

# Impact and lessons learned through the Gender Action Learning Systems (GALS) methodology in the LFSP-APN Project in Zimbabwe



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## Executive Summary

DFID is providing £45.035 million over four years to the Livelihoods and Food Security Programme (LSFP) in Zimbabwe. The programme has three main components: Agricultural Productivity and Nutrition (managed by the Food and Agriculture Organization - FAO), Market Development (managed by Palladium), and Monitoring, Reporting and Evaluation (MR&E) (managed by Coffey International).

The primary task of this consultancy was to generate evidence to show whether the Gender Action Learning System (GALS) methodology, as implemented through OXFAM through the IP Consortium<sup>1</sup> project called ENTERPRISE (Ensuring Nutrition, Transforming and Empowering Rural Farmers and Promoting Resilience in Zimbabwe) in Guruve and Mount Darwin Districts in Mashonaland Central Province, is:

1. Having an impact and shifting gender relations within the project period.
2. Reaching large numbers at scale in a cost effective and affordable way.
3. Sustainable beyond the project timeline.

The answer to question 1 is an unequivocal yes. The answers to questions 2 and 3 are more nuanced. Yes, and yes, but more money should be invested in the GALS to ensure that it is properly anchored in the target population and institutional structures. The GALS is a behavioural change methodology with diagnostic and planning components which is indisputably bringing transformative change to target communities. The findings suggest that over time the GALS will significantly contribute towards the development of a commercialized smallholder sector which will simultaneously deliver strong development outcomes. For this to be achieved the GALS must be fully internalized by beneficiaries, and every effort should be made by public and private sector partners to institutionalize it as 'the way to do development'. That is to say, technical interventions - agronomic, value chain, financial, *etc.* - should be partnered with the GALS if they are to fully effective.

The consultancy also examined a second behavioural change methodology developed from the Women in Agriculture Empowerment Index (WEAI). This is close to finalization and training has been conducted with government staff and lead farmers, but to date it has not been rolled out under EXTRA. The preliminary findings are that the gender study circles envisaged could usefully support GALS implementing through helping participants discuss change processes in a structured way. However, this methodology cannot supplant the GALS: it must be complementary to it. Since this methodology has not been rolled out it is not discussed in detail in this report. However, reference is made where relevant and the modules planned are provided in Annex 5.

### Key Thematic Findings

The study finds that the GALS methodology is transforming gender relations in the target groups. It is promoting collaborative decision-making over project and other resources. Harmful dichotomies expressed in concepts such as women's plots, men's plots, women's crops and men's crops are being dissolved. Hitherto, these dichotomies have resulted in poor planning across the farm system and

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<sup>1</sup> The IP Consortium is World Vision Zimbabwe in partnership with the International Crop Research Institute for Semi-Arid Tropics (ICRISAT), Mercy Corps, and the Farmers' Association of Community Self-Help Investment Group (FACHIG).

with respect to broader livelihood planning. They have contributed to strong inequities in benefit distribution, and weak and uneven investments in subsistence and market crops. This has had important implications for the ability of the smallholder sector to commercialize successfully, and for Zimbabwe to achieve development outcomes in relation to, for example, education and nutrition targets. Significant changes are taking place in the gender division of labour, with men taking on domestic and care work as well as investing more time and money into productive activities. The achievement of visions such as improved houses, purchase of ox-carts, and other large assets provide a tangible and powerful demonstration of the benefits of gender equality. The physical demonstration of equality also helps men negotiate new masculinities because the benefits to cooperation are so evident.

### **Implications of Thematic Findings**

The implications of improved systemic and collaborative decision-making at household level are powerful. They include:

- ✓ **A stronger likelihood of achieving a sustainable, commercialized smallholder sector.** GALS facilitates the systemic planning of on and off-farm livelihood and farm management strategies.
- ✓ **Through embracing the aspirations of young people in livelihood planning, youth may be more likely to stay in farming.** GALS, provided young people are included, is a way of giving youth a constructive voice in their personal, and in their family's, future.
- ✓ **Since GALS promotes collaborative decision making and learning, a long run impact may be that farmers engage in improved, discerning technology adoption.** Technologies which suit a wider range of needs (for example, bio-fortified maize with high yields and drought tolerance, or labour saving devices directed at hitherto 'women's work' in the household and on the farm) are more likely to be adopted.

If achieved, these impacts will plausibly strengthen the adaptive capacity of smallholder farmers to manage the highly unpredictable futures they will undoubtedly encounter over the next few years. This is because the effective deployment of GALS tools demands a continuous learning process and requires on-going calibration to circumstances.

### **Methodological Findings**

The GALS methodology is successful because it is simple to learn and apply. It can be used by literate, low-literate and non-literate people working together in the same room. It is simultaneously a diagnostic and planning methodology. Each tool is sequenced to build and reinforce the other. Whilst the tools are generic and can be easily taught, the analyses they deliver are tailored to unique situations. The methodology enables users to dig deep down in the root causes of the challenges they face daily, and develop ways to overcome them. This in turn helps to build cohesion in communities because success in achieving visions, building on opportunities, and overcoming challenges depends on developing support networks. Currently, ENTERPRIZE is working with the first set of GALS tools which are designed for individual and household use. The second set has been implemented to a degree. This helps to develop producer and other groups, and facilitates value chain development through bringing value chain actors together.

Peer replication is built into the methodology so it is inexpensive and simple to take to scale. This said, a key recommendation is to invest more money in the GALS under ENTERPRIZE because current investments, whilst low at approximately 3 USD per beneficiary, are likely to be too low to result in anchoring this methodology over the long-term in the community. Training currently is delivered over two days to lead trainers (Agritex, Livestock Production Department (LPD), Department of Veterinary Services (DVS), and the Ministry of Women Affairs, Gender, and Community Development staff) which is then delivered over two days to lead farmers (approximately 19 lead farmers per staff member) and then over a one day course to 30 farmers (10 per session). This initial training is supported through monthly meetings with farmers which enables them to discuss their progress, challenges, and opportunities and to secure assistance as required. This contrasts with more typical practice in other countries where GALS is taught over five days with similar peer support structures. Investing more money will bring enormous benefits, enabling farmers to take charge of their own development in ways that are hitherto unknown. This will enable not only the methodology to be sustainable, it will ensure that livelihoods themselves are sustainable.

## **Recommendations**

### **Provide considerably more funding to the GALS**

The GALS process under ENTERPRIZE is underfunded. Whilst results are impressive they could be rolled back unless critical mass is achieved in terms of respondents reached in each location, and also in terms of depth of training. The mechanisms for peer replication have ensured rapid dissemination, reaching around 25 000 in two years, but there is a danger that a good understanding of how to use and disseminate the tools will be lost. Funding over the long-term will be best achieved through partnerships with private sector actors with value chain interests.

### **Support men in change processes through establishing Men's Forums, and also, if possible, establishing an accompanying research process**

Men rapidly see that the gender equality engineered through the GALS results in large, highly visible gains in asset accumulation (improved houses, ploughs, ox-carts, land purchase, vehicles, etc.), in happier home lives, more food and nutrition security, and better educated children. Since men are culturally responsible, as heads of household, for providing these benefits, many men are able to counteract the threats to their culturally-defined masculinity that joint decision-making and sharing of household chores and care work could imply. However, a support programme to assist men to transition easily and permanently to a new form of culturally acceptable masculinity is required. One idea being mooted is **Men's Forums**. It will be wise to develop such support structures carefully, perhaps with input from men's groups across the region (Kenya, Zambia) which are already experienced in supporting men in change processes. **A research study** which tracks changes to culturally defined masculinities would be of great scholarly and development value. Sourcing funding to support a master's level student in research would be ideal.

### **Integrate the Gender Study Circles Manual into the GALS**

The Gender Study Circles Manual has been developed and trialled in Midlands over the past two years. It allows participants to discuss changes in gender relations through a fun and structured discussion process. Using the manual to support Peer Support Meetings, perhaps by having one meeting a month using the manual, should be trialled as part of the GALS process.

### **Longitudinal Study focusing on Productivity Changes and Technology Adoption**

Respondents to the study speak of dramatic changes in productivity and hint at improved technology adoption. However, the evidence is anecdotal. It is of critical interest to obtain robust data using controls. All household typologies should be included, including female-headed households. Longitudinal studies in partnership with specialized research centres such as those in the CGIAR are advised. Such studies should involve the private sector because securing the interest of the private sector in funding the GALS to help them meet their own commercial objectives will ensure that the GALS process is sustainable.

### **Ensure that specific population groups are reached**

**Women-headed households** form a large part of household typologies and are responsible for the well-being of thousands, if not millions, of children. However, processes in communities, private sector practice and even targeting mechanisms by development actors often marginalize these households. Breaking the inter-generational cycle of exclusion, dependence, and poverty is essential. Developing the GALS and support structures for women-headed households is important. This also applies to polygamous relationships which have not yet been comprehensively addressed by GALS processes. Supporting women in such relationships to form their own visions is essential.

**Youth.** Involving youth - young women and young men - actively and constructively in vision formation in their households is a way to strengthen their voice, include them in community processes, and may lead to more youth staying in agriculture. It will be important to work closely with village leadership on developing positive relationships with young people. It is recommended that different approaches be developed for children and youth under 24 as these have quite different needs to older youth. Schools should also be fully engaged in GALS processes to help form institutional visions as well as help pupils form their own academic visions.

# 1 Study Methodology

The study methodology included a review of project documents, and visits to three Districts: Guruve, Mount Darwin - both in Mashonaland Central (under ENTERPRIZE), and Gwekwe in Midlands. ENTERPRIZE through Oxfam is implementing Gender Action Learning Systems (GALS), with Gwekwe through EXTRA about to implement a Gender Study Circles methodology. The modules it uses have been developed from the domains set out in the Women Empowerment in Agriculture Index (WEAI).

## Discussions on Gender Study Circles, EXTRA, Shurugwi



In each location, focus group discussions (FGDs) were held with participants and trainers. Whilst 6 to 8 participants were requested, 10 or more people attended most groups. To avoid biases, the consultant requested that respondents with mixed levels of achievement with the GALS be asked to attend. Key informant interviews were conducted with project staff and ministry officials. Questionnaire checklists were developed for GALS participants, GALS Trainers, and for Key Informants. Whilst the checklists helped to guide the discussions, they did not control it. Interesting issues raised by respondents were pursued and discussed. The Consultant was accompanied by project gender officers who provided translation and helped to analyze the findings. Their insights are integrated throughout the report. The gender officers also provided detailed written responses to operational questions and impacts which are set out in Annexes 3 (Guruve District) and 4 (Mount Darwin). Two detailed case studies, one with a male head of household (Annex 1) and a female head of household (Annex 2) provide useful insights into changes processes in their respective households.

The Review of the gender study circles relied on a review of the study modules with their developer, followed by questions tailored to each respondent group about their experience with, and expectations of, the methodology to date.

The schedule is provided in Annex 7. Table 1 is a summary.

### GALS Review

Respondents	Method	Guruve District
Project Staff	Key Informant Interview	

Ministry Officials	Key Informant Interview	
Married Men	FGD	Ward 11 Usayi Village
Male-Headed Household	Personal Testimony Case Study	Ward 11
GALS Peer Educators and Trainers	FGD	Ward 9 Nyanhunzi
Female-headed Households	FGD	Ward 12

Respondents	Method	Mount Darwin District
Project Staff	Key Informant Interview	
Ministry Officials	Key Informant Interview	
Married Women	FGD	Ward 8
Male-Headed Household	Personal Testimony Case Study	Ward 8
GALS Peer Educators and Trainers	FGD	Ward 10
Female-headed Household	Personal Testimony Case Study	Ward 9

### Gender Study Circles Review

Respondents	Method	Shurugwi District
Project Staff	Meeting	
Agritex, Nutrition, Livestock Production Division staff	Meeting	
Farmers (men and women)	FGD	Ward 13
Lead Farmers (trained in Gender Study Circles)	FGD	Ward 10
Community Development staff (trained in Gender Study Circles)	FGD	Mix of Wards

The study is structured as follows:

- 1 Study Methodology
- 2 GALS
- 3 GALS in ENTERPRIZE
- 4 Key Findings
- 5 Implications of GALS for VCD
- 6 Recommendations
  - Annex 1: Case Study Male headed household
  - Annex 2: Case Study Female headed household
  - Annex 3: GALS Review Questions And Answers - Guruve District
  - Annex 4: GALS Review Questions And Answers - Mount Darwin District
  - Annex 5: Overview of Core Tools in the GALS Methodology
  - Annex 6: Gender Study Circles (WEAI) Modules
  - Annex 7: Review Schedule

## 2 GALS in ENTERPRIZE

Oxfam in Zimbabwe has been engaged mid-term in the LFSP as a Gender Mainstreaming Technical Partner to roll out the LFSP-APN Gender Mainstreaming Strategy and Action Plan. Oxfam is expected to monitor the implementation of partner action plans, document lessons learnt, develop a gender mainstreaming index, and engage in capacity development, communication and advocacy. Under this mandate, Oxfam commissioned a Gender Analysis (2015). This informed the draft Gender Mainstreaming Strategy in LFSP-APN. Oxfam guides the overall development of the implementation plan which articulates how gender will be mainstreamed, monitored and reported. To date, GALS has been implemented in the Mashonaland Central LFSP-APN project through the IP consortium managing ENTERPRIZE. FACHIG (Farmers' Association of Community Self-Help and Investment Groups) Trust is providing technical expertise on GALS. Oxfam is also supporting INSPIRE to initiate the GALS Methodology in Manicaland. Inception and Adaptation Workshops in three districts (Makoni, Mutare and Mutasa) have been held but further implementation is currently on hold.

To date (between June 2015 and March 2017) 25 500 farmers (and by implication many thousands more through their households) have been reached through the GALS: 9,487 farmers in Guruve District and 16 000 farmers in Mount Darwin. Beneficiaries who demonstrate a particularly good understanding of the methodology have been trained as Peer Educators - to date 305 (154 men and 151 women) have been trained and are expected to train at least 30 other farmers. Gender balance in trainers is critical since some people prefer to be trained by a person of the same gender, and also because it promotes the understanding that GALS is for everyone. This helps to counteract the harmful but deeply embedded perception in Zimbabwe that gender is about empowering women at the expense of men.

## 3 GALS

GALS is one of a number of household methodologies (HHM). Whilst the operational details differ, all HHM work to change gender relations within the 'black box' of the household. The underlying goal is to improve the gender equity of intra-household decision-making processes and in doing improve how households marshal and manage resources across the farm and in off-farm activities, and ensure that the benefits from this work are equitably distributed to all household members. The SIDA-funded Agricultural Support Programme (ASP) in Zambia integrated a HHM as part of an extension package and, due to its powerful results, was adapted by the public extension services for outscaling in Malawi and Uganda. Ethiopians working for the Sida-Amhara Rural Development Programme created the Household Gender Analysis for Gender Transformation methodology which is now being implemented by Send a Cow Ethiopia, and there are other examples. Importantly, HHM do not empower one gender (women) at the seeming expense of the other (men). They adopt a 'power with' rather than a 'power to' approach and work to promote the understanding that unequal power relations between women and men may result in failures to make the best decisions possible, and thus contribute to poverty. Increasingly, HHM are being used beyond the household to strengthen producer groups and other value chain actors, organizations working on gender-based violence and health, and other development goals.

The GALS starts with women and men in their roles as individuals and as household members. A core tool is called the Multi-lane Highway (see Annex 5). There are three strands. The top strand is the Vision Journey for the household, which allows joint visions and personal visions to be planned. The middle strand highlights changes in gender relations which are required to enable the visions to be

achieved. The bottom strand is used to plan how to reach out to extended family, community members and leaders, professionals and other key institutions to strengthen relationships in ways which support the other strands. In so doing the GALS starts changing power relationships between farmers and service providers, private sector stakeholders, and government bodies, enabling farmers to drive the process, secure demand-driven extension and other services, and request accountability from service providers. Once household members become familiar with applying the tools to their own lives, further tools are introduced to help build collective action at the community level, in producer groups, for value chain development, and for advocacy (*etc.*)

Under ENTERPRISE, the GALS process starts with an Inception and Planning workshop at District level. Staff from Agritex, Livestock Production Department (LPD), Department of Veterinary Services (DVS) and the Ministry of Women Affairs, Gender and Community Development are trained over two days in the methodology. The aim is to create a cadre of Trainers of Trainers. Following this, a Master Catalyst Workshop is held. At this workshop, Trainers train lower level staff and Lead Farmers in the GALS (usually 19 per Trainer). This builds a lower cadre of Peer Educators. Peer Educators then train other farmers (usually 30 each in 3 groups of ten). Annexes 3 and 4 provide a useful overview of this process as conducted in Gurube and Mount Darwin.

FACHIG, which provides the technical expertise, has learned that it is essential to involve community leaders and opinion-formers in GALS training. Traditional elders hold strong sway over their subjects. Elders, church leaders, and other gatekeepers - including key members of extended families (such as the mother-in-law and aunts) - are trained alongside others. To do this effectively and to ensure full participation by all they are asked to 'de-role' for the training and to participate 'as people'. They can then take the message into their roles as opinion formers in the church and other fora.

Peer Support Meetings are advised to meet fortnightly. These bring together participants to enable them to share their visions, challenges and opportunities and to share advice. After around six months a 'Gender Justice Review Workshop' is convened. One aim is to assess progress and provide assistance. A second aim is to make sure that women, whether married or single, are not being left behind. This may happen if the gender equality aspect of the methodology is lost, since men typically have many more resources than women to draw upon and can move ahead faster. A critical aspect of the GALS is to promote jointness in decision-making in ways which do not submerge the gender and personal interests of each household member.

## **4 Selected Key Findings**

### **4.1 Introduction**

A large amount of research material was generated. It is not possible to report on it all. Findings have been collated under the same headings as those tracked by the GALS Review Workshops. The most important topic not covered by these domains are changes to cultural models of masculinities (and to lesser extent femininities). Some findings on masculinities are integrated here, but it is strongly recommended that a separate, in-depth research study be conducted on how new, culturally viable models of masculinities are emerging and can be supported, for example through initiating Men's Forums. Insufficient findings on food and nutrition security were generated and thus are not reported on here. A separate study is likewise suggested. This is because it is vitally important that farmers are trained to prioritize food and nutrition security as part of their vision. If not, there is a risk that this achievement may be sacrificed in the interests of maximizing savings towards a vision such as a vehicle or improved house.

As noted above, the findings from the review of Gender Study Circles are not discussed in depth but they are integrated as appropriate in the report and discussed in the conclusion. Finally, it was not possible to obtain quantitative evidence on changes, such as a statistically representative decline in gender-based violence (GBV). This study focuses on capturing the analyses of stakeholders themselves as to why the GALS is bringing change to their lives, and to understand continuing challenges from their perspective.

The GALS Review in Guruve provides useful self-reported data by GALS participants on shifts in various domains. These are highlighted in the table below. The percentages report positive change, not absolute numbers. These changes are then analyzed in more depth below under the same headings. Further headings include:

- Female Headed Households
- Other Findings

Issue	GALS Review Guruve October 2016
Share Roles inc. Housework/ Care	86% change
Changes in Income Management/ Decision-making	90% change
Reduction in GBV	96% change
Assets (control/ ownership)	37% change
Improved Productivity	Proxy data
Vision Achievement	33% women: 46% men achievement

## 4.2 Sharing of Gender Roles including household and care work

The Gender Analysis for ENTERPRIZE (2015)<sup>2</sup> notes shifts in the gender division of labour (GDL) over time. For instance, women are taking on traditionally male roles such as herding cattle and ploughing. At the same time, climate change has increased distances and the amount of time women spend going to fetch water and firewood. Some men are neglecting their roles, citing that taking over male duties was one sign of women empowerment. In both Guruve and Mount Darwin women spend between 16 and 18 hours working compared to men who work between 8 and 10 hours per day.



Respondents for this study reported significant shifts in the GDL which they attributed directly to the GALS. Women are taking on men's typical roles (including ploughing, spraying, herding cattle, repairing the cattle kraal), and men are taking on women's roles in the field and at home. Whilst women may be building on an increasing tendency to take on traditionally male roles, men taking on women's care and housework roles on a regular (as opposed to emergency when the woman is absent) basis is unheard of. Men respondents repeatedly

<sup>2</sup> Chingarande, S.D, and Zimbizi, G. (2015) Gender Analysis for Ensuring Nutrition, Transforming and Empowering Rural Farmers and Promoting Resilience in Zimbabwe (ENTERPRIZE) Project in Guruve and Mt Darwin Districts. Submitted to World Vision International, Zimbabwe. August 2015.

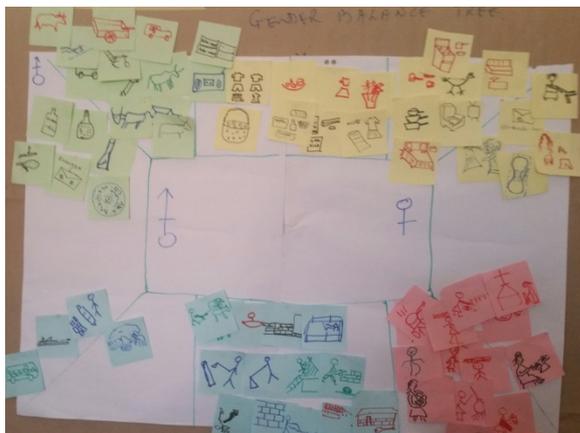
referred to a strong fear of 'love potions', which culturally signify that men have become weak-minded and act like an 'imbecile' when they take on women's roles. However, one man reported that, "Now, if you help your wife on household chores no one says you have been given a love potion." This remark was echoed repeatedly by men in all FGDs.

It was not possible to triangulate this information using other methods, but articulating these changes in a public setting itself acts as a form of triangulation, particularly for men. One man reflected on this, saying "I salute you men for having the courage to talk about these changes."

A woman explained. "Previously men only saw our work in the fields. They accused women of not doing anything and not working enough in the fields. Now my husband helps me with care work." Another woman said, "Before the GALS I was really overburdened. I had to get up early to do the household chores like cooking whilst my husband was waiting for me to go to the field. Now, he goes to the field without me whilst I am completing the chores."

The difference is primarily effected by a tool called the Gender Balance Tree, which is developed by the participants themselves. This builds on the findings of other tools and unequivocally demonstrates that women always dominate household chores and most of the farming work. Men and women are surprised to realize that women are now taking on tasks that were previously men's responsibility: "Men are shedding the work they used to do" said one GALS Trainer. The 'roots' of the tree are thus unbalanced with weak roots for the man's 'side' of the tree. However, when participants complete the branches, which indicate the benefits from sales, the man's side of the tree is full of assets like ox-carts, house, plough, and other expenditures such as drinking, extra-marital affairs and further wives. The woman's side is much emptier, and most benefits she has are shared by everyone - for example, she pays school fees and buys clothes.

**Box: Gender Balance Tree Guruve Master Catalyst workshop**



**Benefits**

Yellow cards represent the share of women in the benefits produced by family labour depicted at the bottom. A significant number of yellow cards are at the centre meaning women use their money for the welfare of the whole family. The cards that remain in their segment show small items like pots, chickens, blankets, etc. Leisure includes hairdo, clothes, perfume.

Green cards represent the share of men in the benefits produced by family labour depicted at the bottom. Just two green cards are at the centre meaning men use very little of their money for the benefit of the whole family unlike women. Upfumi hwese "entire wealth" - cattle, scotch cart, plough, homestead, etc. - belongs to men. In proportion

the entire wealth of women (pots, chickens, blankets etc.) can just be equivalent to the value of one cow meaning women can own as little as a hundredth of the wealth of men. This is very insignificant compared with their toil depicted in the division of labour

**Division of labour**

Pink cards represent women's care and productive work. Not even a single card appears in the centre meaning women's work is not shared.

Blue cards represent men's work all but just one card has been moved to the centre meaning that men are shedding their work to women further overburdening them

Source and explanation: Joseph Choga

Ten men participated in the men's FGD held for this study. Men and women in other groups also reported on changes to the GDL and benefits, but the findings from the men's group are instructive. Now: 3/10 men wash the family's clothes 1 x week; 6/10 cook (every day – 3 men, when she is busy - 1 man, 2 x week - two men). Men explained further that:

- “Even if my babies make a mess I change and wash their nappy.”
- “I carry my children on my back.”

These are huge cultural changes.

Sharing household chores without cultural stigma has large implications. Research shows that almost everywhere in sub-Saharan Africa, women retain chief responsibility for household tasks and caring roles. These can be very time-consuming. Women more than men are involved in a 'zero-sum game', a closed system in which time or energy devoted to any new effort must be diverted from another activity. Women’s labour becomes fragmented to handle existing and new work, often resulting in reduced efficiency and effectiveness across productive as well as care work.

### 4.3 Changes in Income Management and Decision-Making

A previous gender study for ENTERPRIZE had elicited that, from a nominal 100 USD available to the household, men may earn 75 and women 25. However, a sample of approximately 200 men showed that men, on average, provided only 2 USD to their wives from their 75 USD. This is an average figure with wide fluctuations.

When men in one group were asked - for this study - how much money from 75 USD they provided to their wives to meet household necessities (food, school fees, clothing, etc.) they responded with before and after figures as shown in the table below. From this group of five male respondents, men had previously provided widely different sums to their wives from the nominal 75 USD<sup>3</sup>. Following the introduction of the GALS, however, they claimed they gave almost all the money to their wives. The expectation is that she holds it on the family's behalf and that it's use is budgeted jointly by the husband and wife, or collectively with the whole (nuclear) family. This is a huge step change in decision-making. In every group, men said that prior to the GALS they had been 'dictators'. “I used to make declarations on what must be done,” said one man. “I didn't accept discussions or different views. Now, we all consult around the table.”

Before GALS ( men to women)	Now (money managed by woman; use decided jointly / collectively)
30	75 we plan together
20	65 I keep ten with her agreement
5	75
0	75 she gives me a little for beer
0	75

One key informant commented, “Men support the GALS because they like things of value, things that bring cash. They are getting more money than before now they are planning as a family. They are doing tangible things like building houses, sending children to school, becoming food secure. They see tangible results.” A male farmer (see Annex 1) commented on big differences in how women and

<sup>3</sup> In another mixed gender group all three men participants said they had previously not given their wives any money at all.

men manage money. *"I gave my wife 50 USD for the first time. I realized there was a big difference in how she used that money. It lasted for two months, but in the past I would spend 50 USD in two weeks."* Another man added, *"I like GALS because previously there was no cooperation between me and my wife. We did different things though we live in the same household."*

Men and women repeatedly said that they now understand how to plan and budget. According to one man, *"Before the GALS, when we needed money we just took it. But GALS tells us to make a long-term plan. We spend according to our plan but previously we spent without a plan."*

Jointly agreeing spending priorities is allowing families to reach a range of targets (visions) that they have set themselves, as explained below. It has also become clear to families that women must be supported by men if they are to contribute successfully to income generation.

#### 4.4 Gender-Based Violence

In Zimbabwe, about 1 in 3 women aged 15 to 49 have experienced physical violence and about 1 in 4 women have experienced sexual violence since the age of 15. If emotional violence is included, that figure rises to 68%. Whilst 50% of women know about the Domestic Violence Act, it is time-consuming and difficult for most women to lodge complaints<sup>4</sup>. The Gender Analysis (2015) for ENTERPRIZE notes that GBV and violence against women are common practices. The main causes are noted to be infidelity and conflicts on priorities in decision making over use of income from crop sales. Concern was raised over non-reporting of GBV owing to economic dependence on husbands and fear of reprisals from the relatives of the husband.

Respondents to this study often and openly discussed the high prevalence of GBV and explained how, through a GALS method called the Challenge Action Tree, they have analyzed the root causes. In most cases they attributed this to poor intimate relations between spouses. Wives deny sex to their husbands due to extreme tiredness at the end of the day, their anger and their frustration. This is why - respondents explained - men often seek solace in drinking, extra-marital affairs (known as the 'small house' in Zimbabwe referring to a man setting up a mistress) and even polygamy, with men paying lobola (bride wealth) from the proceeds of crop and livestock sales.

##### The Challenge Action Tree

The Challenge Action Tree links cause and effect. For instance a man may provoke violence in the home to hide the fact that he has been to a sex worker using money earned from selling a household asset or crop. Women frequently report that fights start over a man selling a large asset like a cow without informing her, or because she gave birth to a girl.

The aim of the Challenge Action Tree is to expose these issues and then to develop solutions to the deep real causes rather than responding to the symptoms. Participants draw their goal, develop a sequence of actions to achieve this goal, and develop a timeline. For instance, if the goal is a violence-free home, actions may include strategies for cooling down before a fight, involving mediators using culturally acceptable methods (such as aunts, religious leaders with whom both partners feel comfortable). Scaling down violence may include depicting agreed stages like no physical violence, no verbal violence, ... down to zero violence. In some cases police liaison officers

<sup>4</sup> <http://zimbabwe.unfpa.org/topics/gender-based-violence-0#sthash.pUGMdf4H.dpuf> and <http://www.unwomen.org/en/news/stories/2014/1/zimbabwe-evaw-baseline-study#sthash.ucVCxkIC.dpuf>

are involved. GBV in Zimbabwe can earn the perpetrator a stiff prison sentence, if reported, but liaison tries to involve the police constructively to help families find ways to stop GBV happening to start with.

For every challenge - whether GBV or another - identified through the Challenge Action Tree, an action plan for reaching your good life must be developed. Fruits are added to show progress over time, with red fruits (start) slowly turning colour to yellow (ripe). These act as easily recognizable indicators of change.

Source: Joseph Choga

The outcomes of spending less money on alcohol, extra-marital affairs and additional wives (which were previously responses to unhappy marital relationships) are that more money stays at home to be used to reach the visions of household members (and improve other indicators like food and nutrition security) and a greater sense of personal value, particularly among women. Respondents to this study said:

- *"We want to continue with the GALS. We don't want to lose lives."* (man, referring to reported high suicide rates among women due to GBV).
- *"Now men value us more."* (woman).
- *"There is more love and unity in the house."* (man).

Respondents noted that village heads have become strongly supportive of the GALS because they are tasked with managing GBV. In some communities reported cases have declined from one or two cases per week to one or two cases every two to three months.

#### 4.5 Assets: from mine, yours, to ours



Land rights (use, access, control, ownership) in Zimbabwe are structured through an uneasy blend of cultural tradition, colonial imposition and post-Independence legislation<sup>5</sup> and cannot be discussed at

<sup>5</sup> See Rudo B. Gaidzanwa (2011) Women and Land in Zimbabwe. Available from [http://www.siani.se/sites/clients.codepositive.com/files/event/supporting\\_documents/rudo\\_women\\_and\\_land\\_in\\_zimbabwe.pdf](http://www.siani.se/sites/clients.codepositive.com/files/event/supporting_documents/rudo_women_and_land_in_zimbabwe.pdf) (and many other published papers). See also Chapter 7 on land in Farnworth, C.R. *et al.* (2013) Transforming Gender Relations in Agriculture in Southern and East Africa. Sustainable International Agriculture Initiative (SIANI). Stockholm Environment Institute,

length here. Rights to other assets such as cattle are also highly complex and can involve many stakeholders including the extended family. According to the Gender Analysis for ENTERPRIZE (2015) access and control of resources varies with age and sex. The younger the child the less access and control they have. Female children have less access and control over resources than male children. High value assets, such as cattle, ploughs, scotch carts, wheel barrows, and land are regarded as male property. Decisions on these assets are usually made with the wife but in the event of a disagreement the man's decision prevails. [Respondents to this study contested the claim that women participated as a *matter of course* in decisions around disposal of cattle and large assets with many women saying that they were never told when an asset was sold and men calling themselves 'dictators' who did not discuss with their wives - more study to establish the norm is required]. Small and low value assets such as kitchen utensils and chickens are regarded as women's property. Women can make decisions on these assets although in most cases the husband is consulted. Women contribute more labour and time than other household members to livestock though they rarely own them.

It was not possible to engage in a detailed analysis of shifts in the conceptualisation and use of assets attributable to the GALS for this study. However, some key points can be made.

**Plot Management.** First and foremost, the distinction between women's plots and men's plots is being eroded. The sample size is small, but respondents referred to land now being managed jointly rather than separately. They confirmed that previously women were typically allocated the 'worst land' upon which to grow 'women's crops' such as groundnuts. Whilst women and children were expected to work on the main cash crop under the management of the male head, adult male involvement in helping women prepare and manage their plots was minimal. Women were also expected to farm their own plots in the afternoons after they had worked on the man's plot during the morning. This contributed to low yields from women-managed plots as well as unwilling participation in labouring on the man's plot because the returns to women and children from that labour were minimal, if any.

#### ~~Women's crops: Men's crops~~

**Crop Nomenclature.** Second, the distinction between women's and men's crops is becoming blurred. This is a major change. The Gender Study (2015) notes that women's crops are directed to household consumption and/or bring little cash such as groundnuts, bambara nuts, sweet potatoes, rapoko, cow peas, and sunflower. Men's crops bring 'good cash' such as tobacco and soya beans. Maize, as a staple crop was is a family crop. However, its control is in the hands of men because household welfare - the responsibility of the household head - depends on this crop. Men make production, labour allocation and income use decisions even though they farm fewer hours than women.

Shifts in nomenclature could betoken a loss of autonomy to women. Indeed, it has been well documented for many years that men 'take over' women's crops when they become profitable. This is verified by a Gender and Value Chains Study carried out for ENTERPRIZE in 2017 which demonstrates that women typically trial new crops such as mung bean and sesame but when they become profitable men take over. However, both women and men respondents to this study eagerly testified to the benefits of joint crop management and benefit sharing from that crop. Respondents

reported that a key benefit of ending the nomenclature of women's crops and men's crops is that this protects them from interference and seizure by the extended family should a spouse die. Turning them into the shared responsibility of the nuclear family protects assets for children too and thus enables wealth to be transmitted more effectively between parents and children.

As a consequence, equal attention is now being paid to groundnuts, maize, vegetables and other crops in terms of land and input (labour during land preparation and throughout production, fertilizer application, etc.) allocation. One man commented, *"In the past, women's groundnut plots were often not even ploughed. Women had to source inputs themselves. Now men take part in purchasing inputs for all crops."* Members of the same FGD drew a direct link between the use of inputs on all crops and measurable impacts - *"we can now send the children to school. We can buy clothes."* Respondents also made the following points:

- Some men are working on kitchen gardens to meet household food security needs.
- Women are now selling cash crops in bulk, including tobacco, a classic 'men's crop'.
- Income from sales is being budgeted together. This has important implications for meeting adult and children's food security and nutrition needs, payment of school fees, and reinvestments in productivity as well as meeting the household's vision.

**Ownership and Control.** The third finding is that long term shifts in ownership and control over assets are unclear. To date no one enrolled in the GALS has separated or died, meaning that any shifts have not been tested. One single woman met noted that she has asked her brothers not to take her assets should she die but to award them to her children. More broadly, GALS trainers are encouraging families to openly build assets for the nuclear rather than extended family.

Measuring change in asset management, access, control and ownership will be complex because these concepts are contextual with many stakeholders having an interest in a specific asset such as land, a house, and other items. For instance, numerous respondents noted that when a woman dies her relatives may seize her pots and pans, and her crop (these assets are indisputably a woman's). Conversely, when a man dies the woman often has the right to stay on the land they farmed together but may come under intense pressure from his relatives to leave. Many women met in this study spoke about almost unendurable pressure to do so. If they leave they can return to their natal families, but in most circumstances have to leave their children behind to farm the land 'as servants' since their birth families can rarely provide for them.

Assets are typically divisible, too, in Zimbabwe. For instance, a man may own a cow by virtue of purchasing it, and can thus dispose of it, but the wife may have rights over its milk and over certain organs should it be slaughtered. However, a fascinating change was reported by one woman who said that she had never challenged her husband's right to dispose of cattle and spend all the money, though she worked daily on animal care, because he had bought the asset and thus she considered it his. She has now started to consider her work as a means of adding value and thus entitlements. She said, *"I did not think about my time and work with the cattle. But now I have got a voice."* Placing a value on women's work in relation to asset management and development is a significant step change.

To encourage asset accumulation registering 'rights' over use and disposal, particularly of large assets, is likely to become necessary. This will involve working closely with traditional leaders and

other gatekeepers in each community. It will be possible to build on the law (which in relation to land already provides for women's rights) and local cultural traditions in each community. An FGD with farmers in Shurugwe in relation to Gender Study Circles, established, for example, that local customs award women a cow upon marriage and a female goat upon the birth of a first child. Women have the right to the progeny of these animals over their lifetime. Indeed one woman reported building a large stock of cattle since 1982 when her husband died.

## 4.6 Productivity

It is not possible to provide valid estimates for productivity gains due to the lack of general plot level productivity data (this is not collected by Agritex at present - rather productivity averages over a district are made). When asked, however, many respondents argued that they had experienced improvements in productivity, though one man said that the time scale so far is too short, and an Agritex staff member pointed out that gains in productivity can be attributed to many factors. However, several respondents claimed that from a baseline of approximately one tonne of maize per hectare they were now achieving 3, 4 or 5 tonnes.

Whilst it may be difficult to attribute these alleged gains directly to the GALS in the absence of rigorous data collection, asking the respondents why they believed the GALS provided productivity gains provided fascinating and clear responses:

- Families are planning across the farm much earlier in the year. This is contributing to timeliness of planting.
- Inputs are now agreed and allocated together.
- Men, women, children work together, including on weeding. Previously, crops were being overwhelmed by weeds because women could not manage.
- The whole family is working harder because each family member now benefits. A male household head commented on the difference this makes: *"Their commitment was a surprise to me."*
- Improved varieties along with associated inputs are being adopted.

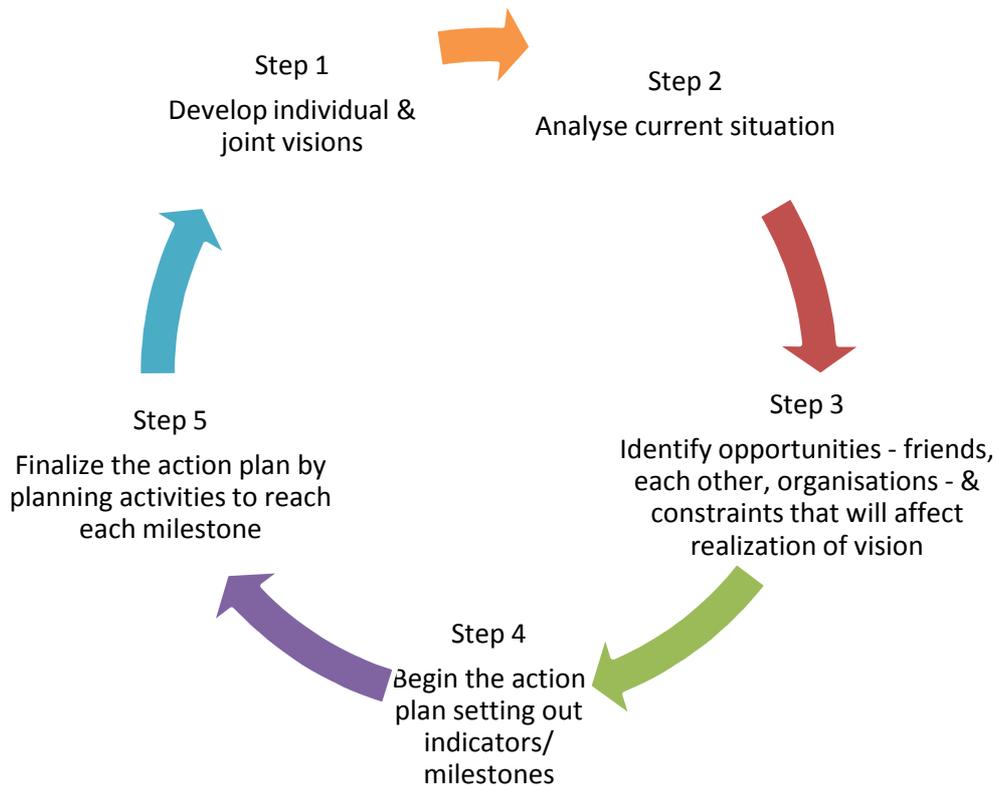
One man commented: *"I used to plough and stop there. I left her all the farm work. After selling I kept all the money in my pocket. I did not buy inputs."* A woman added, *"Everyone used to work on the man's plot but not the women's plot."* Another man remarked, *"We had poor harvests because the crop was overwhelmed by weeds. Now, I weed with my wife. Previously we had two tonnes of maize per hectare but now we have four to five tonnes."*

There are proxy indicators for improvements in productivity. These include strong activity in ISALS (income savings and lending schemes) established under ENTERPRIZE, and strong achievement of visions planned through the GALS process. Vision achievements are discussed in the next section. It is noted here that the size of most visions demand careful husbandry of money, careful budgeting and planning, and improvements in productivity to generate the sales necessary to fund the vision.

## 4.7 Vision Achievements

The vision journey is integral to the GALS. A simplified process is depicted in Figure X. The accompanying explanation outlines a one year vision journey: some visions may be reached within three to six months, whereas others are planned to be achieved over a few years.

**Figure X. Simplified Overview of the Vision Journey**



1. Step 1 involves participants developing their personal visions. A circle containing the vision is drawn at the top right hand of a piece of paper. Later, households may elect to develop a shared vision. A skilled facilitator will make sure that shared visions incorporate women's as well as men's visions.
2. Step 2 involves participants diagnosing their current situation. They draw their starting situation in a circle at the bottom of the paper. They then draw parallel lines to link the two circles, thus providing the pathway, or road, to link them.
3. In Step 3, participants identify the opportunities and constraints that will affect the realization of their vision. Opportunities are drawn above the road. Constraints are drawn below the road. The things participants feel they have most control over are placed close to the road; the things which are harder to control are placed further away.
4. Step 4 is the planning phase. The participants draw a circle next to their vision to indicate how far they expect to get in that year towards achieving that vision. They then place three further circles at equal distances along the road. These indicate milestones, or indicators, which are to be achieved. They are placed three months apart (if the vision is to be a year).
5. Step 5 involves filling in the milestones with content, and the activities required to achieve each one.
6. The diagram is revisited and revised as circumstances dictate.

The process can be likened to assisting the household to undertake a 'gender SWOT' (strengths, weaknesses, opportunities and threats) type analysis which is followed by developing a gender-responsive action plan to enable realization of the vision(s). The process is gendered because the opportunities and constraints themselves are reflective of gender relations in the particular target community. Building on opportunities and overcoming constraints requires gendered actions. Whilst the facilitator is important at the beginning, over time household members take over the process, recalibrating their action plan consistent with successes and failures in achieving milestones.

Respondents to this study were asked to share their visions. Five visions are provided below. They began their visions mid to late 2015 and by the end of 2016 had made the achievements listed

below. The visions they plan to achieve by the end of 2017 are listed after the arrow(s). The vital point to be made is that every single vision arose from the GALS process. All respondents insisted that they would not have achieved these visions otherwise, though one woman noted that it may have been possible to reach her vision over a much longer period of time. It is important to note that the visions subsidize further visions. For example, with regard to Vision 1 establishing a broiler business enabled the purchase of two cows and an oxcart and contributed towards the building of two tobacco barns (the latter was also financed by a contract with the tobacco company - an innovation for this family). Vision 4 embodies the different interests of the family. The man had originally argued for a motorcar, but the wife pointed out this would be incongruous with a mud-built house so he agreed to downsize to a motorbike. For her part, she argued for a groundnut sheller. Vision 5 expresses the vision of a female head of household who had a lower starting point than other respondents.

### Respondent Visions

1. Broiler business → 2 cows, ox-cart, two tobacco barns (achieved by end 2016) → improved house (planned 2017).
2. Maize grinding mill (achieved end 2016) → vehicle (planned 2017).
3. School fees → (achieved end 2016) → improved house, ox-drawn cart, plough (planned 2017).
4. House, groundnut sheller, motorbike (achieved by end 2016).
5. Goats, kitchen with cement floor (achieved by end 2016) → cow, ox-drawn cart → school fees (planned 2017).

Discussions with respondents showed that extended family members could be important to defining and achieving visions. Women in particular mentioned aunts, daughters and mothers-in-law as important. Women also confirmed that their interests and ideas are not being lost because now *"we are free to discuss and suggest a different way."*

Peer support, beyond family networks, is very important. People who are doing well support those who are doing less well. *"They are not on their own."*

## 4.8 Other Findings

### 4.8.1 Woman headed households

Women face numerous challenges when they are single, either through the death of their partner or through separation. Whilst they may be able to keep the land allocated to them through marriage (which is patrilocal, with the woman moving to the man's home), women met described significant pressure from the man's extended family to abandon the land. A typical remark was *"They like to see you suffer so that your life becomes unbearable. Then you would have to leave the land and return home. You would have to leave the children behind to act as cheap labour for them [because the natal family cannot support children as well as their returned daughter]."* The GALS is not yet changing this situation. However, single woman reported the following benefits:

1. Improved community level inclusion. Previously, single women were often excluded primarily because it was felt they could not reciprocate on community schemes, for example by providing labour. However, the GALS peer meetings provide a space for inclusion, support and learning.
2. They are now involved in other groupings such as the ISALS. This is because they are recognized as being able to build assets and achieve their visions and so are not seen as a threat to the functioning of ISALS.

3. Enhanced community standing. As peer educators, single women feel they are making a large contribution to community well-being and to individual families. One woman said, *"I feel I am an asset to the community because of the services I offer. I am helping to promote joint ownership over assets and to promote equality. It brings me a sense of personal worth. I feel I am valuable."*

Single women reported on their visions as follows (sample):



- *"I want to build a good house so I will be respectable in the eyes of the community. I will show what a widow can achieve if she is given opportunities to explore."*
- *"When my husband died we had a thatched house but now I have an iron-roofed house. My next vision is that my three children complete secondary school. I want to meet all their requirements so that they never feel a parent is missing".*

The case study in Annex 2 shows how one single woman moved from being a beggar to growing certified maize, and that she is now an active member of an ISAL. Another single woman commented on a similar psychological transition as follows: *"Before, as a single woman I couldn't achieve anything. I only had had complaints. I was always lamenting and I did not think about my future. GALS has taught me to plan and to improve my situation."*

One of the most fascinating findings was that single women claimed to be early adopters of new technologies due to their decision-making power. However, the constraints as noted above prior to the GALS meant they found it hard to succeed.

#### 4.8.2 Improved Extension

Detailed research on the institutionalization of the GALS was not conducted. However, respondents noted that services like Agritex have learned to be more participatory through the process. Since GALS works through groups, Agritex officials have started providing technical messaging to the same groups. This is an important innovation because hitherto they have been meeting farmers on their farms. This is costly, and it also effectively hampers staff, who are primarily men, from meeting woman headed households.

#### 4.8.3 Technology Adoption

Respondents argued that previously technology adoption was low. This is because women were sent by their husbands to find out more but, due to not participating and due to power imbalances in decision-making, new technologies were rarely adopted. Women explained:

- *"It became a trend for women to attend all sorts of meetings. It was taken for granted that women should attend."*

- *"Women did not see any benefit, though. We thought it was a waste of time. Due to the patriarchal set up men thought they had all the knowledge and did not need to learn anything new. They thought that since women know less than them they should go to meetings."*
- *"Due to the GALS, even if men still do not go to technical meetings, they are more willing to listen to women who have been trained."*

More data needs to be obtained on correlations, if any, between implementing the GALS and improved technology adoption. This would be best achieved through a longitudinal study using a control.

#### 4.8.4 Gender balance trainers and participants

Key respondents reported that discussions on certain issues can become heated. This is healthy and a necessary part of the process of developing strong and coherent voice among women and men, old and young. To ensure that this process is successful it is necessary to ensure a gender balance in trainers and in participants.

#### 4.8.5 Individual versus Couple Training

Key respondents (trainer of trainers, peer educators) argued that, although it is possible to train one household member in the family with the expectation that they train other household members, it is preferable to train couples at the same time. This enables them to learn at the same time and develop solutions together.

However, men are less likely to come to training at the beginning because women are typically sent in their stead. Men usually join when the benefits have become clear to them. This means, in the GALS training process, that men have to catch up during the peer meetings.

## 5 Implications of GALS

The implications of improved collaborative decision-making at household level are powerful. They include:

- ✓ **Sustainable, commercialized smallholder sector.** Livelihood and farm management strategies are planned across whole farm and off-farm.
- ✓ **Youth may be more likely to stay in farming** if they have a say in farm management, and if their visions are included as part of the GALS process.
- ✓ **Farmers may engage in improved, discerning technology adoption.** Technologies which suit a wider range of needs (for example, biofortified maize with high yields and drought tolerance, or labour saving devices directed at hitherto 'women's work' in the household and on the farm) are more likely to be adopted if decision-making processes are collaborative.

Taken together, this may strengthen the adaptive capacity of smallholder farmers to manage the highly unpredictable futures they will undoubtedly encounter over the next few years. The use of GALS tools involves a continuous learning process and requires on-going calibration to circumstances.

## Annex 1. Case Study - Man Head of Household

### Cremio and Deliwe

*Cremio is a GALS peer trainer and GALS pioneer. His words are recorded, lightly edited, below. The case study shows strong behavioural change and personal insights. It also shows how specific tools resulted in specific behavioural changes.*



began to make small changes, bit by bit. My wife and I discussed GBV. I came to realise that I oppressed my wife. She had a heavy workload compared to my workload. Despite her heavy workload I took all the money and used it as I desired. I was selfish.

I used to allocate money for school fees, but my wife could not tell me there was no cooking oil. It was only when she prepared the relish without oil that I would realise we had no oil. I started talking to my wife more and more about what benefits me and her.

The **Challenge Action Tree** broadened my thinking. After that analysis I gave my wife 50 USD for the first time. I realized there was a big difference in how she used that money. It lasted for two months, but in the past I would spend 50 USD in two weeks.

I realized that if I involved my wife it would help us to have a better future. From that day on we started discussing the farming season and the inputs we would require for our crops. I noticed a big change in my wife and children. They became more devoted to working in the field. Their commitment was a surprise to me.

In 2015 to 2016 I started with the **Multi-Lane Highway**. This kick-started the vision. My wife suggested that since we have only one cow for ploughing we should get some more cattle and also an ox-drawn cart for transporting crops. In 2015 to 2016 we changed from women's plots / man's plots to joint. Since 2016 we have been growing all our crops collectively.

(Wife adds) we work together and are actively growing groundnuts. Man continues - Our productivity has improved because we are working together.

We joined the CTL (tobacco contract farming company) after realising we did not have enough inputs for our crops. We got a loan for 750 USD. After we repaid the loan (for inputs) we were left with 350 USD. We used this to buy cattle but we still did not have enough money. My wife suggested that we engage in broiler production but we did not have any housing for them. My wife suggested we use an unused room in our house. We got 125 birds and sold them for 6 USD each. In the second batch we had 50 birds. We then had 800 USD profit. With this money we bought two cows and an ox-drawn cart.

In the past I did not allow my wife to join a ROSCA. But now I supported her to join an ISAL. Our 2016 to 2017 vision is to improve our house so it looks good. This was my wife's priority. This will make us look respectable in the eyes of the community.

Through the tobacco CTL we have built two tobacco barns and (2?) ox-drawn carts. My wife also has the V number (enabling her to sell the tobacco)

Other men say, what has happened to make such a difference? You are doing well. I say to them that I have the solution to these questions. Men assume total control over household members but this does not work. I explain about the GALS and why things have changed.

(wife adds) other women admire what we have done and compliment us.

Other community members are changing too, many of them. For example, there was GBV in one house. The wife wanted to leave. My wife and I talked to them and gave advice and now the GBV has ended.

## Annex 2. Case Study - Woman Head of Household

### Elizabeth



*Elizabeth's husband walked out five years ago and did not come back. She found out he was in South Africa and recently they re-established contact. She hopes he will return. Four children (girl 16, boy 12, girl 8 and boy 5). She has planted 1 ha of maize using certified seed and other inputs and is planning soya beans and groundnuts. She is also planting sweet potato and she has given the children tiny practice plots of maize.*

I learned from the GALS that women do more work but that men enjoy the proceeds. The training was an eye-opener. We realized we weren't given room to share roles and responsibilities or to pursue valuable assets. We didn't think about this in the past, but through GALS we realized it wasn't fair.

Before the GALS I didn't have a vision or dream. I felt alone because my husband had left me. I thought my husband should take care of the children. But after the training I realized I had to work hard for them. In the past, before GALS, I only grew 1/2 ha of maize. I used uncertified seed, I did not use fertilizer and made no investments. But now I feel equipped to work hard and to be with others in the ISALS and the IGAs. I am making money to contribute to the ISAL and benefit from it (she got a TV and speakers). My vision is to purchase a truck to hire to the tobacco farmers. I expect to achieve this within two years. To finance my vision I farm maize and expect a high yield. I am also a member of the ISAL and contribute money on a weekly basis. The money comes from my garden - tomatoes, onions, green peppers ... Other community members discriminate against single women. They look down on us. Even in the ISALS they do not want us because they think we will not be able to pay back loans, but now we do better than them and they respect us.

Before the GALS I thought that the husband should go to extension meetings. He went but he did not share his knowledge with me. He did adopt the technologies but he took everything. He worked by himself. After he left I used to beg door to door for food because I had nothing to do but after the GALS / ENTERPRIZE I have become an active person. I think of how to get money to contribute to the ISAL and how to work on my vision. In the past I was known to be a beggar. I am a changed person. I am no longer a beggar.

Most women think that men must give them money but because we are alone there is no one to give us money. That is why they think we cannot manage the ISAL, but now we can. It would help, though, if my husband were around. We could grow tobacco and reach the vision faster. But tobacco is too labour intensive, with the spraying, getting the firewood ...

Married women expect their husbands to give them money to repay the ISAL loan but in our group some women borrowed for their husbands' businesses and 2 husbands defaulted (2 defaulters from 11 members; they began with 19 but some members left). At first only women joined the ISAL but now three men have joined. Previously they weren't interested. GALS is building trust in value chains. Women know the money will come back to them and that they can plan with it.

## Annex 3. GALS Review Questions And Answers - Guruve District

### How many women and men (youth) have been trained directly by project staff?

#### 1. GALS Inception Workshop: May 2015

There were **33 participants (21 males and 12 females)** during the inception workshop. This was meant to be a Training of Trainers for government stakeholders, Project staff and some farmer leaders. The participants were introduced to the GALS methodology with the purpose of having their appreciation of the concept and be able to cascade the training to other government extension staff and some more farmers at ward level.

#### 2. GALS Master Catalyst Training: June 2015

A total of **165 participants (105 males and 60 females)** were trained from the three clusters with an average of 5 wards per cluster. The participants of these trainings were involving more of extension staff from the wards and general farmers. Facilitation of the trainings was done by extension workers and farmers who had participated in the inception workshop.

#### 3. GALS Local catalyst workshops in all 16 wards: August 2015

The trained extension staff from Agritex, Livestock Production Department (LPD), Department of Veterinary Services (DVS) and Min. of Women Affairs Gender and Community Development facilitated the trainings in their respective wards thus involving participation of most farmers in the community and the purpose of this training was to identify the peer educators (champions) for further cascading of the GALS methodology. **305 (154M, 151F)** peer educators were identified. **1629 participants were reached with 802 males and 827 females.**

### How many women and men (and male/ female youth) have been trained through peer training/replication?

#### 4. GALS Action learning to old (existing) groups

The identified peer educators were 19 per ward and the target group for this were the existing groups of farmers (peer to farmer trainings). Facilitation was done by peer educators with the support of the extension staff. ENTERPRIZE took a monitoring role as the sessions were being rolled out to guide the facilitators. The first stage of these trainings involved **5017 participants with 2100 males and 2917 females** facilitated by 10 peer educators per ward (160). Each peer educator had a target of training at least 30 participants (3 to 5 groups). 20% of these participants were youths thus having an approximate figure of **1003 (420 M, 583 F)**. This was proven by the visions such as getting married, wedding, buying luxurious cars and most youths benefited from **"taking GALS home"**. Trained farmers were expected to train their family members and plan together thus increasing the reach.

#### 5. GALS Action Learning to New groups: October to November 2015

The remaining 145 peers (9 per ward) reached out to 4459 farmers with 1804 males and 2655 females and the target group were new groups. Youths being 20% again that is 892 with approximately 361 males and 531 females.

#### 6. GALS Level 2 Local value chain development Inception workshop October 2015

Value chain analysis training (inception) was facilitated by ENTERPRIZE. The objectives of the workshop were to share value chain mapping and scoping tools, identify products marketed by members of the household, and gender inequalities in control of income from these, compare advantages and disadvantages of marketing channels for women and men and identify key challenges, brainstorm the best household or group marketing strategies to increase incomes and as well to facilitate identification and analysis of value chains. Participants were drawn from AGRITEX (supervisors and agricultural extension workers), Livestock Production Department, MWGCD, ENTERPRIZE staff and farmer leaders from registered groups among others. Attendance was **46 (21 females, 25 males)**.

#### **7. GALS level 2 Local value chain development Master Catalyst workshops: November 2015**

The training was a follow up to value chain inception done at district level. 3x2 day workshops were held in Guruve centre, Mudhindo centre and Kachuta with a total attendance of **148 (92 females, 56 females)**. The main objective of the trainings was for trained participants from government extension personal to facilitate value chain analysis to local stakeholders and farmer leaders-peer educators from selected groups.

The training entails practical assessment of products marketed by farmers, potential markets, challenges and opportunities, who participates in identified markets, issues involved, challenge action tree analysis and value chain mapping. The trainings came up with a priority list of value chains summarized as **maize, groundnut, sugar bean, soybean, round nut, tobacco, cowpea, sorghum, cattle, goats, indigenous chicken, broilers, vegetables, honey**. Key issues noted included intensive use of returned seed on groundnut, cowpea, soybean, round nut; lack of market and value chain information, single marketing which favours buyers, in breeding for cattle, chickens and goats, poor road network among other issues.

#### **8. GALS main review workshop: December 2015**

**Attendance: total 65 (37males – 28 females)**, farmers (20 M, 21 F), extension officers (22), FACHIG staff (1 M, 1 F). This was an inception review workshop which brought together some extension workers from government and some farmers to be trained on the review process so that they would in-turn lead the ward based reviews. The reviews focused mainly on assessing progress to date in-terms of achieving visions set by individual farmers.

#### **9. GALS reviews at ward level: July to September 2016**

A total of **1770 (756 males and 1014 females)** farmers were reached. The reviews served as a recap of the GALS methodology principles to assess the current positions of the trained women and men farmers and the relative impact GALS had made in their respective communities. The extent to which their goals had been achieved, opportunities and challenges was also ascertained.

**What did it cost to reach the number of farmers reached through the GALS Methodology? Consider the cost involved at each stage of the training along the cascade.**

The initiative was done using a budget of total budget **of \$24 137** (ToTs- inception x 1 session – (\$2000), Master catalyst x 3 sessions- (\$5 333), Local catalyst x 60 sessions – (\$2 411) and Action learning x 287 sessions - existing and new groups – (\$14 404)

***The average cost of training per beneficiary reached was \$3 (inclusive of all stages of trainings)***

**In case of positive impacts, what were the success factors and how did these contribute to the impact?**

- Implementation approach: cascading process, relatively cost effective, but can reach more farmers.
- Self-monitoring: Participants were propelled to fulfil their visions/milestones from peer pressure, as groups managed to review progress together and assist in tackling opportunities and threats.
- Household Planning: This process propels household members to tackle gender issues among other constraints to fulfil their visions.
- The concept of household planning for rural farmers is unique as most farmers do not plan together at household level.
- The methodology is self-driven and self-motivational in the sense that farmers will be put their efforts in trying to reach their own set visions thus bringing in success.
- Use of symbols was key for all to understand.
- Participatory approach to GALS. GALS training is not a school so this ensured good participation by participants .
- Tracking and reducing dominance of some participants during action learning sessions. This increased participation and contributions from vulnerable groups. In particular the following groups were monitored closely: men, adult persons, leaders, cultural and ethnic groups e.g. those maintaining certain religious or cultural beliefs.
- Use of songs, poems, role play and testimonies which makes the trainings more interesting and real.
- Time keeping is key. Participants were consulted on time and venue.
- Use of locally established farmers for cascading: this increased reach at reasonably low cost and breakthrough on gender issues since they are acknowledged well and can interpret well issues affecting their areas unlike persons from outside.
- Probing: Probing as much as possible, this also involve various age groups to get broader views.
- Quick review is a prerequisite to track live change, adjust where possible and assess peer learning impact.
- Separated men and women for analysis at the start to reduce dominance of men on sensitive issues.
- Use of basic GALS tools to analyse different issues affecting the community and individuals. This was critical to ensure un-discriminatory participation and contribution by women, men and youth during and after trainings in their homes and communities.
- Visioning process: This increased buy-in and ownership by participants as they constantly associate themselves with set targets in their families.
- Layering of GALS and other ENTERPRIZE activities. This facilitated increased skills exchange as farmers reached their milestones and visions earlier from additional technical and non-technical skills provided.
- Involvement of key stakeholders that includes government agencies, local leadership, traditional leadership among others which increased on their buy-in and ownership

A quantitative up-date of which tools were applied in which target group. Are the different tools applicable in the same way in all the different targets groups? (It will be useful to state which tools were used for which groups and also describe how tools were applied in the training.)

Tools were applied the same way at different target groups, however during facilitation and brainstorming sessions, issues that affect different targets groups (e.g. women, youths, men) were identified and discussed either singly (one group e.g. women only, men only,) or by mixed groups (both men and women, men women and youths)

## Annex 4. GALS Review Questions And Answers - Mount Darwin District

### How many women and men (youth) have been trained directly by project staff?

#### 1. GALS Inception Workshop: 12 -15 May 2015

This acted as the initial TOT with government stakeholders, Project staff and some farmers were introduced to the GALS methodology so that they appreciate the concept and are able to cascade the training to other government extension staff at ward level and some more farmers. **Total 49 (29m, 20f)**

#### 2. GALS Master Catalyst Training: 16-19 June 2015

**Total 213 (127m,86f).** The trainings were now done at zone level which involved at least participants from at least 5 wards which included more extension staff and general farmers. The extension workers and farmers who had participated in the inception stage facilitated the training. It is from these trainings that the process of identifying Peer Champion Trainers began which included males and females, youth, local leadership as well.

### How many women men (youth) have been trained through peer training/replication?

At this level the first peer trainers to be identified also took part in training other farmers and assisting the extension workers so that they get more used to the training. ENTERPRIZE took monitoring role as the sessions were being rolled out to guide the facilitators. Youth involvement was notable at each stage like 20% of participants could be youths which was also evidenced by the visions such as getting married, wedding, buying luxurious cars and most youths benefited from **"taking GALS home"** were trained farmers were expected to train their family members and plan together thus increasing the reach

#### 3. GALS Local Catalyst Trainings in all the 29 wards. 06 to 31 August 2015

This training was done by trained ward based extension staff from Agritex, Livestock Production Department(LPD), Department of Veterinary Services(DVS) and Min. of Women Affairs Gender and Community Development in their respective wards. The training targeted farmers at ward level. The ward based extension staff managed to identify Champion/Peer Farmers who will train at least 30 farmers each in their respective wards. At least **19 peer farmers** were identified per ward. **A total of 2941 farmers (1442 m, 1477 f)** were reached through this exercise with a total of **547 (297m, 250f)** champion farmers/peer farmers identified in the district by the local extension officers so that they will also train other farmers during the **Action Learning** at local village level

#### 4. GALS Action Learning to Old Groups Training in all the 29 wards. 01 to 31 September 2015

This training was done by the 10 identified Champion/Peer farmers per ward and monitored by ward based extension staff. A total of **290 Peers** were involved in the training farmers around their villages. A total of **7576 farmers (3518 m, 4058 f)** were trained across the district.

#### 5. GALS Action Learning to New Groups Training in all the 29 wards. 01 to 31 October 2015

This training was done by the 9 identified Champion/Peer farmers per ward and monitored by ward based extension staff from Agritex, Livestock Production Department(LPD), Department of Veterinary Services(DVS) and Min. of Women Affairs Gender and Community Development in their respective wards. A total of **261 Peers** were involved in training farmers around their villages. A total of **5085 farmers (2326m, 2759f)** were trained across the district.

**6. GALS Action Learning to New Groups Training in all the remaining 7 wards.** 01 October-15 November 2015

A total of 63 Peers were involved in training farmers around their villages. Each one was expected to train at least 30 farmers. A total of **1500 farmers (723m, 777f)** were trained.

**7. GALS 2 Local value chain development Master Catalyst workshops:** November 2015

This involved trained extension officers and peers in preparation for training more peers. A total of **173 (71m,102f)** extension officers and peers were trained. The workshops produced different value chains such as goats, cattle, indigenous chickens, groundnuts, sorghum, sugar beans and soybeans. The training covered linking GALS 1 to GALS 2 through multilane highway, commodity mapping, market mapping, challenge action trees and value chain analysis.

**8. GALS review workshop: 11/ 12/ 2015**

**Attendance: total 59 (29male – 30female)**, farmers (26m-23f), extension officers (5), FACHIG staff (4m), gender specialist (1). This was inception review workshop which brought together some extension workers from government and some farmers to be trained on the review process so that they would in-turn lead the ward based reviews. The reviews focused mainly on assessing progress to date in-terms of achieving visions set by individual farmers.

**What did it cost to reach the number of farmers reached through the GALS Methodology? Consider the cost involved at each stage of the training along the cascade.**

*As Guruve*

**In case of positive impacts, what were the success factors and how did these contribute to the impact?**

- The methodology is self –driven and self-motivational in the sense that farmers will be put their efforts in trying to reach their own set visions thus bringing in success.
- Its inclusivity of both men and women and the whole family brings about a sense of common shared visions and thus acts as a motivator for everyone
- The participatory approach using different tools like the diamond dreams opens up for issues which used to be a taboo to discuss in our culture and thus the effects of such problems were felt. Common solutions were then raised without any imposition and this on its clears grey areas which retard progress at home, group and projects.
- Participants realized the potential that lies in collective effort and in the spouse by looking at what women can offer and men as well and this helped in resource mobilisation and use.
- The process is process is self –monitoring as trained farmers worked hard to realise their visions without being pushed because they willingly set them up for them selves
- The methodology also induced some competition among peers as they would wish to excel against each other thus propelling them to greater heights
- The methodology also empowered women to participate in leadership roles, different well-paying value chains and in the marketing process. This on its own has actually contributed more in terms of reaching out to many beneficiaries in the district.

- The use of farmers as peer champion trainers attracted greater participation and ownership of the cascading process and that motivated the local community and those doing the work.
- This methodology took care of the literate and illiterate, the old and young through the use of symbols to depict certain issues. This ensured greater participation from the community
- The participation and acceptance of the GALS methodology by local leadership such village heads, councillors and chiefs as a good tool to solve problems of gender nature motivated the beneficiaries as well. In other instance the councillors and village heads were peer trainers as well.
- The visioning process fed well into other programs such as groups setting their visions and objectives for ISALS and other producer groups and also bringing up IGAs that can be done to get to their visions

## Annex 5. Overview of Core Tools in the GALS Methodology

### **Diamond Dreams**

The Diamond is used to engage the participants to open up freely on the inherent gender inequalities based on lived personal experiences. The participants are first asked to write down three things that they like as women and three things that they dislike. They are then put into two groups of men and women. In these groups they then build the 'Diamond' which is a summary of their likes and dislike categorise into the best, good, bad and worst. In plenary the men and women then build together with discussions of the different perceptions to produce a 'Mother Diamond'. The analysis of the mother diamond reveals the deeply held gender beliefs rooted in religion and culture through socialisation. Thus heated debates usually ensue highlighting the gender gaps. Through role plays and role reversals and discussions the issues of property ownership, division of labour/workload, poverty, domestic violence, polygamy and promiscuity and alcoholism usually emerge.

### **The Gender Balance Tree**

Workload is one of the issue that usually emerge from the mother Diamond. Therefore, instead of using the Challenge Action Tree, the Gender Balance Tree is used as it allows for deeper analysis of the gender dynamics on the division of labour and benefits at the household level disaggregated by gender. Participants are asked to write down, individually, those chores that women or men in their household do in the home and outside (that which brings income). What household chores do men/boys and women/ girls do and who gets what? They are then asked to take turns putting these up on the Gender Balance tree with an explanation until all cards are exhausted, The participant are then asked to again write how they use the money in the household as men and as women. The analysis also differentiates between paid and unpaid work.

The Gender Balance Tree therefore is a tool used to analyse who contributes most of the household work and who benefits most from the income generated by the household. The tool is intended to increase participant awareness of who benefits most from the household income and the inherent gender inequalities in workload in relation to ownership and control of assets as well as decision making and authority. Identify household already breaking away with the gender norms and use them as a basis for discussing strategies for change. From the organisation's perspective, analysing different household structures and dynamics ie female headed households, polygamy feeds into the Social Empowerment Map.

### **The Challenge Action Tree –A Forest of Challenges**

The gender issues and challenges emerging from the Mother Diamond, business journey and stakeholder interaction are collated and further analysed using the Challenge Action Tree. As a demonstration, a tree is drawn clearly indicating the roots, trunk, branches and fruits. Participants will then appraised of the significance of the tree in analyzing challenges where the roots represent causes of the problem, the trunk the challenge being analyzed, the branches the solutions to the problem and the fruits the actions/commitments for change undertaken by the participants in the household affected by the challenge. The purpose of the challenge action tree is to move discussions of challenging issues into possible solutions. This is also the beginning of developing analytical skills which the farmers would later use when analysing challenges along the value chain.

### **The Multilane Highway (Vision achievement Journey)**

This tool allows participants to visualise their future and draw in concrete terms what they would like to achieve and when. They also analyse their current circumstances/reality and map possible income generation streams or activities that they can engage in to achieve their vision. Setting of achievable targets that can be measured is a key element of the Vision Achievement Journey. The Multilane highway combine the business plan as the top lane, the gender balance issues as the middle lane and the social empowerment issues as the bottom lane. The top business lane links with

the value chains as vision holders identify what livelihood systems they have comparative advantage and make more business sense to their circumstances. The second/middle lane, gender, deals with a critical analysis of gender norms affecting progress in reaching out economic vision. The 3rd lane naturally links the household to the collective as there are certain things that need a critical mass to achieve such as taming a market. A farmer acting singularly will fail to make an impact in the market where economies of scale are the way to go. Issues like labelling are a case in point where the power of the collective is paramount.

**Example: Multilane highway - Guruve**



**1. Top lane: economic/business lane**

1<sup>st</sup> 6months one project: gardening expanded to cattle buying and selling and ISALs in the 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup> cycles accompanied by increased scope of projects; Milestones: 1<sup>st</sup>: stand & plan approval 2<sup>nd</sup>, 3<sup>rd</sup> and 4<sup>th</sup>: stages/milestones include foundations, brickwork to part roof and finally completion respectively.

**2. Middle lane: gender/household lane**

Transfer challenges from the mother diamond and GBT to current situation of middle lane  
Ask the question “what do you want to see in future after implementing all the action plans on the solutions of all the CATs?” Put the good future life results in the vision of middle lane

Milestones: show a gradually improving gender relations situation; men beginning to share hh chores; traditional walking stick progressively going down to a final lying position; beer intake diminishing in number of bottles taken; the heart becoming bigger and bigger in hhs affected by domestic violence; women having own stock card

for ne cow with number increasing progressively with higher milestones; reproductive health, follow the same stages of decision making power

Action plans: round table with traditional, church, professional and ZRP counselors; attending workshops; sharing and developing family vision, joining men’s forums.

**3. Bottom lane: community/social empowerment lane**

Transfer map with broken relations into current situation of the bottom lane

Milestones: increasing number of good networks

Action plans: forming ISALs and commodity committees (CCs) and progressively ISALs into SACCOS and CCs into commodity associations (CAs); market surveys to expand market outlets; negotiations with agro dealers and service providers in the public and private sectors using strong ISALs, SACCOS, CCs and CAs as farmers’ vehicles

## Annex 6. EXTRA Gender Study Circles (or Gender Dialogues)

### Conceptual Framework

This is based on

- The Women's Empowerment In Agriculture Index (this provides a baseline which can then be reviewed through the life of the project). The Gender Study Circles has operationalized the WEAI by turning the domains into discussion topics.
- The Sarah Longwe Women Empowerment Framework.

### Gender Study Circle Topics (in Manual which has been trialled and is ready for printing)

- Session One: Dreaming of the good end
- Session Two: Understanding gender in our community
- Session Three: A community of Empowered People
- Session Four: Farming as a family
- Session Five: Income (Control over Use of Income)
- Session Six: Empowerment in Agriculture
- Session Seven: Participation and decision-making power
- Session Eight: Household Division of Labour
- Session Nine: Access to and control over resources
- Session Ten: Household Time use
- Session Eleven: Peace in the home, Peace in the community
- Session Twelve: Taking it to my neighbours
- Bonus Session: Community Celebration

### Implementation Strategy

So far, level 4 has been reached. The Gender Study Circle Manual has been written, trialled and revised and is ready to go to print.

1. The Rapid Gender Analysis using the Gender Score Card (Baseline).
2. Train MAMID staff.
3. MAMID staff to train all CBMs with his/her ward (maximum 3 CBMs).
4. MAMID and CBMs to train Lead farmers.
5. Lead farmers to train farmer groups.
6. Endline Gender Assessment.

Level	Duration	Target	Tracking	Assumption
MAMID	2 days	180 MAMID STAFF (60 in Shurugwi, 60 in Kwekwe and 80 in Gokwe South)	Participant register	They have been trained on Gender concepts and can conduct gender training to lead farmers and CBMS

CBM	1 day	MAMID to train all CBMS within a ward (33 CBMs in Shurugwi, 57 CBMs in Kwekwe and 60 CBMs in Gokwe South)	Participant register (as above)	They can conduct Gender dialogues
LEAD FARMERS	1 day	CBMs to divide and train all leader farmers within a ward among themselves (1930 in all 3 districts – 965 in Gokwe South, 643 in Kwekwe and 322 in Shurugwi)	Participant register (as above)	They can Facilitate Gender dialogues
SMALL HOLDER FARMING GROUPS	12 sessions which is a maximum of 12 days. And doing two sessions per months. ( 6 months)	At least 5 groups per lead farmer	Participant register with training sessions	They can participate in Community Gender dialogue sessions
The Gender Analysis Score Card	3 Weeks	1100 farmers	Gender Analysis Score Card	Baseline

## Annex 7. Review Schedule

### District: Guruve (GALS)

Time	Venue	Activity	Responsible
<b>Day 1 (21 FEBRUARY 2017)</b>			
0930 hrs to 0950 hrs	ENTERPRIZE Office	Meeting with Project staff, esp. Nyasha Chitaka, Gender Focal Person ENTERPRIZE (FACHIG)	Simba /Nyasha
1000 to 1200 hrs	DA's complex	Meeting with Ministry Officials	Simba /Nyasha
1300 hrs to 1430 hrs	Ward 11, Usayi	FGD with married men	Simba /Nyasha
1430 to 1530 hrs	Ward 11, Usayi	Personal testimony of change from a male headed household	Simba /Nyasha
<b>Day 2 (22 February 2017)</b>			
0930 to 1200 hrs	Ward 9, Nyanhunzi	FGD only with GALS Peer Educators and Trainers	Simba /Nyasha
1300 to 1500 hrs	Ward 12	Female headed household members	Simba /Nyasha

### District: Mount Darwin (GALS)

Date	Activity	Venue	Time	Responsibility
23/02/17	Meeting with Project Staff	ENTERPRIZE office	0930 hrs	Tambara
	Meeting with Ministry Officials	DA's Boardroom	1000 hrs	MWAGCD
	FGD with married women (mixed levels of success)	Ward 8	1300 hrs	Tambara/MWAGCD
	Meeting with male headed household	Ward 8	1500 hrs	Tambara/MWAGCD
24/02/17	FGD GALS Peer Educators /Trainers	Ward 10	0930 hrs	Tambara/MWAGCD
	Household personal testimonies of change	Ward 9,17, 23	1030 hrs	Tambara/MWAGCD

### District: Kwekwe (Gender Study Circles)

Date	Activity	Venue	Time	Responsibility
01/03/17	Meeting Project Staff	ENTERPRIZE	1500 hrs	Nixon
02/03/17	Meeting Ministry Officials	DA's Boardroom	0900 hrs	Nixon
	Meeting with Farmers	Ward 13	1100 hrs	Nixon
	Meeting with Lead Farmers (trained)	Ward 10	1400 hrs	Nixon
24/02/17	Meeting Community Development Mobilizers	Ward (mixed)	1530 hrs	Nixon