accurate information. They are an important tool for getting gender-disaggregated data on which further planning is to be based.

Various problems were mentioned with use of PRAs:

\* PRAs took too much time, as it involved all team members for too many days. In particular reporting afterwards took a great deal of time and proved rather difficult. (Arumeru)

\* Information could be somewhat superficial as respondents were hesitant to give their real opinions to strangers and in group settings. More crosschecks were needed. Some information, which at times would have been very relevant for initial planning, was only given after TIP had already begun. An example given was information on major problems with village leaders which had not been revealed. In one WUG, when well into implementation of TIP activities, it turned out that the beneficiaries priority lay with livestock, and not agriculture. This greatly hindered their mobilisation for TIP activities. (Lushoto, Mwanga)

\* PRAs tended to be somewhat repetitious, providing the same information for different sites. Also, it seems as if there is the tendency to conclude that every site in which a PRA has been done will be suitable for TIP intervention. (Mwanga)

\* PRAs tended to produce a lengthy list of needs from the target group, raising expectations. It was necessary to be very clear about the limitations of what TIP could and could not provide. (Same)

\* Experience with PRAs in Kilosa and Iringa districts is very limited, and in Kilosa training in carrying them out and using them has been limited.

#### Recommendation:

The fact that PRAs are considered to take too much time reflects TIP's priorities, which still heavily emphasizes implementation. PRAs take 4 days of field work, and several days for reporting. Implementation is between six months and two years. In comparison PRAs take very little time.

The problems with PRA come also from the fact that there are problems with reporting skills, that PRAs are intensive and tiresome and need a lot of energy to get high-quality information.

To improve and keep up the quality of PRAs extra training is required. This could be done by the Gender Advisor, or a staff member who is very good at doing PRAs. Several Gender Officers have received intensive courses in PRA abroad. (Lushoto, Kilosa, Same)

Training would have to include additional knowledge of techniques, extra training in interviewing skills, and report writing skills.

Guidelines for PRAs were promised a long time ago, but these have not yet been made. The Program Coordinator should look into possibilities to have these made as yet (by Eveline van der Grift, former Gender Advisor TIP North.)

### *5. Monitoring*

In all the districts in TIP North and Kilosa and Iringa, the gender-specific data which is to be available for the quarterly reports has been collected. Some teams monitor more information than strictly required, for example the quality of women's participation in meetings. (Arumeru)

Until now data is scattered over various forms and files in most offices. They must now be available for the second and fourth quarterly reports, so consistent collection and also compiling of the data should improve.

However, several issues were repeatedly brought forward mentioned by the teams in the northern districts with regard to the monitoring of gender-specific indicators and data.

\* The gender-specific data is collected but not used further for some of the purposes of monitoring, especially adjustment of planning or some self-evaluation of teams.

\* There are no targets for indicating what are adequate levels of achievement in relation to gender issues. For example, when are enough women participating, when do they have enough access to crops, land, afforestation activities etc.

Recommendation:

\* Development of a system for when and how to use gender-specific information which comes from monitoring of indicators. This could be done by the Gender Officers together, or a small team of technicians with the Gender Advisors could work out this theme together.

\* Periodic (half-yearly) evaluation of what has been achieved with regard to gender issues in a meeting with the Gender Officers and technicians. For example, issues could be checked such as:

-how many women are participating in each sector, is this enough?

-how are women participating in meetings and WUC? Are there any problems, things which need extra attention, (for example extra communication training)?

### *6. Impact of TIP gender strategy on women.*

In every northern district team various members said they felt that they wanted to know more in depth to what extent women were really benefitting from TIP activities. It was clear for most staff that enough women participated in TIP activities, and that they were increasingly verbal and active in public meetings. These remained general impressions. In all the teams a need was expressed to know more precisely what effects all the efforts which have been put into gender in TIP in the past years was really having.

Examples mentioned were- how women participated in meetings, not only how many; how many women are involved in leadership positions in Water Users Committees; which benefits (such as income) are women really getting; how has the workload and decision-making power of women changed.

While other sectors such as soil and water conservation were more clearly measurable and had more clear targets, this was less clear for gender.

Recommendation:

In part, the lack of knowledge on the effects of the gender strategy comes from a monitoring system which is still not very effective in general. TIP also does not know to what extent men are benefitting (increase of irrigation, land, income etc.) Once the monitoring data is used better, everyone can see more clearly what changes there are in the number of women and men participating, how much land they terraced, how many male and female water users there are, etc.

Quite a bit of research has already been done on the impact of the gender strategy. This should not be overlooked. (Impact Assessment in 1994 in Same and Lushoto, the Mid-term Review Mission in 1995 also talked to farmers and came with positive results. Gender Review in 1996 included talks with farmers.) This information should not be overlooked.

For the more in-depth and qualitative information which is required, an impact assessment every two years can be done.

*7. Exchange between Kilosa and Iringa and northern TIP districts.*

As has been mentioned previously, team members in Kilosa and Iringa districts have expressed the need for more support in addressing gender issues. Their support needs include in particular further training (on-the-job and formal), more availability of tools for use at target group level, and guidelines. In Kilosa district, there was also a need for support in addressing gender issues in very large Water User Groups (above 600 members).

Recommendation:

Since the northern districts have considerable experience in integrating the TIP gender strategy, it would be very beneficial if there was extensive exchange between these and the Kilosa and Iringa districts.

The tools and staff's skills in the northern districts could serve very well to supplement areas in which support needs are felt. It is suggested that exchange visits are organised for the Gender Officers, and several team members of the Kilosa and Iringa teams to the northern districts. These visits should focus on the following topics:

\*exchange of training tools to be used at target group level

\*some on-the-job training in using these tools.

\*exchange of experiences with large Water Users Groups, and other successes or constraints.

Likewise, one or two Gender Officers and team members from the northern districts could visit their more southern colleagues to get new ideas, and provide advice. Exchange of experiences with tools which are being used in the southern districts could be interesting.

#### Further support needs per district

##### \*Training Gender Officer-

☞A need was felt for additional specific training in planning by the Gender Officer. (Arumeru)

Recommendation: A one-time extra training for the Gender Officers and their counterparts in improving planning skills, with particular attention to when and how in planning gender has to be included.

##### \*Development of training for more educated groups.(Arumeru)

While training is now suited to groups with little or no education, this is not considered appropriate for more educated persons directly or indirectly involved in project activities. An example mentioned was leaders in village councils, which indirectly have influence on the views of the target group. Their lack of support, which is in part based on a lack of familiarity with gender issues, is at times a problem for TIP's work on these matters.

Recommendations: Development of a one-day awareness-raising training to ensure their cooperation. This fits in well with the tasks of a Gender Advisor for TIP.

##### \* Training manual for gender-awareness training for village technicians in Kiswahilli. (Same)

In Same, training of village technicians has helped increase capacity of TIP in general, and been very useful in raising gender-awareness among the Water User Groups. Some tools are needed to facilitate training of these village technicians.

##### Recommendation:

An English version of gender-awareness training I & II for project beneficiaries is already available in all the Northern TIP districts. Using this as a basis, these could be adjusted to the needs of village technicians, perhaps including more pictures.

This can be done by:

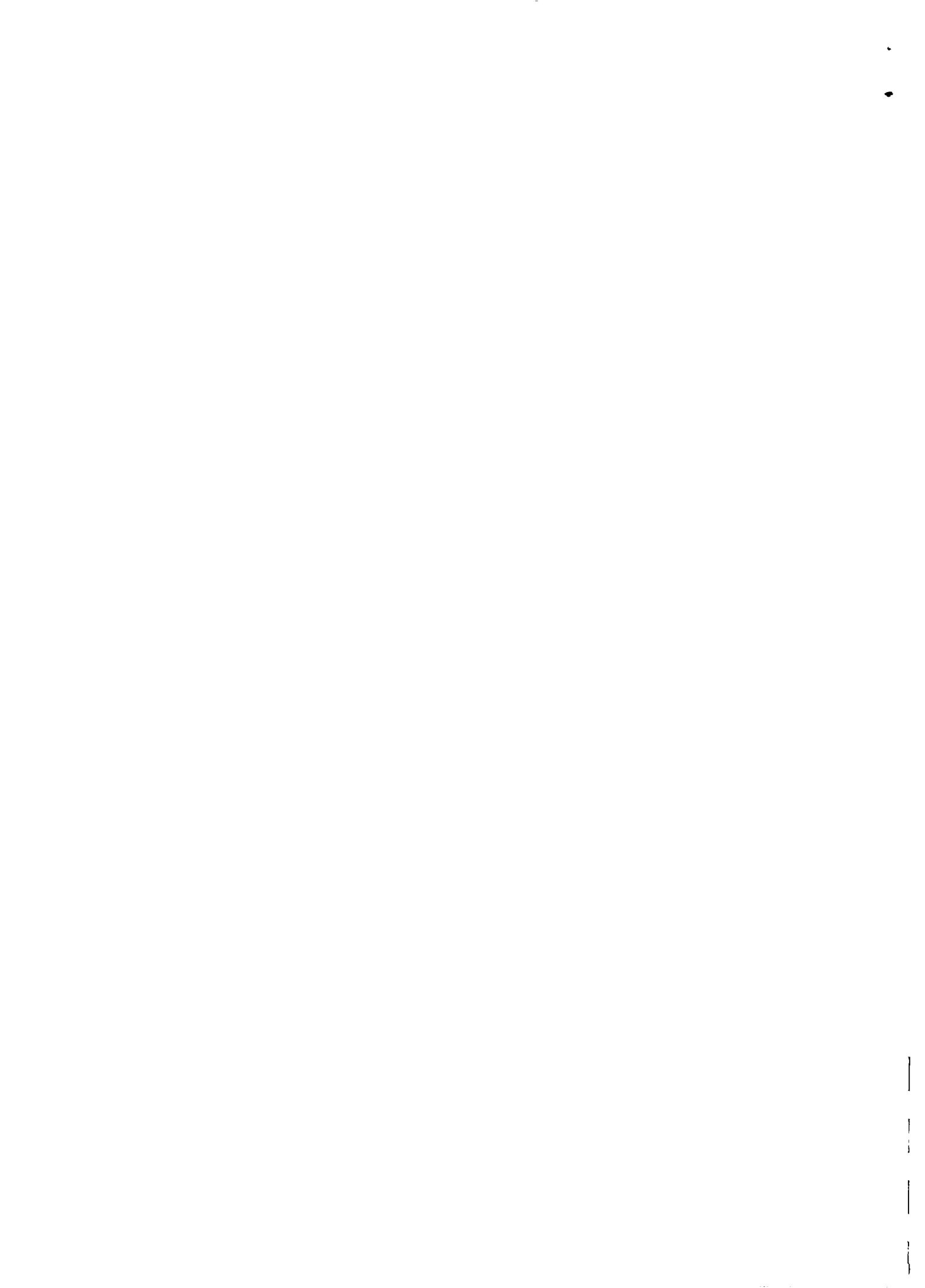
\* the Gender Advisor or

\* a small group of two/three Gender Officers can form a temporary working group to make this manual.

##### \*Extra extension material for gender.

In several districts, a need was expressed for more extension material when working with project beneficiaries. Examples mentioned were calendars, pictures, photographs, the use of video. (Lushoto, Same, Kilosa, Iringa).

Recommendation: The Gender Advisor can develop these further.



**UMALE**

**UMOJA WA MAFUNDI  
LEGURUKI**

**USA RIVER**



## Gender review of UMALE

### 1.0 Project Description

Umale became operational in 1983 with as its main objective to:

- provide continuous training of graduates in their trades through production in a commercial environment;
- assist Umale members to become established as (self) employed craftsmen;
- provide a number of services to the members.

'Their trades'(see above), has gradually specialized to be mainly carpentry and masonry.

Umale is a membership organisation that gives services to its members and at the same time it is also a company that needs to work on a commercial basis. The membership is open to graduates from the Lekuruki vocational training centre only.

The SNV support at present is in terms of a technical advisor (expatriate male) and an accountant (expatriate male). At present females are employed at Umale as bookkeepers, store keepers, tile making and kitchen staff.

Umale's target group is limited to the graduates of Leguruki vocational training center, which is a three year post-primary school vocational training centre offering training in carpentry, masonry, mechanics, electrical works and domestic sciences (sewing, cooking).

### 2.0 Gender issues at project level

Underlying some of the gender specific issues are two overall issues characterizing Umale: one being the apparently conflicting objectives of providing training and services to members versus operating as a commercial business, the other being the membership.

Umale is presumed to be a training institute, but at the same time it has to operate as a business and generate enough income to be sustainable. The income generating objective of Umale needs a different approach than the training objective of Umale, which also has an additional potential problem of training its own competitors.

The target group is limited to the graduates of Lekuruki Vocational Training Centre (LVTC) only. All graduates of LVTC automatically become members of Umale. Lekuruki at present has 263 students of which only 17% are girls, nearly all of whom are in domestic sciences. Women are not specifically mentioned as part of the target group, but are part of the graduates of Lekuruki, and thus part of the target group. Clear objectives and strategies would have needed to be worked out to ensure gender issues are taken into consideration, as Umale operates in a clearly male dominated sector. This was not done.

In 1989 a women's department was initiated. This was not within the project design, but the female graduates from Lekuruki also automatically became members of Umale. Umale however was not designed for the skills in which the girls were trained. They are trained in domestic sciences but do not have clear skills. One reason being that the domestic sciences department at Lekuruki in itself is in a marginalised position with limited tools and equipment and only one teacher for all subjects (cooking, sewing, child care) for the whole curriculum of three years. The main objective of the domestic science is to train girls to become a good housewife, the girls, however, hope to find employment (as cooks in hotels, or as tailors) with the training received. Umale is seen as one of their employment opportunities.

As an organisation Umale does not have any yearly reports except for the annual audits. The SNV staff report regularly according to SNV regulations.

The awareness of gender issues is high amongst the staff, also because they have been struggling with the issue for a long time as they have to provide services for all members including the female members who do not have the necessary skills to fit within Umale.

### 3.0 Gender issues in implementation

The main activities of Umale focus around building and carpentry. As mentioned above, a women's department was established with some financial assistance from the Netherlands embassy and personnel from SNV. This move was made as girls graduating from Lekuruki are also automatically members of Umale, and also wanted to benefit from their services. This was not planned for and furthermore the girls came with a variety of general skills nearly exclusively within the domestic domain. Umale was not geared up for this.

To still cater for these girls various activities were initiated: cheese making, tailoring, flower growing, dairy cows. All these activities have now ceased as problems were encountered due to numerous reasons. The women's department no longer exists, and the woman heading this department has left. The major reason for the 'failing' women's activities has been that the activities were not within Umale's expertise and were brought in as additional activities without clear strategies and commitment in terms of finance and human resources. Furthermore most of the activities were also not based on the skills the girls had acquired at LVTC.

The background of the girls was not suitable for the Umale setting and the girls motivation to come to Umale was to be employed within a relatively secure environment rather than to be trained and then (self) employed. Girls are now involved in Umale in tile making and in book keeping, cooking and store attendants. Some have been employed by Umale for over five years.

#### 4.0 Summary of constraints and strategies

##### Constraints:

- Opposing objectives within the organisation
- Membership, limited target group
- Capacity of staff mainly in masonry and carpentry
- Membership not interested in change
- Number of studies have been done concerning gender issues, follow-up has always been lacking (both from SNV Dar office and from Umale)
- Lekuruki and Umale do not have working relationship, except for the pupils that come from Lekuruki to Umale
- Need a basic level when coming to Umale, girls do not have that
- At Lekuruki being taught to be a good house wife, while boys are taught a skill with which it is hoped they can generate an income.
- Lekuruki has 263 students of which the 17% girls are nearly all in domestic sciences.
- Building activities clearly a male dominated sector

##### Opportunities:

As it is now, Umale would have to create opportunities for women to be able to benefit from the services Umale offers.

Basically there are two options on which Umale can build its gender strategy:

- decide to only concentrate on the areas in which Umale's strength lies (masonry and carpentry) or:
- decide to build on what the girls are trained in (sewing, cooking) and incorporate this into Umale's activities, where sewing could be an activity complimenting some of the products made in the carpentry department.

The first option will need a clear strategy and extra effort to ensure women actually have the basic skills in carpentry and masonry. This would need close cooperation with Lekuruki and some things would have to change there. For example a first half year in which all pupils are introduced to all subjects (meaning girls also receive mechanical training etc. but boys also receive domestic sciences) and a concentration on English. That way a more realistic choice can be made both by boys and girls to do what they like and what they are good at. Now the pupils, who are only around 14 years old, choose what is seen as normal. Goals could be set from e.g. 10% girls to an increasing proportion each year. An alternative could be that Umale provides an intensive crash course for interested girls before they are admitted to the main training.

Umale is in the process of reorganisation. One of the outcomes of the reorganization process might be that Umale will be able to recruit members from a wider area, providing training to people who have a minimum of skills. This would open opportunities for an active drive to recruit women from other vocational training centers and other places.

The second option, to add a department which is more focused on the skills the girls have (e.g. sewing) would need sound financial and technical assistance to ensure this activity will become a full part of Umale. At the same time the above observations are also applicable, and targets will need to be set and strategies developed to ensure the department has an increasing number of boys, while the carpentry and masonry has an increasing number of girls.

At the same time active awareness campaigns, for example with successful female carpenters and builders are needed.

## **5.0 Support needs**

Three to four month input, spread over a longer period of time, to develop a gender strategy and start with the implementation.