

PD-AR-067
ISN 39214

CLASSIFICATION
PROJECT EVALUATION SUMMARY (PES) - PART I

Report Symbol U-447

1. PROJECT TITLE Arusha Women's Participation in Development Project, AWPID			2. PROJECT NUMBER 621 - 0162	3. MISSION/AID/W OFFICE USAID/Tanzania					
4. EVALUATION NUMBER (Enter the number maintained by the reporting unit e.g., Country or AID/W Administrative Code, Fiscal Year, Serial No. beginning with No. 1 each FY)									
<input checked="" type="checkbox"/> REGULAR EVALUATION <input type="checkbox"/> SPECIAL EVALUATION									
5. KEY PROJECT IMPLEMENTATION DATES <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 33%; border-right: 1px solid black;"> A. First PRO-AG or Equivalent FY 79 </td> <td style="width: 33%; border-right: 1px solid black;"> B. Final Obligation Expected FY 79 </td> <td> C. Final Input Delivery FY 84 </td> </tr> </table>		A. First PRO-AG or Equivalent FY 79	B. Final Obligation Expected FY 79	C. Final Input Delivery FY 84	6. ESTIMATED PROJECT FUNDING <table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 50%;">A. Total</td> <td style="width: 50%; text-align: right;">\$ 541,000</td> </tr> <tr> <td>B. U.S.</td> <td style="text-align: right;">\$ 400,000</td> </tr> </table>	A. Total	\$ 541,000	B. U.S.	\$ 400,000
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A. Total	\$ 541,000								
B. U.S.	\$ 400,000								
7. PERIOD COVERED BY EVALUATION From (month/yr.) July 82. To (month/yr.) Sept. 84. Date of Evaluation Review Sept. 26, 1984.									

8. ACTION DECISIONS APPROVED BY MISSION OR AID/W OFFICE DIRECTOR

A. List decisions and/or unresolved issues; cite those items needing further study. (NOTE: Mission decisions which anticipate AID/W or regional office action should specify type of document, e.g., airgram, SPAR, PIO, which will present detailed request.)	B. NAME OF OFFICER RESPONSIBLE FOR ACTION	C. DATE ACTION TO BE COMPLETED
This project was completed in September, 1984. There are no actions or decisions necessary by AID.		

9. INVENTORY OF DOCUMENTS TO BE REVISED PER ABOVE DECISIONS <table style="width: 100%;"> <tr> <td><input type="checkbox"/> Project Paper</td> <td><input type="checkbox"/> Implementation Plan e.g., CPI Network</td> <td><input type="checkbox"/> Other (Specify) _____</td> </tr> <tr> <td><input type="checkbox"/> Financial Plan</td> <td><input type="checkbox"/> PIO/T</td> <td>_____</td> </tr> <tr> <td><input type="checkbox"/> Logical Framework</td> <td><input type="checkbox"/> PIO/C</td> <td><input type="checkbox"/> Other (Specify) _____</td> </tr> <tr> <td><input type="checkbox"/> Project Agreement</td> <td><input type="checkbox"/> PIO/P</td> <td>_____</td> </tr> </table>	<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____	<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____	<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____	10. ALTERNATIVE DECISIONS ON FUTURE OF PROJECT A. <input type="checkbox"/> Continue Project Without Change B. <input type="checkbox"/> Change Project Design and/or <input type="checkbox"/> Change Implementation Plan C. <input type="checkbox"/> Discontinue Project
<input type="checkbox"/> Project Paper	<input type="checkbox"/> Implementation Plan e.g., CPI Network	<input type="checkbox"/> Other (Specify) _____											
<input type="checkbox"/> Financial Plan	<input type="checkbox"/> PIO/T	_____											
<input type="checkbox"/> Logical Framework	<input type="checkbox"/> PIO/C	<input type="checkbox"/> Other (Specify) _____											
<input type="checkbox"/> Project Agreement	<input type="checkbox"/> PIO/P	_____											

11. PROJECT OFFICER AND HOST COUNTRY OR OTHER RANKING PARTICIPANTS AS APPROPRIATE (Names and Titles) Mr. Mohamed Gulleth, Project Manager, I.A.E., Arusha Mr. Alex Buberwa, I.A.E., DSM Ms. Abigail Krystall, Consultant & Team Leader Ms. Pamela Mandel, W.I.D. Officer, USAID, Tanzania Dr. M. Schulman, Project Officer	12. Mission/AID/W Office Director Approval: Signature: <i>Frederick E. Gilbert</i> Typed Name: Frederick E. Gilbert, A/DI: Date: 4/12/85
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**This evaluation is keyed to the AID Project Evaluation Summary. Item Nos. 1-12 are contained on the face sheet (p.ii) and item Nos. 13-22 form the evaluation narrative.

EXECUTIVE SUMMARY

ARUSHA WOMEN'S PARTICIPATION IN DEVELOPMENT (AWPID) Project: 621-0162

INTRODUCTORY STATEMENT: The Arusha Women's Participation in Development Project assists women in selected villages to organize for, plan and initiate self-help activities through participatory training. It does not transfer specific technologies. However, on occasion as a component of self-help activities it does assist women in the acquisition of technical skills, specifically basic accounting procedures and management. It also helps to link women with systems and agencies which transfer technologies.

1. WHAT CONSTRAINTS DOES THIS PROJECT ATTEMPT TO OVERCOME AND WHOM DOES IT CONSTRAIN?

The project addresses itself to the severe economic and cultural constraints affecting women in poor rural villages in the Arusha Region in Tanzania. These constraints include drought, a poor resource base, scarcities of goods, lack of person power and group cohesion, and insufficient control over economic resources. These constraints affect village women and their families in terms of the availability of commodities, essential services and the amount of time and labor required of women.

2. WHAT TECHNOLOGY DOES THE PROJECT PROMOTE TO RELIEVE THESE CONSTRAINTS?

The project does not promote a technology. Rather, it promotes a methodology or process whereby village women organize to alleviate perceived constraints.

3. WHAT TECHNOLOGY DOES THE PROJECT ATTEMPT TO REPLACE?

The project does not attempt to replace any specific technology.

4. WHY DO PROJECT PLANNERS BELIEVE THAT INTENDED BENEFICIARIES WILL ADOPT PROPOSED TECHNOLOGY?

The project's process of developing self-help activities has proven successful in both pre-project and post-project activities. In the limited cases where specific technical training was offered the beneficiaries adopted this training because they perceived it as suiting their needs.

5. WHAT CHARACTERISTICS DO INTENDED BENEFICIARIES EXHIBIT THAT HAVE RELEVANCE TO THEIR ADOPTING THE PROPOSED TECHNOLOGY?

The primary characteristic is the beneficiaries' real needs,

which are articulated and clarified through the project's process. The women showed that they are willing to commit their time and resources to meeting these needs.

6. WHAT ADOPTION RATE HAS THIS PROJECT OR PREVIOUS PROJECT ACHIEVED IN TRANSFERRING THE PROPOSED TECHNOLOGY?

The process has been utilized by 1,280 women, approximately 80 per cent of the target group of 1,600, and 27% of the population of women in the 16 project villages.

7. WILL THE PROJECT SET IN MOTION FORCES THAT WILL INDUCE FURTHER EXPLORATION OF CONSTRAINTS AND IMPROVEMENTS TO THE TECHNOLOGICAL PACKAGE?

The project does not promote a technological package. However, the project does establish a self-sustaining process whereby new action plans are undertaken as previous ones are tested. The process itself continues to be refined and there is a strong likelihood that the Government of Tanzania will seek to replicate it in other regions.

8. DO PRIVATE INPUT SUPPLIERS HAVE AN INCENTIVE TO EXAMINE THE CONSTRAINTS ADDRESSED BY THE PROJECT AND THEN COME UP WITH SOLUTIONS?

No, currently in Tanzania there are no incentives for private suppliers to address themselves to the constraints faced by rural women who participate in the project.

9. WHAT DELIVERY SYSTEM DOES THE PROJECT EMPLOY TO TRANSFER THE NEW TECHNOLOGY TO INTENDED BENEFICIARIES?

The project utilizes an extension process whereby a needs survey is carried out by village women; women's groups are formed; and action plans are designed to address perceived problems. The extension process is intensive for the first three to six months.

10. WHAT TRAINING TECHNIQUES DOES THE PROJECT USE TO DEVELOP THE DELIVERY SYSTEM?

The project utilizes group dialogue techniques and workshops to integrate the process within organized women's groups.

13. Summary

The Arusha Women's Participation in Development (AWPID) Project is a follow-on to the USAID-funded experimental project implemented in 1977/78 (ACLF, Audio Cassette Listening Forum (906-0001)). The project is implemented by the Institute of Adult Education (IAE) in Arusha. The AWPID assists rural women who have not previously participated in development programs to organize and undertake self-help activities. Based on a participatory approach to rural development, the project gives women the opportunity not only to implement, but also to plan and evaluate their self-help efforts. Project staff help women to identify their priority development problems through a needs survey, plan activities to alleviate these needs, implement their plans, and review and replan, as necessary. In this way, the project develops women's capabilities to analyze, make decisions, plan, organize and manage, and at the same time, promotes activities which improve women's welfare and economic well-being. In addition, the project trains smaller groups of women (village facilitators/group leaders) in the techniques of needs surveys, preparation of problem posing materials, communication, adult education, planning and evaluation.

The project has demonstrated the effectiveness of the participatory approach in mobilizing and motivating rural women to undertake activities to improve their condition. In the 16 villages of project operation, 1280 women (27% of all women in the villages) formed 17 groups. All but two groups are active, and the majority remain cohesive. Retention of members has been high; 77% of the original participants for groups formed in 1981 and 1983.

The project has shown that rural women may often require considerable guidance and support to establish viable and self-sustaining activities. Staff input of time and effort to facilitate implementation of planned activities greatly exceeded original expectations. Also unanticipated were women's difficulties in obtaining requisite financing through existing credit institutions and needed equipment/goods from government agencies or other local sources. In response, the project established a revolving fund (supported by OXFAM) and has arranged to import a few items (supported by USAID/Tanzania) which are delaying implementation of some activities.

The project concentrated more on guiding and supporting women's implementation than had been anticipated which does not contradict, and was in fact necessary, to achieve the intent that women will become more self-confident and self-reliant. A contribution of this project to designing of future projects to promote women's self-help efforts is that it has shown that the period from start-up to take-off of planned activities is a distinct and critical step requiring attention in project design, especially anticipated inputs and outputs. The contribution of

this project to staff who will implement similar projects in the future is that it demonstrates the need for thorough analysis of problems and for pre-activity planning (planning for implementation) prior to women's selection of the activity they will undertake.

The project has successfully achieved the purpose and completed all related outputs. The project also has been successful in achieving the sub-purpose of increasing the capability of the IAE to render services in the rural areas. The project has provided training to three professional and five non-professional staff who are already or very soon will be absorbed by the IAE. The project also upgraded the IAE's capabilities through the provision of vehicles and audio-visual equipment. Because of these inputs, the IAE has been able to increase the range and scope of its activities. Extended outreach throughout the region and greater variety in communication media have increased enrollment in correspondence courses by 63%.

Because the Institute will have absorbed the entire staff before the end of the project, it will be fully capable, in terms of personnel, to continue and extend project activities. It may not be able, however, to maintain the same high level of staff involvement in village level implementation, due to the associated costs of fuel, vehicle operation and maintenance. The fact that the Project Manager is also the Senior Resident Tutor will help to ensure maximum institutional support for project activities.

An implicit purpose of the project was to encourage use of the participatory approach in development activities, especially within the entire IAE network. The IAE in fact already recognizes the importance of people's participation as the first step in any change effort or development activity. However, lack of understanding, exposure and training has caused some IAE staff to continue to rely on more familiar directive and didactic methodologies.

The project was to have published a handbook giving step-by-step guidance in the process and methodologies of eliciting participation, dialogue, problem analysis and action planning by a group. The project prepared a draft of this handbook and disseminated it to the primary target group, Resident Tutors, throughout the IAE network (headquarters and regional centers). Dissemination was accomplished through a National Workshop, where tutors learned of the AWPID project approach and operation, and received, reviewed and edited the draft handbook. However, final publication of the handbook has not been achieved, due to the need for field testing and revising of this potentially useful tool.

The Future (AWPID Project Sustainability and Replication)

Several factors suggest that AWPID project activities will be sustained by IAE/Arusha. As noted, the staff (professional and non-professional) will be fully absorbed. Continued work in the 16 project villages fits within the IAE institutional mandate of outreach/extension. An emphasis on women's activities fits within the newly established Women's Department at the IAE, Dar es Salaam. The Institute already is beginning to use the project as a model for tutors from other centers. Given shortages of petrol and costs of vehicle operation, it seems likely that AWPID/IAE staff will have to reduce the intensity of village level involvement. However, they are firmly committed to continue to work with groups in the 16 project villages until each group's activity is fully operational and to be available as a back-up during periods of crisis as well as during the initiation of spin-off activities. The revolving fund will still be available.

Should IAE/Arusha wish to replicate the project in new villages within the Arusha Region, the project experience could be well utilized to refine the methodology and minimize to some extent the need for staff follow-up during implementation. More thorough problem analysis, pre-activity planning (planning for implementation) and information inputs prior to selection of a group activity should avoid some of the difficulties which necessitated staff assistance and guidance. In addition, there are now available experienced village women to advise and operationalize activities to serve as models for newly formed groups starting similar projects. However, it is still the case that staff input - both to animate and train, and then to follow-up implementation is an indispensable component of the human and socio-economic development which the project has sought to achieve. The present level of IAE/Arusha staffing is inadequate to extend activities to new villages until the need diminishes for staff follow-up in the 16 project villages.

Should IAE/Dar es Salaam wish to replicate the project in other regions (new centers), Institute headquarters would have to ensure that necessary inputs (staff time, transport and petrol, a revolving fund and access to some commodities) are in place.

At the village level, several factors suggest that the human and socio-economic changes initiated by the project will be sustained and spill over into new arenas. The 1,280 women who have participated in the program are more aware of their situation, more committed to activism and more able to undertake self-help activities than they were before the project. Individually and in their groups they form an animating core and a resource for villages. In addition, in all but two of the 16 villages, activities are already in place or are planned which have a realistic potential for viability and sustainability. Project experience suggests that once activities are underway,

the pace accelerates; groups begin to engage in spin-off activities to support and supplement their initial venture or else begin to turn their attention to meeting other identified needs.

Description of the Project/Overview

The Arusha Women's Participation in Development (AWPID) project is a follow-on to the AID-funded experimental project implemented in 1977/78 (ACLF, Audio Cassette Listening Forum 906-0001). This integrated rural development project is being implemented by the Institute of Adult Education (IAE) in Arusha. The project is designed to involve women in the development process in a manner which promotes their self-confidence and self-reliance. It seeks to achieve these interrelated outcomes by giving village women the opportunity for responsibility and self-direction, making them not only the implementers but also the planners, decision-makers and evaluators of their self-help efforts.

The role of the IAE as set forth in the Project Paper is based on a participatory, dialogue-centered philosophy of development. In this approach, the personal growth of members, the maintenance of cohesive groups and attainment of planned outcomes are considered reinforcing components of the development process. In contrast to approaches which concentrate on implementation and focus almost entirely on task achievement, the participatory approach affirms that developing personal and communal capacities to decide and to act is perhaps the single most significant aspect of the development process and a necessary basis for sustained and accelerated social and economic change.

Thus, in the AWPID project, staff act as:

- . initiators and animators, helping women to articulate and analyze their needs, on the one hand, and to recognize their collective capacity to effect changes which help to meet these needs, on the other;
- . trainers of group leaders and members, equipping them through modeling and instruction with the conceptual/process tools to analyze their situation, identify the causes of their problems and determine the actions they will undertake to change/improve their lives, as well as provide skills required for group management and maintenance;
- . facilitators, who assist groups to identify and make use the specific skills and to acquire the needed inputs to of their own, community and outside resources to develop

implement their plans; and

- evaluators, who encourage women to engage in periodic review and replanning.

Additionally, the project seeks to increase the capability of the IAE/Arusha to implement not only the AWPID project but also its other educational activities in the region. Project components directed towards this end include staff training (in seminars, workshops, short courses and study tours) and the provision of equipment, in addition to the project staff's full participation in planning, implementing and evaluating the AWPID Project.

Finally, an implicit goal of the project is to increase awareness and promote adoption of the participatory approach by modeling and by documenting the process and its benefits. Specifically, the project set out to develop, test and publish a handbook on participatory development approaches which describes the participatory process and gives step-by-step guidance on the methodology to be used during village level animation and training. Although appropriate for development planners and implementers in general, the handbook's specific target group, as identified in the Project Paper, is the entire IAE network - the headquarters in Dar es Salaam and 20 regional centers - as a means to encourage project replication throughout Tanzania.

Description of Planned Project Interventions

As described in the Project Paper, and as implemented, the AWPID project was active in 16 villages. Village level activities were initiated in phases. In each of the three phases AWPID project staff intervened to select villages, to animate and train village women, and to engage them in periodic reflection and reassessment. The interventions assumed a similar pattern which closely followed the detailed description and the input of staff time anticipated in the Project Paper (see Table I). These interventions are briefly described in this sub-section. The task of facilitating village-level implementation, which assumed increasing prominence in the evolution of the AWPID project, is analyzed in the next sub-section.

Selection of Villages. In all cases village selection was

undertaken jointly by project staff and GOT officials. The criteria for village selection indicate that the project aimed to reach women at the periphery of the development process. This focus on marginalized women and groups considered difficult to involve in modernization and change is a significant feature of the project particularly for considerations of equity and replicability. It extends the development process to previously

by-passed communities and it serves as a stringent test of the effectiveness of the participatory approach.

The specific criteria for village selection included:

- . Villages with no organized women's programs (apart from routine activities of Tanzania's national women's organization, Umoja wa Kwanza (UWT));
- . Villages with a slow pace of development and a need for basic services; and
- . Villages with no major development program or project activities.

In addition, villages were selected to represent different cultural patterns (single culture and mixed communities) as well as varying livelihood systems and economic levels.

Village Animation and Training. In each village the process of animation extended for approximately a four-month period, which included two training seminars/workshops for ten women identified to act as village facilitators, needs surveys and group meetings to analyze problems and plan activities.

Soon after the introduction of the project in each village, the women selected facilitators who were trained by project staff, first in the techniques of conducting needs surveys and preparing problem-posing materials and then, prior to the group meetings, in the techniques of communication, adult education, planning and evaluation.

After initial training, the village facilitators executed the needs surveys in their villages. The surveys lasted for approximately one month and consisted of careful listening and close observation to identify deeply felt concerns, pressing problems and prevailing customs and practices which influence women's situations. Project staff assisted the facilitators to record the findings, organize them on the basis of frequency and prepare materials (such as skits and drawings) depicting the major concerns and problems experienced by the women.

These problem-posing materials formed the basis for group analysis, decision-making and planning. The village facilitators, assisted by project staff, led a series of meetings, generally extending over a two-month period, for women to

reflect upon and analyze their situation, clarify their priorities, and finally select and plan an activity for implementation.

Evaluation. Group participation in review and reassessment is an

integral part of the AWPID project approach. Periodic meetings to examine and evaluate progress were intended to reinforce and extend members' ability to identify and analyze problems, as well as their control over the execution of their planned activities. The project, as designed and implemented, included annual evaluation seminars led by project staff in each village.

Project Evolution and Modification

During the 39 months of implementation, the AWPID project has changed in a number of ways. The following changes, which are also discussed in subsequent sections of the report, are those identified by the evaluation team as having had significant impact on the evolution of the project. The interrelated and cumulative effect of those changes has been (1) an increasing involvement of project staff with the process of village level implementation; (2) an evolving awareness of some of the limitations in the project as originally designed; and (3) the necessity of postponing action, most notably on the handbook, to respond to emerging priorities and needs.

Staffing. The project, as originally designed, incorporated 34

person-months of expatriate assistance. As implemented, there were only 18 person-months. On the one hand, the reduction of expatriate inputs attests to the competence of the IAE staff and constitutes an important element in project sustainability and replicability. On the other hand, it also meant that the remaining personnel were responsible for activities and outputs intended for a larger staff, as well as the unanticipated requirements of facilitating village level implementation of planned activities.

Technology. Originally the project set out to test the utility of

audio-cassette recorders for problem identification during village level animation. Use of audio-cassette recorders in the villages showed no essential benefit when compared to villages where the technology had not been introduced. To maximize replicability and to minimize costs (about \$400 including charger and battery pack) the mid-term evaluation recommended that audio-cassette recorders be used only as one of many possible ways of providing women with information of use in implementing their activities. A direct consequence of this modification was that although small groups remained a feature of the process, the village meetings to finally decide upon and plan activities

included all potential group members. In contrast, women in the pilot project remained in small groups throughout the entire process of analysis, decision-making and planning. Possible indirect consequences of the project modification include women's choice of more ambitious and complex activities and insufficient pre-activity exploratory planning.

Village Activities. In almost every case, the initial activities

selected by the village women required considerable financial investment, depended upon the provision of inputs, and necessitated cooperation and support at and beyond the village level. Cases in point are the two most frequently chosen activities, cooperative shops and grain grinding mills.

From one perspective, women's choices were realistic solutions to their most basic problems, because identified activities combined an improvement in welfare with an increase in economic well-being. For example, shops increase the availability and accessibility of basic necessities; grinding mills reduce the time and effort of one of women's most burdensome tasks. Both have potential to generate income for the group and its members. From another perspective, these activities tended to be somewhat inappropriate choices for women with no previous implementation-management experience. The fact that the groups have survived and the women have remained motivated, despite difficulties and delays, is a strong indicator of the inherent value of the participatory approach to project planning and implementation. The opportunity to pursue self-identified goals through self-determined actions has been the foundation of the motivation, tenacity and resilience shown by the village women.

Expanded Scope of Work: Facilitating Village Implementation

The Project Paper envisioned a limited role for staff during village level implementation.

"... monitor the progress achieved and, as needed, offer advice to the participants. Sometimes a plan will call for obtaining additional information. In these cases the project coordinators assist the participants to identify and utilize resources outside of the community, for example, government extension personnel." (p.22-23)

Two factors contributed to the anticipation that project staff would play only a small role in the implementation process. First, limited staff interventions seem to fit the overall intent that the project will promote self-reliant groups and self-confident women. Second, it was assumed on the basis of the pilot project, that women would embark on a variety of small-scale activities which would depend primarily on their own efforts and resources, remain relatively impervious to

external factors, and be self-sustaining within a relatively short period. "... project activities become self-supporting after a year or so." (Project Paper, p.6).

However, the ambitious activities chosen by the women's groups have posed a series of challenges in the long path to take-off. There are many instances of group self-reliance in responding to these challenges. There also are many instances where AWPID staff have had to intervene to guide the analysis, decision-making and additional planning necessitated by an unforeseen obstacle or problem. They also have been called upon to mediate in periods of conflict, advocate for assistance and identify resources (see Annex 1). The groups' difficulties in obtaining requisite financing and resources have additionally led the AWPID project to establish and operate a revolving fund and to arrange for the import of some commodities. Creation of a revolving fund was a recommendation of the mid-term evaluation which was denied by USAID. The fund is now being supported by OXFAM. USAID is assisting the project to import some equipment and materials needed for village level implementation.

Design. The project as designed contained certain weaknesses

which the project as implemented has corrected to some extent. Most fundamentally, the project as designed concentrated primarily on animation and mobilization. The project as implemented responds to the reality that achievement is a necessary component of women's self-confidence and group self-reliance, on the one hand, and of development, on the other. The project as implemented seeks to ensure achievement through continued involvement of staff during the sometimes lengthy period before planned activities become fully operational. It also seeks to promote achievement by serving as a resource for groups experiencing difficulty in obtaining credit or needed commodities.

This expansion in project scope has required greater input of staff time and more financing than originally anticipated. The staff have dealt with the first lack through strenuous effort and the second through the assistance of another donor (revolving fund) and USAID (commodities).

Greater involvement in implementation has meant that less attention has been paid to finalizing and publishing the handbook, the only output which will not be achieved by the end of the project.

However, greater involvement in the implementation process also has caused the staff to begin to introduce other modifications which improve the methodology. For example, in the phase 3 villages, where activities commenced January 198- representatives of the village government have been fully involved in all meetings, a measure designed to secure support

for women's activities and avoid difficulties experienced in many of the phase 1 and phase 2 villages.

The staff also are beginning to recognize that pre-activity planning (planning for implementation) is a separate step requiring special methodologies and information inputs. The advice of the District Engineer in two phase 3 villages helped the women develop long-term activities to improve the water supply in their communities. This experience has suggested that women need to be able to anticipate the steps they will be required to undertake to ensure take-off of a proposed activity and also to be aware of alternatives, options and possibilities.

In this way groups can recognize in advance (instead of through the effort of attempted implementation) when a proposed activity is not, in fact, an adequate solution to an identified problem. A case in point is the group which decided that construction of a hospital, in a community with a church mission dispensary, was a solution to the problem of disease. Information during planning would have helped these women understand the magnitude of their initial choice and assisted them to identify preventive health activities which could have contributed to the solution of their problem. In this way the women would have experienced achievement and success more rapidly.

Villages and Activities

The project has operated in nine single culture and seven multiculture villages. A majority of villages are at the medium economic level for their area. However, during the period of project operation, drought has adversely affected economic well-being in five of the eight villages in Arumeru District.

Overall 27% of the village women joined a group; 77% of the original members in the groups formed in 1981 and in 1983 have remained involved. Collectively, the groups have embarked on 23 activities. In some cases an original choice has been replaced because the group found it to be unfeasible, e.g. the hospital in Mateves and the grain grinding mill in Ilkiushin. In most cases, however, groups have embarked on a second activity to raise income for or enhance the operation of their initial choice.

Almost every activity meets a basic need while generating income for the groups and their members. Cooperative shops have been the favored choice of the groups because they are perceived as a means of increasing the quantity as well as availability of scarce commodities, while also generating income. This is certainly the case when there is no other shop in a village. When other shops are in operation women have found it difficult to secure allocations of scarce commodities and have tended to embark on supplementary activities so that they will be able to enlarge and diversify their stock, e.g. farms to generate income

or in the case of Kingori, tie and dye and school uniforms. Cooperative farms and vegetable gardens have been the most frequently chosen sources of supplementary income for activities which could not be financed through members' contributions.

Only eleven of the activities which the groups had initiated were operating at the time of the mid-term review. Two previously successful enterprises, the shops in Makiba and in Ngorhob, were closed because of leadership conflicts within the group or with the village government. As mentioned, two other activities had been abandoned because they proved unrealistic. Activities in two of the 1984 villages are still in the start-up stage. However, the major cause of groups' inability to put their activities into operation has been delays in obtaining necessary materials and equipment, or in some cases, assistance and support. Given additional time, some, and perhaps most, of the delayed activities should become operational.

Even if operational, income-generating activities initiated with the small working capital available to most women's groups tend to accumulate profits slowly and to be extremely vulnerable to unexpected calamities, such as theft. For most of the income-generating activities there will be a thin line between viability and unprofitability for a long time to come.

The situation in Ekenywa encapsulates the "thin line" between success and failure. The group was fortunate enough to receive an electric grinding mill from the TRDB, a coveted and potentially highly profitable asset. However, the group may lose the mill because it is unable to meet pending repayments to the TRDB. The reason - the mill is not yet operational. Construction of a building for the machine, which is still incomplete, was delayed because the group had used all its funds for the down-payment to the TRDB. Internal wiring, cables and a starter are all in short supply in Tanzania. If the building and wiring are not available in time, the group will lose the mill; if they are, the group will be able to embark on a potentially profitable undertaking.

The extremely high retention rate of group membership becomes even more impressive in the context of the difficulties which the groups have experienced. The current status of members' involvement is summarized in Table 2, which also gives other information on the villages and the groups' activities. Motivated, which characterizes all but two of the groups, indicates that members are active and are committed to their undertaking. Cohesive, which characterizes eleven groups, indicates that members are working well together without internal

conflicts. Self-reliant means that a group can undertake implementation with little or no assistance from the AWPID project staff. Since the self-reliance of a group is closely linked with the success of its activity, only six groups are judged to have reached this level.

TABLE I
STEPS IN THE AWPID PARTICIPATORY PROCESS

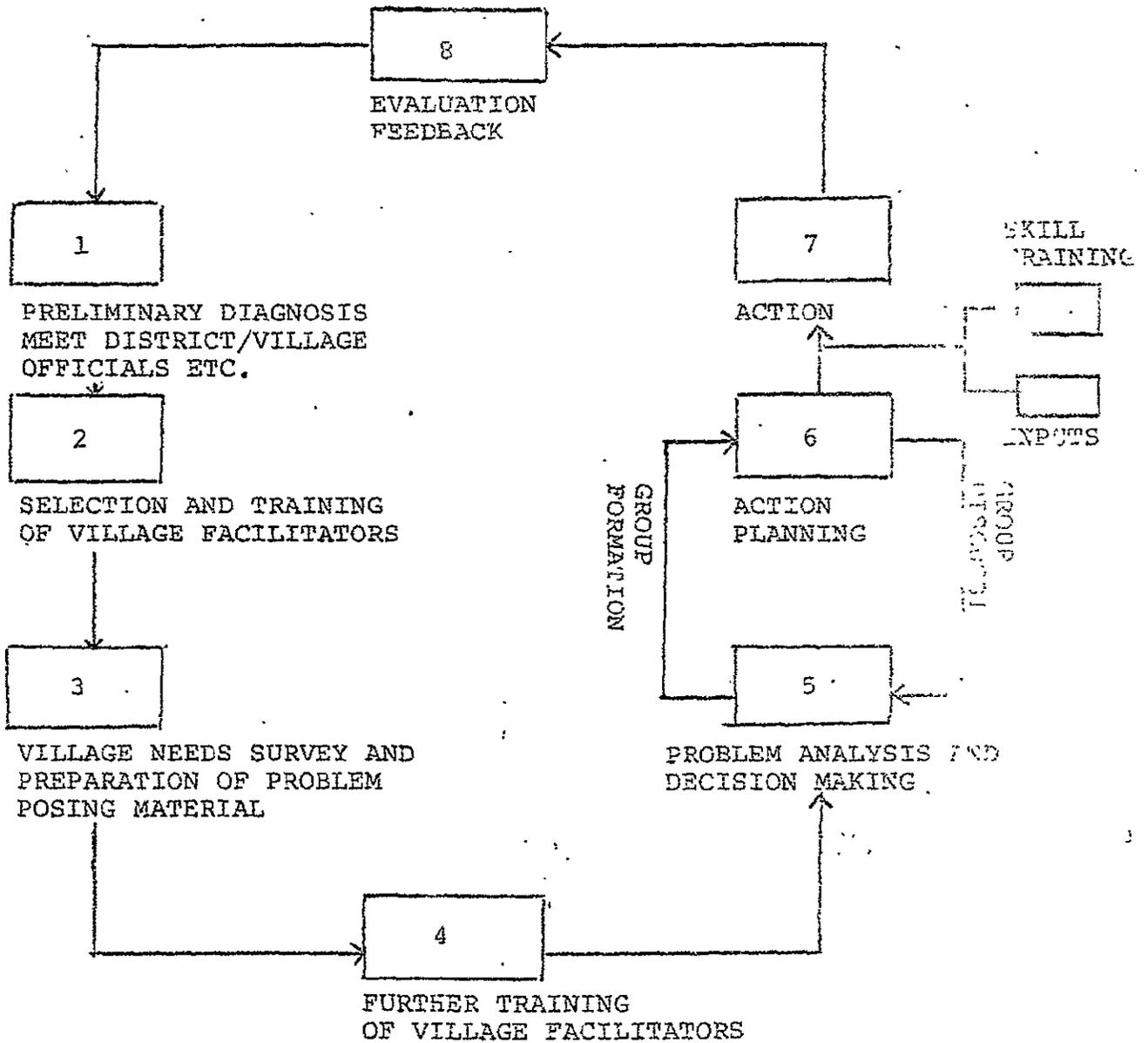


TABLE 2

WOMEN'S ACTIVITIES IN THE AWPID PROJECT VILLAGES

ARUMERU DISTRICT 1981	Culture		Socio-economic Status			Type of Project		Assessment		External Factors Affecting Implementation of Planned Activities				
	Single	Multi	Poor	Medium	Well/off	Income- generating	Service	Group	Activity	Drought	Scarcity of Material Inputs	Theft	Obstruction by village government	
PATANUMBE		x	x			Shop, Farm	x	x	Motivated Cohesive Self-reliant	Shop & Farm Operational Viable	x	x	x	x
						Grinding Mill	x	x	Demoralized	Not Operational Viable				
MAKIBA		x		x		Shop	x	x	Motivated Cohesive	Uncertain	x	x		x
KING'ORI		x			x	Shop Tie dye/ Uniforms	x	x	Motivated Cohesive Self-reliant	Operational, Partially Viable Tie dye not Operational		x		
MALULA		x		x		Shop (first in village)	x	x	Motivated Cohesive	Operational, Potentially Viable	x			x
EKENYWA	x			x		Grinding Mill Cooperative Farm	x	x	Motivated	Not yet Operational, but potent- ially viable	x	x		
MATEVES	x			x		(Hospital) Restaurant, Health Education	x		Motivated Cohesive Self-reliant	Restaurant Operational Health Edu- cation not yet opera- tional				x

TABLE 2

WOMEN'S ACTIVITIES IN THE AWPID PROJECT VILLAGES (cont'd)

ARUMERU DISTRICT 1981 (cont'd)	Culture		Socio-economic Status			Type of Project	Assessment		External Factors Affecting Implementation of Planned Activities				
	Single	Multi	Poor	Medium	Well-off	Income-generating	Service	Group	Activity	Drought	Scarcity of Material Inputs	Theft	Obstruction by village government
NGORBOB	x		x			Shop (closed)	x	x	Motivated Cohesive	Not Operational	x	x	x
ELKIUSHIN	x		x			(Grinding Mill) Tailoring	x	x	Motivated Cohesive	Operational, Potentially Viable			

TABLE 2

WOMEN'S ACTIVITIES IN THE AMPID PROJECT VILLAGES (cont'd)

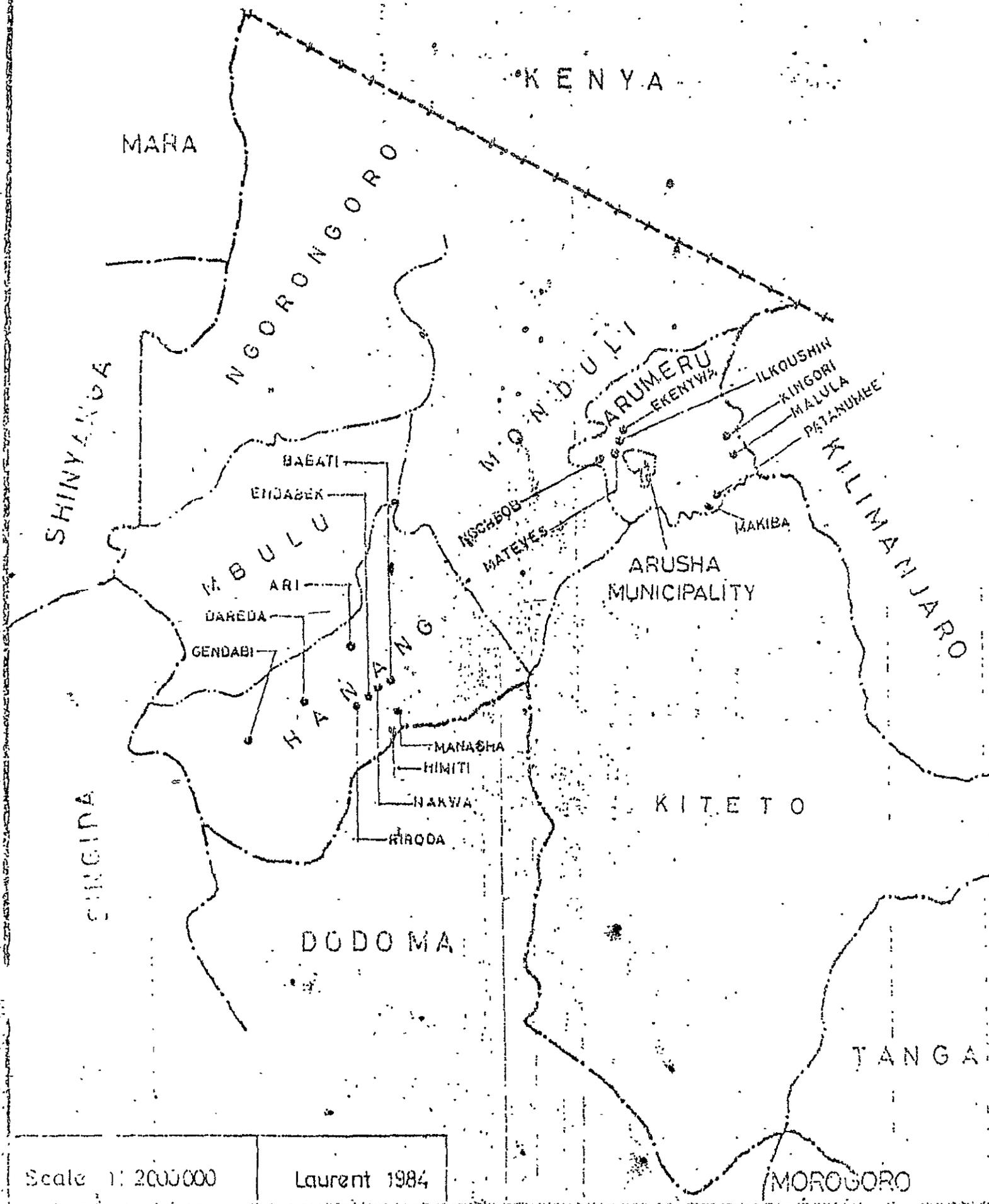
HANANG DISTRICT 1983	Culture		Socio-economic Status			Type of Project		Assessment		External Factors Affecting Implementation of Planned Activities			
	Single	Multi	Poor	Medium	Well-off	Income-generating	Service	Group	Activity	Drought	Scarcity of Material Inputs	Theft	Obstruction by village Government
GENDABI	x			x		Nutrition Education Salt Collection Diesel Grinding Mill	x	x	Highly Motivated Cohesive Self-reliant	Nutrition Education Operational and self-sustaining Not operational, potentially viable	x		
DAREDA KATI	x				x	Vegetable Garden Health Education	x	x	Currently Demoralized & Unmotivated	Not yet Operational Health Ed. Operational			x
ARRI		x		x		Sewing Project	x	x	Highly Motivated Cohesive Self-reliant	Operational, Potentially Viable			x
1984									demotivated	potential			

TABLE 2

WOMEN'S ACTIVITIES IN THE AWPID PROJECT VILLAGES (cont'd)

HANANG DISTRICT 1984 (cont'd)	Culture		Socio-economic Status			Type of Project		Assessment		External Factors Affecting Implementation of Planned Activities			
	Single	Multi	Poor	Medium	Well-off	Income-generating	Service	Group	Activity	Drought	Scarcity of Material Inputs	Theft	Obstruction by village government
HIMITI		x		x		Village Market	x	Motivated	Not Operational				
ENDABEG	x			x		Improved Water Supply	x	Motivated Cohesive Self-reliant	Operational, Potentially Self-sustaining				

MAP OF AWPID PROJECT



Scale 1: 200,000

Laurent 1984

14. Evaluation Methodology

This is the second and final external evaluation of the AWPID project. Its purpose is to assess the extent to which the project has achieved the intended outcomes and identify causes, whether in project design or implementation, of shortfalls in achievement, with special attention to the issues of sustainability, replicability and institutionalization.

The evaluation used and benefitted from the extensive documentation kept by the project staff (see bibliography), a detailed report of the evaluation seminars which were held in the villages between May and July 1984, and the data provided in the pre-project (evaluation) surveys undertaken as part of project internal monitoring and evaluation. (See Annex 2).

The information from these sources was corroborated and supplemented by visits to five villages, selected to represent the two districts of project operation, as well as other factors presumed to influence village level activity: length of implementation, socio-economic conditions (single or multicultural economic level), and type of project. During these visits at least two and sometimes three interviews were conducted to enable the team to learn about the women's groups and their activities from insiders (group leaders and members) and outsiders (other key informants who usually included members of the village governments) (See Annex 3 - Trip Reports and Persons Contacted).

The evaluation team included the following members:

MR. Alex Buberwa (IAE/Dar es Salaam)
Ms. Abigail Krystall (Team Leader)
Ms. Pamela Mandel (USAID/Tanzania)
Dr. Martin Schulman (Project Officer, USAID/Tanzania)

The following project staff worked together with the team throughout the evaluation exercise:

Mr. Mohamed Gulleth, Project Manager and Senior Resident Tutor (IAE/Arusha)
Ms. Huruma Kanza, Field Program Coordinator and Organizing Tutor (IAE/Arusha)
Ms. Lyne Ukip, Project Coordinator and Resident Tutor (IAE/Arusha)

15. External Factors

No external factors affected implementation of the planned AWPID project activities to animate and train village women. However, several unanticipated factors have contributed to the difficulty experienced by almost every village women's group in implementing its planned activity. For many groups these difficulties have interfered with the establishment of viable and self-sustaining projects. For the AWPID staff these difficulties have created unanticipated demands for guidance and support.

Unfavorable economic conditions, resulting from the intensifying drought and Tanzania's worsening balance of payments position have been the primary unanticipated obstacles to village level implementation. Drought has increased the opportunity costs for women's participation in their groups and in their planned activities. Attendance at group meetings and assistance with needed labor have had to compete with growing demands on women's time and energy to provision and care for their families. The incentive to contribute financially to group projects for the sake of future benefits has weakened in the face of immediate demands on lowered family income. In addition, the ability of government agencies to respond to requests for assistance and the viability of the two most frequently chosen activities, grain grinding mills and cooperative shops, has lessened due to the scarcity of imports, locally produced commodities and petrol. The same constraints have narrowed the range of options to replace or augment the women's initial choices and the possibility of rebounding in the face of unforeseen calamities, such as theft.

Although host country policies and priorities have continued to favor the project, implementation of women's planned activities also has been slowed in several instances by unanticipated interference from village governments which control access to public resources. In some cases village governments have tried to block access to loans or commodities by withholding the necessary permission or guarantee; in others they have delayed implementation by inaction, especially on requests for allocation of communal land for group operated farming.

Difficulties in obtaining credit have been an additional unanticipated obstacle to implementation. Credit institutions have proved unwilling to deal with requests for small sums. Lengthy procedures have blocked access to assistance in emergencies.

"We didn't look forward to drought, or such scarcity. We assumed there would be difficulties, problems and delays, but

that needed resources and assistance would be available and that the obstacles would not be so many or so serious ... but we have been committed to helping women achieve the expectations we helped to awaken." These words of the Project Manager encapsulate the consequences of these unanticipated conditions for the women and for the project staff. The transition from initial planning to fully operational activities has been long and has involved extensive replanning and strategizing to respond to emerging obstacles. Instead of the anticipated decline in staff involvement after the initial period of animation and training, AWPID staff have remained involved to provide guidance, mediation, crisis intervention advocacy and needed resources.

16. Inputs (see Table 3)

As noted in the mid-term evaluation, considerable delays were experienced in project implementation. Conditions precedent were not met until six months after the Project Agreement was signed, and the draft contract from AID was not presented to the IAE until twelve months later. Subsequently, the IAE experienced problems hiring an expatriate, and the contract was not signed until January 1981. Procurement of commodities also delayed the project; the two project vehicles did not arrive until July 1981. Although IAE project staff were recruited shortly after the contract was signed, funds were not available for IAE use until June 1981, due to delays in both AID and IAE/Dar es Salaam.

USAID/Tanzania Inputs

Staff. The project was designed to provide 54 months of

expatriate technical assistance. The Government of Tanzania requested only one of the two originally planned expatriates, the Adult Education Coordinator, who participated for 18 months. Funds originally allocated for technical assistance were reallocated for training and procurement in a revised project budget of June 1980. The Adult Education Coordinator Counterpart/Field Program Coordinator, who has been paid through USAID assistance, participated in the project for 39 months. Because village women facilitators performed the tasks originally planned for project-hired enumerators, project funds supported for varying periods the four non-professional staff which were anticipated IAE inputs (accountant, two drivers and secretary) and also a technician, required because of the increased provision of audio-visual equipment. IAE began to absorb non-professional staff in November 1981. The three non-professional staff (technician, driver and secretary) who are still being paid through USAID will be absorbed by the Institute together with the Field Program Coordinator, by October 1984.

AWPID PROJECT INPUTS

The Log Frame from the Project Paper set out the anticipated inputs from AID and IAE. Planned and implemented inputs are summarized as follows:

<u>AID INPUTS</u>	<u>PLANNED</u>	<u>IMPLEMENTED</u>
Technical Assistance	27 pm Administration/Evaluation Coordinator 27 pm Adult Education Coordinator 36 pm Adult Education Coordinator Counterpart 216 pm Enumerators 6 pm Consultants 316 pm	Government of Tanzania requested only one appointment for Adult Education Coordinator 18 pm Adult Education Coordinator 39 pm Adult Education Coordinator Counterpart Duty of Enumerators taken over by village women facilitators 1 pm Consultants for the evaluations
Training	36 Seminars and Workshops	<u>Arumeru</u> 16 Training Seminars; 3 Technical Seminars 12 Evaluation Seminars <u>Hanang</u> 10 Training Seminars; 1 Technical Seminar 4 Evaluation Seminars 2 Staff Seminars; 49 total Seminars and Workshops 1 National Workshop 2 Participants - Asia (India and Indonesia) 3 Participants - Southern Africa (Swaziland, Lesotho & Botswana) 4 Participants - Canada 3 Participants - Caribbean
	10 Training/Study Tours Travel	1 Kenya Training 1 Participant Training U.S., April-July 1982 3 Participants Training U.S., September-December 1982
	3 Short-term U.S. or Third-World Country Course	

AID INPUTS

PLANNED

IMPLEMENTED

Commodities

25 Cassette Players
 250 Tapes & Batteries
 2 Project Vehicles - OE for
 one Vehicle
 1 Camera, Projector & Screen
 Camping Equipment

22 Cassette Recorders (3 were stolen at airport)
 50 Cassette Tapes
 2 Land Rovers and Spares: 2 Motorcycles and Spares
 1 Video Camera
 3 Projectors (2 slide and 1 movie)
 Camping Equipment
 1 Photocopying Machine
 1 Video Tape Recorder
 1 TV Receiver
 Darkroom & Photographic Equipment
 1 Refrigerator
 Petrol (since mid-1982)

IAE INPUTS

Technical Assistance
& Staff

144 pm Accountant, Drivers, Typist
 Resident Tutor as Project
 Manager (part-time)
 36 pm Administration/Evaluation
 Coordinator Counterpart
 - pm Short-term Consultancies,
 IAE Headquarters Staff

Accountant, Driver, Typist, Resident Tutor
 as Project Manager (part-time)
 39 pm Administration/Evaluation Coordinator
 Counterpart (Project Coordinator)
 38 pm Assistant Project Manager and
 Adult Education Coordinator

Commodities

Office Space
 Furniture
 Operating Costs for one Vehicle

Office Space and Rent, Housing and Health
 Facilities for all Staff
 Furniture
 IAE pays insurance and some vehicle maintenance
 for both vehicles; project pays operating
 costs for both vehicles due to availability
 of fuel and spares

Petrol. An additional USAID input has been the provision of

petrol since mid-1982. Because the severe shortage of petrol in Arusha was hampering project activities, USAID has been purchasing petrol in Dar es Salaam and delivering it to a depot in Arusha for the exclusive use of the project.

Training. The Project Paper anticipated 36 seminars and

workshops. In fact, by the conclusion of the project, there will have been a total of 49 seminars and workshops, as follows:

<u>Arumeru District</u>	<u>Hanang District</u>
16 training seminars	10 training seminars
3 technical seminars	1 technical seminar
12 evaluation seminars	4 evaluation seminars
2 seminars for AWPID project staff (professional and non-professional)	
1 National workshop for all IAE Resident Tutors	

The project also provided inputs for staff training: 10 training/study tours and three out-of-country courses. Twelve study tours were completed: two to Asia (India and Indonesia), three to southern Africa (Swaziland, Lesotho and Botswana), four to Canada and three to the Caribbean. Four staff members attended short-term training courses in the US: one from April-July 1982 and three from September-December 1982. The study tours provided project staff with an opportunity to visit women's groups embarked on similar ventures in other Third World countries. Countries were selected by the project on the basis of UNESCO's rating of the level of women's activities. The in-country organizing agency in each case was the department responsible for women's activities or projects. Discussions with in-country staff and the groups themselves (approximately 4-5 per country) provided AWPID project staff with information and insight regarding the following issues: the relationship between literacy and women's activities credit mechanisms, and initiation and organization of women's activities. In addition, staff were able to acquire a variety of training materials for adaptation and subsequent use in the project.

The two training courses attended by AWPID project staff were: Management and Organizational Development (George Washington University, USA) and Initiating Integrated Rural

Development Projects (George Mason University, USA.) Selection was made by the Human Resources Development Office, USAID/Tanzania.

In addition, four non-professional staff were trained by the project: the technician and driver in Tanzania and the secretary in Kenya. The project accountant was a participant in the Southern Africa training study tour. Both of the planned short-term in-country training courses were completed. In addition, the project held a National Workshop for IAE resident tutors in response to recommendations made in the mid-term evaluation.

Commodities. Significant additions were made to the planned

commodity list through the reallocation of funds originally intended for technical assistance. Additional equipment included two motorcycles and spares, two additional projectors, darkroom and photographic equipment, one video tape recorder and television receiver, one photocopying machine and a refrigerator. Although 250 cassette tapes were originally anticipated, only 30 were provided due to the deletion of the audio-cassette listening forums format from the project.

IAE Inputs

IAE inputs anticipated included 36 person-months of salaries for two professional staff, as well as the part-time services of the IAE Senior Resident Tutor as Project Manager, and 144 months of salaries of non-professional staff, an accountant, two drivers and a secretary. Actual IAE inputs include 77 person-months of professional staff, the part-time involvement of the Project Manager, and 93 person-months of non-professional staff: 39 person-months - one driver; 35 person-months - accountants; 19 person-months - secretary. The IAE also provided space, rent, staff housing, health facilities and furniture for the AWFID project.

Discussion

The provision of additional training and equipment through budget revisions contributed substantially to the project's sub-purpose of increasing the capabilities of the IAE. However, the evaluation team considers the provided inputs to have been inadequate to achieve the overall intent of the project, as expressed in its goal and as articulated by the staff, of assisting women to undertake activities which improve (or begin to improve) the quality of life for themselves and for their communities.

The evaluation team finds necessary inputs which increase women's access to funds, development tools and commodities and considers them a requirement of future women's projects of a similar nature. The recommendation of the mid-term evaluation to create a revolving loan fund, which was not approved by AID, was subsequently supported by OXFAM. This assistance enabled the project to establish a revolving loan fund of Tshs. 40,085/- (\$2291) between 1982 and 1983. Although modest, the fund plays a critical role in expediting implementation and providing a "cushion" for groups facing unexpected emergencies. Credit institutions cannot meet the needs since they are generally unwilling to deal with the sums required for women's self-help activities and are unable to respond quickly to emergencies. A revolving fund or another credit mechanism adapted to women's needs was a significant omission in the inputs to this project and seems to be an essential component of projects assisting women's self-help efforts.

The AWFID project revolving fund of \$2,291 was established in 1982/83 through OXFAM support. To apply for a loan, a women's group had to (a) prepare a write-up of its activity, (2) indicate its financial contribution and (3) justify its request for a specific amount. As with all other loans to village groups, the loan application had to be endorsed by the village government. The project also investigated the viability of the group's enterprise.

To receive a loan, the group had to accept two basic principles: (1) to repay within the specified period (minimum one year, maximum two years), and (2) pay an additional interest on the loan of seven percent. Interest has been introduced as an educational tool, as well as a means of augmenting the revolving fund, so that the women will learn that there is a need to service any financial input.

The unstated assumption that necessary assistance would be available has also proved unrealistic in the case of commodities. The women's groups have had to implement their activities in the face of shortages of virtually every required material input, the major cause of the slow start-up of activities. As long as these conditions remain, the provision of commodities will be a necessity. USAID has now agreed to provide additional commodities to the project (grain grinding mills, motorcycles and dyes). They will be made available as loans to the groups, and repayments will go into the revolving fund.

It should be noted that the project actually conducted more village level seminars and workshops than planned, and that the numerous trips to the groups were additional, and unspecified inputs. Sufficient staff time and availability is another indispensable requirement of projects designed to engage rural women in the development process. In the case of this project, the numbers of staff has been less, and the demands of the

village activities greater than originally anticipated. This has contributed to the non-completion of the handbook. It also meant that the project has given less than optimum attention to the critical step of pre-activity planning (planning for implementation) at the village level.

Finally, the AWFID project demonstrates the need for a longer time frame to realize intended purposes and stated goals. Although the mid-term evaluation recommended an 18-month extension only nine months were granted by USAID. The evaluation team considers that future projects of a similar type should have at least a 5-year project life to ensure that women's activities become viable and self-sustaining and that the groups achieve self-reliance.

17. Outputs

With the exception of the handbook and number of participants trained, all outputs anticipated in the Project Paper were achieved, as summarized in Table 4.

A draft of the handbook was prepared and then reviewed by resident tutors from the entire IAE network (headquarters in Dar es Salaam and the 20 regional centers) at the National Workshop for Resident Tutors, held by the project in 1983. Editing of the handbook was achieved at the Workshop. This process served the dual functions of dissemination and initiating revision of the draft prior to publication. It was intended that after the workshop the resident tutors would try using the handbook and then provide the project with feedback. The feedback was to have been the basis for final revision of the handbook prior to publication.

To date no feedback has been received from the workshop participants. Extensive follow-up was impossible given the other demands on project staff.

Since the handbook was not an essential output for either the purpose or sub-purpose, non-completion has had no adverse consequences for project achievement. In addition, revision to respond to field testing-feedback would greatly enhance the utility of this potentially important tool for the IAE. Therefore, the evaluation team finds the postponement of publication to have been the proper course of action.

As to the future, the Institute is committed to use of the participatory approach in all its activities. It has recognized the importance of the model provided by the project and already is planning to have tutors from other centers visit the project to see the participatory process in operation. The handbook could be of great use in assisting IAE staff to move from more traditional didactic and directive techniques to dialogue centered methodologies. It is the opinion of the evaluation team

that full institutional support for the field testing-feedback-revision process, clearly necessary for the exercise to succeed, would prove worth the effort entailed and is an activity which merits Institute and donor support.

The Project Paper called for 1600 village participants. Only 1260 women, 80% of the target, have participated in the project (80 per village instead of 100 per village). The level of women's participation has been affected by long delays in operationalizing group activities and achieving tangible benefits, as well as increased opportunity costs for women's participation. The evaluation team finds, therefore, that the participation of 80% of targetted women, and an average retention rate of 77%, represents satisfactory achievement of planned targets. Of equal and perhaps greater importance to the evaluators is the fact that the project has succeeded in establishing motivated and cohesive groups in 12 villages, six of which are self-reliant.

The original output of ten meetings for 80 groups (five per village) was planned with the assumption that the project would use the small group listening forums format. When this format was deleted from the project design, the target became 160 meetings (10 meetings per village). The target has been exceeded through the meetings to follow up implementation of planned activities. The project, as designed, failed to take account of the need for continued guidance and assistance, after animation and training, especially in the critical period of initiating group activities. The 97 follow-up meetings assisted the groups to identify resources, negotiate with village governments, gain support from officials and agencies, complete required forms and applications, revise unfeasible plans and develop strategies to deal with unexpected impediments. The total includes phase 1 villages which began in 1984 and hence have only begun to reach the follow-up stage.

Needs surveys were undertaken in each village soon after the AWPID's introduction of the project to the village women and training in conducting a needs survey. Posters and skits were utilized as teaching tools in the art of listening. The ten facilitators in each village conducted the needs survey through discussions with village women. Three to four weeks in each village were required to complete the needs surveys. Village facilitators met an average of once a week during this stage of the process. The results of the needs surveys were presented to AWPID staff and village women. There was at least one follow up during the survey period to assess whether the facilitators were having any difficulties with the listening and survey process.

In the provision of training to group leaders, the project also exceeded planned targets. Training was provided to the ten women selected as facilitators who formed the leadership of the groups, first in listening, recording and preparing problem posing materials (for the needs surveys) and then in discussion

techniques, adult education methods, planning and evaluation. In addition, the project arranged for technical and management training for group leaders in four villages. In response to the groups' requests, AWPID staff arranged for experts from the GCF Community Development Department to conduct special courses in villages with unique needs.

In Gendabi, where the village women were experimenting with handmills, training was for skills such as grinding techniques and mill maintenance. In three villages with shop projects (Patanumbe, Malula and Makiba), training was given in management, procurement, inventory and bookkeeping.

The use of audio-cassettes and listening forums was dropped from the project at an early stage. The use of other media, however, replaced audio-cassettes as a communication tool, the AWPID staff sharing slides and films with village women on topics such as health and nutrition, general development, and village life. They also created a darkroom at the IAE staff office in Arusha, where they processed photographs taken during village visits. Twenty-four films and five video presentations were given by the AWPID staff.

Evaluation seminars were held in 11 villages, eight in Arumeru and three in Hanang, between May and July 1984. The evaluation seminars involved review and assessment of the women's groups' initial goals, as well as the relative success or lack of success of each group's activity. The seminars also served as a means of reinforcing new knowledge and skills and determining goals for future development efforts. The seminars' format consisted of observation by AWPID staff, group discussions, and in the income-generating projects, an audit of accounts.

An annual evaluation took place in June of 1982, and two appraisals in December 1982 and December 1983. These were conducted by AWPID staff. The mid-term evaluation was conducted by USAID/Tanzania staff and consultants in July 1982.

An important output planned was an increase in IAE activities, particularly in the areas of adult education classes and correspondence enrollment. In 1983/84, classes were held in six secondary schools, an increase from one secondary school prior to the project, with 516 students attending these classes. Correspondence enrollment rose from 160 participants in 1981/82 to 261 participants in 1983/84; an increase of 63%.

Implemented outputs have been sufficient to realize the stated purpose of the AWPID project. They also have helped to advance the project towards its goal. It is doubtful that women with no prior experience in the responsibilities entailed in their self-help efforts would have been able to sustain activities without follow-up meetings. The sense of confidence and control developed initially required reinforcement which was provided through continued staff involvement. Emerging skills of

analysis, planning and decision-making were strengthened as project staff helped the groups respond to the challenges of implementing their plans. The design of similar projects should give greater attention to outputs (such as meetings, workshops and seminars) required after animation and initial training to ensure continuation of the analysis-decision making-planning process until activities at the village level become fully operational.

TABLE 4

AWPID PROJECT OUTPUTS

Outputs Planned

80 groups formed (16x5)
*(modified to 1 per
village = 16)

800 meetings held (80 groups x 10)
* (modified to 10 per village - 160)

16 needs surveys

80 participants
Group leadership training

*Audio cassettes prepared

*Listening sessions

Evaluation seminars

Implemented

17 women's
groups
Arumeru = 9
Hanang = 8

160 meetings
held for village,
animation and
training meetings;
97 meetings held
for follow-up

16 needs surveys
Arumeru = 8
Hanang = 8

160 participants
Arumeru (8x10)
Hanang (8x10)

Use of audio-
cassettes deleted
at initial stage of
project

Also deleted from
project

Technical and
management training
in 4 villages

16 Evaluation
seminars in 16
villages; 378
participants;
72 facilitators

Outputs Planned

Annual evaluation

Handbook preparation survey

Handbook preparation

1600 participants

32 possible action plans

Implemented

Annual evaluation
June 1982
2 appraisals-Dec.
1982, December
1983. Final
evaluation - Sept.
1984

National Workshop
for IAE staff
January 1983

40 draft handbooks
prepared

1280 participants
(16 x 80)

25 action plans
Arumeru = 15
Hanang = 10

18. Purpose

The purpose of the AWPID project, as stated in the Logical Framework, is "to encourage functioning women's groups which will participate in local planning, implementing and evaluating self-help development projects through the use of small media resources." At the time of the mid-term review the use of small media resources was excluded from the project except as a means of providing information upon group request. Because of this change, the indicator of 80 groups (five small listening groups per village) no longer applies.

The evaluation team judged that the project's purpose had been met through the information and continuation of at least one group per village; members' participation in planning, implementing and evaluating activities; and the initiation of at least one and sometimes more than one self-help activity by each group.

Over one-quarter of the total number of women in the 16 villages have been involved in development activities for the first time through the AWPID project. This, in itself, is a significant achievement since the project worked among groups and sub-cultures considered difficult to activate and involve in development activities. Moreover, the level of group maintenance has been high. No group has dissolved. The retention rate for groups formed in 1981 and 1983 presently stands at 77%. In most groups the women who currently are members remain motivated and cohesive, actively pursuing their original or revised goals, despite difficulties and delays. For the most part, women have remained involved and groups have kept their momentum, independently of the take-off of planned activities.

This suggests that working towards self-determined goals and self-initiated activities is a central factor in women's continued motivation and the formation of self-sustaining groups.

Every group has initiated activities; seven groups have initiated more than one activity either to supplement or replace their initial choice. At this point, activities are not operational in six of the 16 villages, primarily due to delays in start-up and secondarily due to serious obstacles after take-off. Since a high proportion of activities depended upon resources (either inputs or support) beyond the group's immediate control, take-off proved extremely vulnerable to Tanzania's economic situation and to the level of village government (and other official) support. Because a majority of groups have responded to the challenges of unforeseen difficulties and unanticipated delays and are continuing to work towards take-off, the evaluation team considers the project's purpose to be met, despite the fact that at this point in time about a third of the villages do not have a project in operation.

The sub-purpose of the project is to "increase the capabilities of IAE to render its services in the rural areas." This sub-purpose has been met by the project's provision of training to staff who will be fully absorbed by the IAE before the end of the project and by the increased range and scope of IAE activities. The project has provided a variety of training experiences to both professional and non-professional staff: three courses outside Tanzania, including one for non-professional staff; four study tours outside Tanzania, one of which included a non-professional staff member; two study courses in Tanzania for non-professional staff; and the two in-country seminars for the entire staff.

Throughout the project the IAE has provided the salaries and benefits for all local professional staff, with the exception of the Field Programme Coordinator who will be absorbed by IAE in October 1984. At present the IAE has absorbed three of the six-person non-professional project staff and will take over the remaining three in October 1984. The project has operated without any expatriate technical assistance since July 1982. Thus, in terms of personnel, the IAE should be fully capable of continuing and/or extending project activities after project resources are expended. The only foreseeable constraint upon the Institute's ability to continue project activities is the cost of fuel, vehicle operation and maintenance. The project has considered the possibility of offsetting these costs by charging a small amount of interest on the commodities which USAID/Tanzania will provide before the end of the project. These commodities will be loaned to groups to facilitate implementation of planned activities, and repayments will go into the revolving fund.

The revision of the project budget, in June 1980, increased the IAE's capability to provide services in the rural areas, through the provision of additional commodities, especially audio-visual equipment. Audio-visual equipment also has upgraded the Institute's service capability for its parttime students. The two vehicles provided by the project have made it possible for the IAE to extend its outreach to all districts in Arusha Region and even, in some instances, to go beyond the region. The audio-visual equipment has enabled the Institute to produce slides (darkroom and photographic equipment) and to present educational film shows in rural areas (movie projectors).

The Institute feels that its extended outreach in the rural areas and increased variety of its educational technologies have contributed to the growth in enrollment during the period of project operation. Between 1981 and 1984, enrollment in the Institute correspondence courses increased by 63%. During the same period the Institute expanded its adult education and secondary school classes from one to six secondary schools.

As noted in previous sections an implicit purpose was to encourage adoption of the participatory process and methods,

especially within the entire IAE network, through modeling and documenting the method and its benefits. This purpose has been partially achieved. The success of the project has strengthened the Institute's commitment to the participatory approach. The Institute shortly will begin to use the project as an educational model for tutors from other centers. In addition, a draft of a handbook on participatory approaches, prepared by the project, has been disseminated to tutors throughout the IAE network. The Institute now has two tools (the project and the handbook) for increasing staff confidence and competence in participatory approaches. Although the handbook requires field testing and revision before final publication, the process itself can be viewed and utilized by the Institute as an opportunity to enhance staff skills, as well as to finalize the handbook for publication.

Implemented outputs have been sufficient to achieve the project's purposes and sub-purposes. However, the design of future projects of a similar nature should give attention to the need for additional meetings at the village level; (1) to introduce a component of pre-activity planning (planning for implementation) into the decision-making process and (2) to provide regular opportunities for staff follow-up during implementation.

19. Goal

The goal of the project is "to assist the Government of Tanzania to accelerate the transfer and adoption of appropriate technologies, services and systems to rural people with special emphasis on women's participation". The evaluation team considers that the goal has been met by: (1) the participation of rural women in development activities for the first time (27% of the total number of women in the 16 project villages); (2) the initiation of activities which represent a change in traditional patterns among groups considered difficult to mobilize for development efforts; (3) the formation of motivated and cohesive groups which have and will continue to seek out and adopt appropriate technologies, services and systems; (4) the spread of the participatory, dialogue-centered approach to problem identification and planning among village women; (5) the development of women's skills in planning, decision-making, management of groups and activities, as well as technical skills related to specific activities; and (6) the increased knowledge women have acquired of available resources, procedures and requirements.

Even if all group activities were operational, in the project's short period of implementation it would be difficult to quantify "improved socio-economic life, improved health, education and economic conditions", the indicators of goal attainment set forth in the Logical Framework. The project has stimulated women to identify and embark on activities which have,

in some cases, and which can, in other cases, improve the quality of life for themselves and for their communities. Although the selection of ambitious activities has contributed to delays in operation, it also has increased the potential impact on the welfare and well-being of the women and the villages. Already in two villages, activities initiated by the women have mobilized the communities and village governments to take action to improve the water supply systems. In these same villages, the women themselves have contributed by cleaning wells and spearheads, the construction of barriers to protect streams from animals. Women have established shops in two villages which prior to the project had no shop and therefore no ready access to scarce commodities. In another village women have established a market which can attract buyers from surrounding villages and a nearby town. In two villages women have produced clothing, thereby saving time and money for themselves and for other village purchasers. When grain grinding mills become available in three villages, they will save village women considerable time and effort.

The opportunity created by the project for women to embark on income-generating activities is a notable feature. Women have generated working capital and have invested in resources which they control. This control creates the potential for financing additional activities as well as generating income for individual members.

The sub-goal of the project is to enable women to be "self-reliant in terms of confidence to influence their lives". The evaluation team's conviction that women have developed considerable confidence comes from two sources: women's behavior and the pre-project and post-project surveys conducted by project staff. In terms of behavior, women's confidence seems indicated by the fact that a large majority (77%) of the original participants in phase 1 (1981) and phase 2 (1983) villages have remained actively involved in their groups and motivated to implement their activities despite set-backs and delays in attaining their goals. A comparison of women's responses in the pre-project and post-project surveys suggests that the project has had a positive influence on feelings of control and competence. Increases have occurred in women's perception of their ability to effect changes in their own lives and environment, to successfully initiate and implement activities, and to participate in decision-making at village level. Women also are now less likely to be acquiescent, as shown by an increase in critical perceptions of leaders (both village governments and women's leaders).

Before their activities are operational and successful (i.e. viable in the case of income-generating activities and self-sustaining in the case of welfare activities), it is difficult for groups to be self-reliant. At this point, only six of 17 groups have attained self-reliance. The remaining groups have shown themselves capable of identifying and responding to

problems and needs at certain points in implementation, but are not yet ready to function without follow-up assistance from project staff. Successful activities (operational/viable/self-sustaining) are necessary to fully achieve the project goal and sub-goal. The experience of the AWPID project shows clearly that the project purpose (that women will plan, undertake and evaluate self-help development projects) is a necessary but not a sufficient condition to ensure that the activities will be operationalized and firmly established.

Although they fit the stated purpose of the project, the inputs and outputs in the project as designed were not adequate to ensure achievement and attainment of the group's plans of the project's goal. The project as implemented has tried to correct the gap between initiating activities and achieving intended outcomes by continued assistance in implementation through follow-up visits, the establishment of a revolving fund, and procurement of commodities. Recommended improvements in the design of similar projects include: (1) a purpose which includes the concept of operationalized activities; (2) inputs/outputs which provide greater guidance to and support for pre-activity planning and actual implementation; and (3) a longer time frame.

20. Beneficiaries

The direct beneficiaries of the AWPID project were the women who participated in the program, while the indirect beneficiaries were their larger communities. Many benefits are not yet realized, and may increase with the relative success and longevity of the women's activities. Although foreseeable potential benefits have not been included in the evaluation team's analysis.

Women have benefitted from group membership. Participation ranged from 8% (Ilikiushin and Dareda Kati) to 74% (Nakwa). Overall there were 1,280 participants, 27% of all women in the villages. Group membership has given women the opportunity to band together around shared concerns and goals. In some cases, women have learned from interacting and communicating within the group.

Women have benefitted from the opportunity to plan, undertake and evaluate self-help activities. Through this process they have developed the ability to analyse problems, develop strategies and organize for action. They have become more knowledgeable about systems and institutions and more able to handle and manipulate their environment. Through their activities, women entered new areas; they applied for loans, secured allocations of commodities, obtained licences and permits, persuaded village governments to support and assist their activities and brought inaction of village governments to the attention of higher authorities. In addition, women in the groups have acquired increased knowledge related to family

welfare; members of three groups received skills training in management and accounting, and members of an additional group learned new practical skills.

Women have benefitted by increased respect and prominence as a result of their activities. As noted by a respondent in Patanumbe village, "when the commodities arrive, the women really get respect". One village used the ten village facilitators trained by the project as mobilizers of a campaign on sanitary water. Women's membership in village councils has increased because of the groups' activities.

The larger communities benefitted from the women's activities in a number of ways. Six villages benefitted by increased availability of goods, two villages received additional services and the village environment in three communities has improved as a result of the women's activities. In cases where significant time was saved (Patanumbe and Malulá), women's labor has been freed for other family and village activities.

Other benefits to the women themselves can be determined from the pre- and post-project surveys on women's attitudes and perceptions. Their collective opinion of the village standard of living, in terms of social services, economic status and availability of goods, all improved between the pre- and post-project surveys. Their collective perception of their own involvement in personal decision making increased, both in decisions affecting the family unit (36% to 61%) and decisions affecting their own lives (59% to 75%). They felt generally more able to change their own lives or environment (55% to 76%), and felt they had made positive changes in their own lives in the past year (60% to 81%). In addition, the women felt they had benefitted from increased participation in a women's group (52% to 68%).

TABLE 5

SUMMARY OF AWPID PROJECT BENEFITS

Group Formulation and Maintenance

Groups formed - 16 villages; 17 groups

Membership - 27% of all village women at time of group formation; 77% of members in 1981, 1983 villages

Current membership motivated - 15 groups
cohesive - 12 groups
self-reliant - 6 groups

Group Activity

Activities - 25

Current status Total operational - 11 activities
Operational and viable income-generating projects - 3

Total not operational - 13 activities
Never operational - 9 activities
Currently not operational - 2 activities

Still in start-up phase (1984 villages)
- 2 activities

Tangible Benefits to Community (including group members)

Increased availability of goods - 6 villages, especially 2 villages which had shops prior to group activity

Additional service - 2 villages
Improved environment - 3 villages
Increased community awareness of village problems - 2 villages
Community-wide and village government action on problems - 2 villages

Benefits to Groups

Generated working capital - 12 groups (ranging from 80,000 -
to 500/-)

Acquired or invested in capital resources - 7 groups

Knowledge/Skill Training

Training related to family welfare - 3 groups

Training in technical skills - 2 groups

Training in managerial, accounting skills - 3 groups

21. Unplanned effects

Unplanned effects of the AWPID project included:

Establishment of a Revolving Fund. Subsequent to the recommendation made by the mid-term evaluation, OXFAM agreed to set up a revolving fund (initially T.shs. 40,084/- or \$ 2,291). Although considerably less than the proposed \$ 30,000, the fund has contributed significantly to supporting women's activities in several villages and dealing with unexpected emergencies.

Village Mobilization. In some cases, women have been able to effect mobilization of their entire communities on the problems they have identified. The two examples both concern improved water supply systems. Because of women's initiative, plans for piped water systems have been incorporated into village governments' plans, village governments have passed new by-laws to protect sources from contamination, wells previously controlled by individuals have been made accessible, barriers have been constructed to keep animals away from streams and wells have been cleaned.

Village Government Membership. In Arumeru District women's representation in village government has increased as a result of AWPID activities. In the 1982 elections, group leaders were elected to the village councils in several villages because the women wanted greater influence in the decisions which affected their welfare.

Improved Relationships. In some villages, relations improved between traditionally non-cooperating ethnic groups because the women had identified common problems, were members of a single group and working towards a shared goal.

Technology Testing. In one village women participated in testing hand-operated grinding mills. The women found the handmills to be unsatisfactory because they did not significantly reduce the amount of time and labor, they broke down easily and they only handled small amounts of grain. This information was passed on to CAMARTEC, the agency which conducted the trial of the technology.

New Media. The project has enabled the IAE to introduce the use of photographs, slides and films in its educational campaigns in the rural areas. Prior to the project the Institute lacked the necessary equipment for these activities. The decision to

upgrade the Institute's equipment was made during the second year of the project.

22. Lessons Learned

AWPID project experience has generated the following lessons:

1. The participatory, dialogue-centered approach is extremely effective in mobilizing rural women to undertake self-help development activities. The opportunity to take action towards self-determined goals has sustained their involvement and motivation. It also has promoted women's confidence and has increased their capabilities.
2. Achievement is also necessary for women's self-confidence and groups' self-reliance. Long periods of delay before action commences tend to discourage women and increase dependency.
3. Projects designed to promote women's self-help efforts require mechanisms which make needed resources more readily available. Since their own financial resources are meager, women must have credit facilities which are responsive to their needs. A revolving fund is a recommended component in development programs for rural women.
4. In Tanzania, and in other countries with similar scarcities, the need for access to commodities which facilitate operationalization may sometimes be greater than the need for funds.
5. The process of developing women's capabilities to analyze, plan, make decisions, manage and organize requires a large input of staff time during implementation. It cannot be achieved during the initial period of animation/training.
6. Cooperation of village governments is necessary since they control access to public resources. Without this cooperation, village governments block women's activities by inaction or cooption.
7. Planning for action is necessary prior to final selection of an activity. Most importantly, analysis needs to be more thorough to enable women to focus attention on the fundamental problem they are trying to solve. This enables them to develop a series of options and increases the likelihood of achieving at least limited success.

ANNEX 1

VILLAGE LEVEL ACTIVITIES

AWPID PROJECT VILLAGES

Village: Patanumbe

District: Arumeru

Start-up: September 1981

Socio-economic Conditions: Multi-cultural, relatively poor,
isolated, water shortages.

Group Membership: Originally 192 of 223 village women (86%)
Presently 44 (20%) for shop/farm
50 (22%) for grinding mill

Identified Problems: Lack of a grinding mill; lack and unequal
distribution of goods; black marketing; unsanitary water
supply.

Activity: Two groups were formed in Patanumbe. One group
selected a cooperative shop/farm, and the second selected a
grinding mill.

Problems Encountered

Actions and Responses

Cooperative shop/farm

- | | |
|--|--|
| <ul style="list-style-type: none"> . Need for training
 . Need for funds to invest in goods for shop .. | <ul style="list-style-type: none"> . Received training in book-keeping and management from the Department of Cooperatives.
 . Raised 3,200/- from members' contributions.
 . Undertook financial analysis and budgeting.
 . Decided to increase working capital.
 . Decided to initiate a cooperative farm.
 . Also applied to OXFAM: (1) initially received a matching grant of 3,200/- for the shop |
|--|--|

- . Need for land for farm
- . Need for inputs for farm
- . Need for allocation of scarce commodities for shop
- . Need for additional goods to boost the shop
- . Need for transport to obtain goods for shop
- . Applied to the village government and were allocated a communal plot.
- . Purchased through AWPID loan.
- . Applied to village government. Awarded allocation because no other shop in village.
- . Subsequently, the village government opened a shop since that time allocation has been irregular.
- . Considering and exploring the feasibility of a bakery.
- . Members have to carry goods over long distances. The problem remains unsolved.

Grain Grinding Mill

- . Need for funds
- . Need for mill
- . Raised 4,000/- from members' contributions.
- . Applied to TRDB
- . Subsequently discovered that the village government also had applied to TRDB for a mill, that this application had been approved, and that the village government had made a down payment. When available, the mill

will come to the village government.

Village government did not inform the group of the prior application because it wanted mills, an impossibility.

Need for building

Used part of 4,000/- to erect a building for the mill.

Need to replan

Women unwilling to consider an alternative.

AWFID Assistance:

Initial animation and training: 10 trips
Follow-up: 12 trips

Shop/Farm

- . Assisted group to apply for a licence.
- . Assisted women with transport.
- . Gave loan for purchase of seeds.
- . Introduced group at bank; helped open an account.
- . Contacted and assisted with training provided by Department of Cooperatives.
- . Assisted group to prepare proposal for OXFAM.

Grinding Mill:

- . Assisted group to apply to TRDB.
- . Introduced group at bank; helped open an account.

Tangible Benefits:

Shop/Farm:

- . Group has acquired a capital resource (stock in shop).
- . Temporarily operated the only shop in the community; saved time and increased the availability of essential commodities for group members and community.
- . Through shop, were able to control prices.

Members' Financial Contribution:

Cooperative shop/farm: 3,200/- for OXFAM matching grant
Grinding Mill: 4,000/-

Assessment:

- Shop/Farm: - group motivated, cohesive, self-reliant
activity - operational and potential viable.
- Grinding Mill:- group discouraged.
- activity not operational.

Village: Makiba

District: Arumeru

Start-up: September 1981

Socio-economic Conditions: Multi-cultural, medium economic

level, relatively urbanized; irrigated area with insufficient water due to drought.

Group Membership: Originally 57 of 231 village women (24%)
Presently 57 (100% retention)

Identified Problems: Lack and unequal distribution of goods.

Activity: Cooperative shop

Problems Encountered

- . Need for training
- . Need to secure allocation
- . Need to retain control of shop
- . Need to refinance and restock shop

Actions and Responses

- . Provided by Cooperative Department, assisted by AWPID.
- . Have received insufficient allocation due to existence of other shops in the village.
- . UWT, supported by village government, took over the shop.
- . Because of mismanagement on part of UWT, the village government gave shop back to the group.
- . Because of loss of shop, group has not been meeting regularly and therefore has not been able to identify projects to recapitalize the shop. Intends to begin to meet more regularly.

AWPID Assistance

Animation and training: 10 trips
follow-up: 6 trips

- . Provided introduction for banking facilities.
- . Represented group for allocation of commodities to the ward, divisional and district executive secretaries.
- . Assisted the Cooperative Department to train group leaders in shop management.
- . Assisted with transport.
- . Advised group during the crisis of the shop take-over.

Tangible Benefits

- . Group has acquired a capital resource (stock in shop)

Members' Financial Contribution: 5,700/-

Assessment: Group - motivated and cohesive.
Activity - uncertain.

Village: King'ori

District: Arumeru

Start-up: September 1981

Socio-economic Conditions: Multi-cultural, well-off

economically, rich in agriculture, grow cash crops, somewhat urbanized.

Group Membership: Originally 80 of 450 village women (18%)
Presently 51 (68% retention)

Identified Problems: Lack of essential commodities; lack of comprehensive medical facilities; lack of a butchery.

Activity: Co-operative shop

Problems Encountered

Actions and Responses

. Need for training in book-keeping

. Identified an accountant in village who provided training.

. Need to secure allocation essential commodities

. Applied to village government. Have received insufficient allocation due to existence of other shops in the village.

. Intend to follow up the issue through the Divisional Executive Secretary.

. Need to diversify stock in order to generate profits more rapidly

. To make the shop viable, women want to produce and sell tie and dye and school uniforms.

. Applied to OXFAM for a loan to initiate tie and dye project.

. Dyes not available in Tanzania.

- . Need for premises
- . Requested AWPID assistance to import dyes.
- . Have been given notice to quit premises.
- . Problem not yet solved.

AWPID Assistance:

Animation and training: 9 trips

follow-up: 7 trips

- . Helped group identify tie and dye activity.
- . Identified source of material for tie and dye.
- . Linked group with SIDO for training in the technology of tie and dye.
- . Assisted group to apply to OXFAM for loan.
- . Importing dyes for group, to be provided as a loan.
- . Film shows.

Tangible Benefits

- . Raised capital which has been invested and is generating profits slowly.

Members' Financial Contribution: 8,500/-

Assessment: Group - motivated, cohesive and self-reliant.
Shop - operational, partially viable.

Village: Malula

District: Arumeru

Start-up: September 1981

Socio-economic Conditions: Multi-cultural, medium economic level, drought area

Group Membership: Originally 63 of 290 village women (22%)
Presently 140 (120% increase)

Identified Problems: Lack and unequal distribution of goods; black marketing of goods; lack of grain grinding mill; lack of water for homes and for livestock.

Activity: Cooperative shop

Problems Encountered

Actions and Responses

- | | |
|---|--|
| <ul style="list-style-type: none">. Need to secure allocation of essential commodities
. Need to finance the shop
. Theft of goods created need to restock shop | <ul style="list-style-type: none">. Applied to village government. Received support and allocation because village has no other shop.
. Members contributed approximately 10,000/-.
. Group received a loan of 13,368/- from the IAE Revolving Fund which is supported by OXFAM.
. Difficult to secure additional loan because have repaid 7,000/- and still have outstanding balance of 6,368/-
. Difficult to secure additional contributions from members until leadership problems within groups are resolved. Chairperson has not involved the steering committee nor |
|---|--|

meetings to make reports on stock for finances.

- Members' ability to make additional contributions has been adversely affected by drought.
- Group plans to hold a general meeting to replace Chairperson and anticipates contributions from members.
- Village government has indicated willingness to assist group once leadership problems resolved.

AWPID Assistance:

Animation and training: 10 trips

Follow-up: 9 trips

- Provided group with loan of 13,368/-.
- Arranged for training in management and book-keeping through Department of Cooperatives.
- Assisted group to open bank account and apply for license.
- Mediated leadership crisis.
- Film show.

Tangible Benefits:

- Shop available to members and community (no previous shop in village).
- Saved time (do not have to travel for purchase).
- Increased availability of essential commodities.
- Before theft, the shop (a group resource) had increased in value to 34,000/-.

Members' Financial Contribution: Approximately 10,000/-

Assessment: Group - motivated, cohesive and if new leadership receives training can be self-reliant (have not given up in face of theft and leadership problems, obtained allocation of commodities on own).
Activity - operational, self-sustaining if can recover from theft.

Village: Ekenywa

District: Arumeru

Start-up: September 1981

Socio-economic Conditions: Single culture (Waarusha),

medium economic level, severe drought, overgrazing

Group Membership: Originally 94 of 195 village women (48%)
Presently 40 (43% retention)

Identified Problems: Lack of grain grinding mill; unavailability
of goods; rape; unsanitary water supplies.

Activity: Grain grinding mill selected after initial choice,
a cooperative farm, was not feasible due to the drought

Problems Encountered

Action and Responses

. Need for finances

. Able to raise only small amount on own due to lack of control over cash income.

. Applied for assistance to village government.

. Village government called a general meeting to inform all villagers about the activity.

. After the meeting, husbands began to contribute and the group raised 16,000/- as down-payment on the mill.

. Need for mill

. Applied to TRDB for electric grinding mill; village has electricity.

. TRDB approved the application. Village government guaranteed the loan.

. Need for mill (which arrived very recently) to

. Women were unable to raise additional money

begin operation so that group can begin to repay TRDB; otherwise mill will be repossessed. Requirements are a building and wiring.

for materials needed to construct building.

. Village government is financing the construction of the building. Also received assistance from other agencies including the Forestry Center, 7th Day Adventist Church, Arusha Seed Center.

. Once the building is constructed the group anticipates the need for additional money to pay for cables and wiring the building. Have not solved this problem.

. Assuming mill is not repossessed, need for operation and maintenance,

. Will send a women and a youth to SIDO for training in accounting, mill operation and maintenance.

AWFID Assistance:

Animation and training: 10 trips

Follow-up: 17 trips

- . Assisted group to fill forms and to secure loan from TRDB; assistance including a visit to TRDB/Dar es Salaam on behalf of group.
- . Assisted group to pressure village government for quick construction of building.
- . Contacted TANESCO on behalf of group for wiring.
- . Contacted SIDO to arrange for training.
- . Film shows.

Member's Financial Contribution: 16,000/-

Intangible Benefits:

- . Group has acquired a capital resource which potentially can generate income for the group and provide a service to the women and the community.

Assessment: Group - motivated, not cohesive or self-reliant.

----- Activity - not yet operational; if becomes operational, potentially viable.

Village: Matevas

District: Arumeru

Start-up: September 1981

Socio-economic Conditions: Single culture (Waarusha),
medium economic level

Group Membership: Originally 74 of 310 village women (24%)
Presently 37 (50% retention)

Identified Problems: Lack of medical facilities and concern
over child health; lack of water; need for additional staff.

Activity: Hospital

Problems Encountered

Actions and Responses

- Need for finance and government support (materials, equipment, drugs, personnel)

- Through contacts with officials, group realized that it lacked the means and would not receive government support for a hospital since a church mission dispensary already operates in the area and provides basic medical services at low cost.

- Need to re-plan

- Decided to institute a health education program as a way of meeting the group's identified need.

- Need to identify health trainers

- Requested the Arumeru District Hospital to incorporate Matevas into their educational program. Secured agreement, but no action.

- Requested similar assistance from mission but mission already

operating a health education program in other areas and cannot incorporate Mateves.

- . Identified possible local trainer who may be able to initiate health education program.
- . Additional planning. Identified a restaurant as an activity to generate income for group.
- . Have rented space, hired a cook and secured a license.
- . Need to keep group members involved. During period of delays, group identified problems of maintaining motivation and cohesion.

AWPID Assistance:

Initial animation and training: 10 trips
Follow-up: 6 trips

- . Assisted with requests at divisional and district levels for health education program.
- . Assisted with request to Mission for health education program.
- . Identified local resource for health education program.

Tangible Benefits:

- . Group has collected enough money to initiate income-generating project.

Member's Financial Contribution: 800/-

Assessment: Group - cohesive, motivated, self-reliant
(identified need for additional activity; initiated restaurant).
Activity - restaurant operational; health education not yet operational.

Village: Ngorbob

District: Arumeru

Start-up: September 1981

Socio-economic Conditions: Single culture (Waarusha),
poor economically, drought stricken, overgrazing

Group Membership: Originally 86 of 245 village women (35%)
Presently 47 (55% retention)

Identified Problems: Unequal distribution of goods; lack of
consistently functioning mill; lack of medical facilities.

Activity: Cooperative shop

Problems Encountered

Actions and Responses

- | | |
|--|--|
| <ul style="list-style-type: none">. Need for funds to invest in goods
. Need for allocation of scarce commodities
. Need to make shop more profitable

. Need for accountable and more committed leadership
Original trained leaders withdrew from group
. Newly elected Chairperson also owns a shop; spends little time on group cooperative shop; has not followed up the problem of allocation of scarce | <ul style="list-style-type: none">. Raised 4,700/- from members' contributions and 8,000/- from village government's loan
. Received only small amounts because of other shops already existing in the village.
. Opened a beer store which raised about 200/- per week as profit from weekly beer procurements (5 cases).
. Appointed as village postal agents.
. Group closed shop as a means of obtaining financial report and forcing change in leadership.
. Village government reopened shop to protect its loan.
. Group reported village government intervention |
|--|--|

commodities; has not presented group with financial report after more than one year of operation

- Need to re-open and retain control of shop

to district officials and once again closed shop.

- Group would like to re-open shop after changing leadership and instituting financial controls.

- Group also would like to repay village government's loan to avoid it taking over the shop.

AWPID Assistance:

Initial animation and training: 10 trips

Follow-up: 4 trips

- Mediated in conflicts with group Chairperson and village government.
- Intends to offer group a loan from revolving fund to repay village government.

Tangible Benefits:

- Temporarily provided community with postal services.
- Group has acquired a capital resource (stock in the shop) and identified a potentially viable source of income (sale of beer).

Members' Financial Contribution: 4,700/-

Assessment: Group - cohesive, motivated, not yet self-reliant.

Activity - not operational; if operational may be viable.

Village: Ikiushin

District: Arumeru

Start-up: September 1981

Socio-economic Conditions: Single culture (Waarusha),
poor economically

Group Membership: Originally 20 of 250 village women (8%)
Presently 40 (100% increase)

Identified Problems: Time and effort to grind grain distance
to nearest grinding mill; corrupt women's leadership;
unequal distribution of goods and black marketing;
rape; lack of water.

Activity: Grain grinding mill

Problems Encountered

Actions and Responses

- | | |
|--|--|
| <ul style="list-style-type: none">• Need for finances

• Need to find alternative activity

• Lack of tailoring skills | <ul style="list-style-type: none">• Response of group members to request for contributions poor due to:<ul style="list-style-type: none">(1) dissatisfaction with leadership;(2) forced contributions which are against the spirit of the AWPID project;(3) little actual work for the mill after an individual was given permission to install a grinding mill in the village; in addition an electric grinding mill may be available in the nearby village, Ekenywa.
• Group meetings to re-plan
• Selection of tailoring project.
• Identified experienced village |
|--|--|

- Need for sewing machines to enable activity to generate income
- Need to replace stolen sewing machines
- Need to identify source of income to purchase sewing machines
- women to act as trainers.
- Contacted Ward Adult Education Coordinator.
- Received three sewing machines.
- Working through the Adult Education Coordinator and owner of premises to obtain compensation because no receipts available.
- Group unable to obtain accounting from the Chairperson. At present the balance of members' original contribution is not available to the group.
- Difficult for group to meet and replan because of conflicts with Chairperson.
- Now plan to switch from tailoring to knitting and to initiate a cooperative farm to generate income for sewing machines.

AWPID Assistance:

Initial animation and training: 10 trips
follow-up: 4 trips

- Assisted women to recognize that a grinding mill was not economically viable and to find an alternative activity.
- Assisting group to press owner of premises for compensation of stolen machines.

Tangible Benefits:

- Clothes produced by group temporarily available to members of community.
- During this period there was a saving of time and income for buyers.

Members' Financial Contribution: 3,000/-

Assessment: Group - motivated, active, cohesive (increased
----- membership despite difficulties), but
not yet self-reliant.
Activity - potentially viable if can obtain
needed sewing machines through
group efforts, outside assistance
or compensation.

Village: Gendabi

District: Hanang

Start-up: January 1983

Socio-economic Conditions: Single culture (Wairaqw)

medium economic level

Group Membership: Originally 106 of 250 village women (42%)
Presently 106 (100% retention)

Identified Problems: Time and energy required to grind maize
and wheat; distance to and cost of nearest machines;
poor nutrition.

Activity: Diesel grinding machine (to save time/labor and
generate income); Nutrition education.

Problems Encountered

Actions and Responses

Diesel Grinding Machine

- | | |
|---|---|
| <ul style="list-style-type: none"> . Need for money to purchase diesel mill . Need for diesel mill . Need for interim solution to identified problem | <ul style="list-style-type: none"> . Secured priority from village government to collect and sell salt. . From members' contributions and voluntary labor have raised 80,000/- . Applied to Tanzania Rural Development Bank (TRDB). No diesel mills available due to import restrictions. . Have made and intend to intensify efforts to identify institutions or donors which could import a diesel mill. . Contacted CAMARTEC and agreed to participate in trial of handmills. . Handmills rejected as solution to identified |
|---|---|

problem: (1) can only grind small amounts; not adequate for income generation; (2) break down easily, require constant repairs; (3) ineffective since exhausting and time-consuming.

- . Need for building to install diesel once obtained

- . Have begun to prepare building materials (making bricks, purchasing timber and ironsheets).

Nutrition Education

- . Need for trainer and materials

- . Identified nurses who live in the village to prepare audio-cassette listening tapes.

- . Members are participating in listening forums.

AWPID Assistance:

Initial animation and training: 13 trips

Follow-up: 7 trips

- . Introduced group to TRDB.
- . Introduced group to CAMARTEC.
- . Assisting group to identify institutions or donors for diesel mill.
- . Contributed tapes for nutrition education program.
- . Film shows (2).

Tangible Benefits:

- . Group has generated sufficient capital to give it a secure financial base; successful take-off virtually assured when able to secure grinding mill.
- . Provide CAMARTEC with information which may improve hand grinding mills.
- . Group members have increased knowledge of nutrition. If knowledge is applied, members' families will receive more adequate diet.

Members' Financial Contribution: 80,000/-

Assessment: Group - highly motivated, cohesive and self-reliant (identified local resources to generate income and provide nutrition education; are planning ahead for installation of machine)
Activity- diesel grinding machine - potentially viable; nutrition education - self-sustaining

Village: Dareda Kati

District: Hanang

Start-up: January 1983

Socio-economic Conditions: Single culture (Wairaqw),
prosperous.

Group Membership: Originally 68 of 900 village women (8%)
Presently 34 (50% retention)

Identified Problems: Poor health and nutrition

Activity: Vegetable garden (for consumption and sale)
Health education program

Problems Encountered

Actions and Responses

Vegetable Garden

• Need for land

• Applied for allocation of communal plot from village government. Secured agreement, but actual transfer has been delayed time and time again.

• Referred inaction of village government to Ward Executive Secretary who has been pressing the village government for action.

• Need for inputs

• Women will contribute for seeds, etc. when land is actually available.

• ANPID willing to assist with loan from revolving fund.

• Need to keep members meeting, motivated and planning new strategies

• Requested village government assistance with mobilization. Received no assistance because village govern...

ment sees such meetings
as a challenge.

Health Education Program

- . Need trainer and materials
- . Village has been incorporated in the health education program run by the Catholic church.
- . Group participated in clearing of mosquito breeding areas; Village has received First Aid Kit.
- . Members learning about nutrition and food preservation.

AWPID Assistance:

- Initial animation and training: 12 trips
Follow-up: 6 trips
- . Contacted Ward Executive Secretary on behalf of group

Tangible Benefits:

- . Group members and community will experience improved health through clearing of mosquito breeding areas in homes and in community.
- . Group members have increased knowledge of nutrition and food preservation; if knowledge is applied, members' families will receive more adequate diet.

Members' Financial Contribution: None

Assessment: Group - not yet self-reliant, currently demoralized and unmotivated.
Activity - vegetable garden - not yet operational.

Village: Arri

District: Hanang

Start-up: January 1983

Socio-economic Condition: Multi-culture, medium economic level

Group Membership: Originally 70 of 260 village women (35%)
Presently 48 (69% retention)

Identified Problems: Unavailability and high cost of children's clothing; diseases

Activity: Sewing project (for families and for sale) taken as first priority since a local church had embarked on a health education program

Problems Encountered

Actions and Responses

. Lack of skills

. Initially applied to Ward Community Development Officer for assistance with training. No teacher available through this channel.

. Then applied for assistance to District Adult Education Officer. Teacher identified, but not able to assist due to lack of transport.

. Then requested assistance from Village Party Secretary (a woman) to identify teachers in neighboring schools to provide training twice a week.

. In the meantime, group members are

sharing skills with each other.

- . Need for additional financing since small initial investment from members' contributions limits scope of and return from production because (1) can purchase only small amount of material at any one time and (2) activity very labor-intensive
- . Identified two group activities which can generate income for additional material - brewing liquor from grain during harvest seasons and the manufacture and sale of traditional handicrafts.
- . Need remains for a loan to acquire sewing machines to enable activity to become economically viable.

AWPID Assistance:

Initial animation and training : 11 trips

Follow-up: 5 trips

- . Contacted Ward Community Development Officer, through Ward Administrator, on behalf of group.
- . Brought training problem to District Adult Education Officer.

Tangible Benefits:

- . Clothes produced by group available to members and to community.
- . Saved time (do not have to travel for purchase).
- . Saved income (purchase price and travel).
- . Small increase in members' skills; greater increase anticipated when training commences.
- . Small profit to group from sale of clothing.

Members' Financial Contribution: 500/-

Assessment: Group - highly motivated, cohesive and self-reliant (identified and carried out income-generating activity).
Activity - operational, potentially viable.

Village: Nakwa

District: Hanang

Start-up: January 1984

Socio-economic Conditions: Single culture (Wagrowa),
medium economic level

Group Membership: 181 out of 245 village women (74%)

Identified Problems: Poor nutrition

Activity: Vegetable garden (for consumption and sale)

Problems Encountered

- . Need for land
- . Need for inputs

Actions and Responses

- . Applied for allocation of communal plot from village government. Awaiting response.
- . Women will contribute for seeds, etc. when land is allocated.

AWPID assistance:

Initial animation and trainings: 7 trips
Follow-up: 2 trips

Tangible Benefits: Not yet implemented

Members' Financial Contribution: None

Assessment: Group - not yet cohesive or self-reliant.
Activity - still in start-up stage.

Village: Riroda

District: Hanang

Start-up: January 1984

Socio-economic Conditions: Single culture (Wagorowa),
well-off economically

Group Membership: 67 of 250 village women (27%)

Identified Problems: Unsanitary and insufficient water
water supply

Activity: Improved water supply

Problem Encountered

Actions and Responses

- | | |
|--|---|
| <ul style="list-style-type: none">. Need for technical and financial information
. Need for 15,000/- per well for cover and installation of hand pumps (cost will be less if community provides labor)
. Need for interim solution to identified problem | <ul style="list-style-type: none">. Contacted and secured assessment and estimate from District Engineer.
. Requested village government to mobilize community to raise money and provide labor.
. Village government already embarked on prior project. Water project incorporated into future plan for village.
. Group members are emptying and cleaning wells on a voluntary basis.
. Group members have mobilized community men and boys to dig wells for animals to protect sources used for human consumption. |
|--|---|

- . Need for public access to all wells in village
- . Through efforts to clean wells identified problem of wells on individuals' property which were not available for communal use.
- . Brought situation to attention of village government which has taken action to ensure public access to all wells.

AWPID Assistance:

- Initial animation and training: 7 trips
Follow-up: 2 trips
- . Made initial contact with District Engineer
 - . Film show.

Tangible Benefits:

- . Community action regarding problem of unsanitary water.
- . More sanitary water supply.
- . More adequate water supply for community (public access to all wells).
- . Large scale water project incorporated into village government's future plans.
- . Increased participation of and respect for women as village leaders: mobilized village, men and boys to dig wells for animals, successful with village council and solving the problems of "individual" wells.

Members' Financial Contribution: None

Assessment: Group - motivated, cohesive.
Activity - operational, potentially self-sustaining.

Village: Managha

District: Hanang

Start-up: January 1984

Socio-economic Conditions: Multi-culture, medium economic level

Group Membership: 69 of 500 village women (14%)

Identified Problems: Source of protein in diet; have fish, but supply not abundant

Activity: Butchery

Problems Encountered

- . Need for license
- . Need for building
- . Need for animals

Actions and Responses

- . Applied to village government which gave its approval since it was involved with agriculture project.
- . Raising money to construct building through sale from cooperative farm.
- . Plan to obtain animals through purchase (financed by members' contributions) or through making building an outlet and charging for its use.

AWPID Assistance:

- Initial animation and training: 9 trips
Follow-up: 3 trips
- . Contacted District Executive Officer on group's behalf.
 - . Film show.

Tangible Benefits:

.. Women have generated working capital through harvesting maize. 275 bags of maize harvested.

Members' Financial Contribution: Awaiting harvest receipts.

Assessment: Group - not yet cohesive or self-reliant.
Activity - still in start-up stage.

Village: Endabeg

District: Hanang

Start-up: January 1984

Socio-economic Conditions: Single culture (Wagorowa) medium
economic level

Group Membership: 156 of 352 (44%)

Identified Problems: Unsanitary and insufficient water supply

Activity: Improved water supply

Problems Encountered

- Need for technical and financial information.
- Need to mount a major technical and financial project to bring piped water to the area where technically feasible.
- Need to cover wells and install hand pumps where piped water is not technically feasible.

Actions and Responses

- Contacted District Engineer who prepared assessment.
- Contacted a church mission for assistance. Cost of undertaking beyond its scope.
- Secured support of village government and village council.
- Village Chairman, who is also a Counsellor, will request the Ward to make the project a major undertaking at the Ward level.
- Local council intends to initiate a water project which will include Endabeg and a neighboring village.
- Requested village government to mobilize community to raise money and provide labor.

- Need to protect streams from animals.

- Village government already embarked on building a village silo. Water project incorporated into future plans for village.
- Secured support from village government to protect streams.
- With support of village government, the 10 trained group leaders are conducting educational/mobilization meetings for community.
- Women's group and community are building barriers to protect streams from animals.
- Village government enforcing stream protection by issuing by-laws and setting fines for non-compliance.

AWPID Assistance:

- Initial animation and training: 9 trips
- Follow-up: 3 trips
- Film on water problems.

Tangible Benefits:

- Community action regarding problem of unsanitary water. Protected water supply through construction of barriers and village government enforcement.
- New village by-laws.
- Large scale water project incorporated into village government's future plans.
- Increased participation of and respect for women as village leaders (used as educational leaders cum mobilizers).

Members' Financial Contribution: None

Assessment: Group - motivated, cohesive, self-reliant.

----- Activity - operational, potentially self-sustaining.

Village: Himiti

District: Hanang

Start-up: January 1984

Socio-economic Conditions: Multi-culture, medium economic level, highlands region, agriculture diversified, grow coffee, sugar cane, fruits and vegetables.

Group Membership: 107 of 350 women (31%)

Identified Problems: Poor return from perishable crops due to lack of a frequent and accessible market outlet. Only operational outlet is some distance away in Babati town and open once a month. Monthly market not appropriate for perishable goods.

Care of young children time-consuming when older siblings are in school.

Activity: Market in village to provide outlet for perishables, save travel time and attract business from nearby town. Day care center (to be implemented at later stage).

Problems Encountered

Actions and Responses

- . Need for approval to use designated communal market area
- . Need for greater turn-out at market

- . Applied to village government which approved group's requests.
- . Decided, on basis of initial trial, that market would be more successful if, several villages participated. Turn-out from Himiti alone was insufficient.
- . Contacted Divisional Executive Secretary who is publicizing the market to surrounding villages.

- . Also publicizing market within community.

AWPID Assistance:

- Initial animation and training: 9 trips
Follow-up: 3 trips
- . Assisted group to contact Divisional Executive Secretary.
 - . Film show.

Tangible benefits:

- . Group members and community have accessible and frequent market.
- . Potential service to surrounding villages.
- . Potential source of additional revenue to village(s) if there is sufficient turn-out, especially if attracts business from near-by town.

Members' Financial Contribution: None

Assessment: Group - motivated, active, too soon to tell if cohesive and self-reliant.
Activity - not operational.

ANNEX 2

PRE-PROJECT - POST-PROJECT SURVEYS

ANPID PROJECT VILLAGES

ANNEX 2

WOMEN'S ATTITUDES AND PERCEPTIONS:

PRE-PROJECT AND POST-PROJECT

AWPID project internal monitoring and evaluation activities included the implementation of pre-project (baseline) and post-project (evaluation) surveys to measure the impact of the project on women's attitudes and perceptions. The same questionnaire, used for both surveys, included items on: (1) perceived quality of village life and leadership; (2) perceived extent of women's involvement in village development and decision-making; and (3) women's perceptions of their own ability to influence their lives and environment.

Pre-project surveys were completed in each of the 16 villages during the period between project introduction and the general meeting to analyze problems and plan activities. At the time of the external evaluation, post-project surveys had been undertaken in seven villages: four of the original eight villages in Arumeru District where activity began in 1981 and all three of the phase 2 villages which initiated activity in 1983 in Hanang District. Pre-project figures in the accompanying table pertain only to the villages for which post-project information is available, namely King'ori, Patanumbe, Ekenywa, Malula, (Arumeru District) and Darada Kati, Arri and Gendabi (Hanang District).

The data from the two surveys provide indications of the project's impact on women's feelings of confidence, competence and empowerment - a major purpose of the AWPID project. However, the reliability of the data is limited by the fact that the sample was not selected randomly. In addition, respondents in the post-project survey were primarily (about 70%), but not entirely, members of the groups formed by AWPID project. The inclusion of non-members may have masked or diluted indications of project impact on group members. At the same time, the preponderance of group members makes it impossible to claim that identified changes apply to all women in the surveyed village.

Findings

- A comparison of pre-project and post-project responses suggests that participation and dialogue during group formation, problem identification and decision-making, together with the experience of initiating and implementing activities, has a positive influence on women's feelings of control and competence. Increases occurred in women's perceptions of their ability to affect change in their own lives and environment (items 7a and 7b),

to successfully initiate and implement activities (items 5e and 5f), and to participate in decision-making at the village level (item 7c). An additional indication of an improved perception of women's status comes from the fact that prior to the project women perceived themselves as involved in decisions regarding their own lives and the family unit; in the post-project survey, they also felt that women generally are decision-makers in these spheres (items 6a and 6b).

A few items, most notably awareness of women's membership in village councils, are exceptions to this trend (Item 5a).

A second positive change occurred in perceptions of the standard of life in their own villages, as compared to surrounding communities. Respondents in the post-project survey were less likely to rate the quality of services and economic status as below average (fair or poor) and somewhat more likely to rate it as above average (excellent or good) than were respondents in the pre-project survey. To a lesser extent the same trend appeared in respondents' perceptions of the availability of goods in their villages. Respondents also were more apt to see their villages as receiving assistance and to be receiving this attention from agencies and groups other than the Government (Item 3c). The increase in positive perceptions of their villages probably reflects a strengthened commitment to and identification with spheres beyond home and family, resulting from the opportunity to become involved in activities which give them recognition within the villages.

Negative changes occurred in perception of the quality of village and women's leadership (item 3 and 5g). These changes point to a growth in critical awareness and a decline in passive acceptance - indicators of increased confidence.

The fact that the extent of change in Arumeru District villages usually exceeded that in the Hanang villages suggests that the type of personal growth and development fostered by the project is cumulative and sustained.

WOMEN'S ATTITUDES AND PERCEPTIONS: PRE-PROJECT AND POST-PROJECT
(In Per Cent)

	Total villages		1981 Villages Arumeru		1983 villages Hanang	
	Pre	Post	Pre	Post	Pre	Post
	N=94	N=94	N=61	N=61	N=33	N=33
1. Opinion of AWPID						
Positive opinion	78	94	79	92	76	96
Neutral; mixed opinion	8	2	5	2	14	4
Negative opinion	14	4	16	6	10	-
2. Opinion of Village Standard of Living (compared to surrounding communities)						
a. Social Services						
Excellent	9	23	7	26	12	18
Good	19	15	16	18	24	9
Average	21	43	10	38	43	52
Fair	18	14	23	16	9	9
Poor	30	5	41	2	9	17
No opinion	3	-	3	-	3	-
b. Economic Status						
Excellent	6	17	7	9	7	31
Good	23	16	21	17	27	3
Average	18	47	10	50	36	44
Fair	28	8	28	9	30	6
Poor	18	7	30	8	-	6
No opinion	7	5	4	7	-	-
c. Availability of Goods						
Excellent	5	9	7	3	4	31
Good	12	9	9	5	16	18
Average	24	32	5	38	42	22
Fair	19	16	14	15	24	18
Poor	37	29	58	34	9	21
No opinion	3	5	7	5	5	-

	Total Villages		1981 Villages Arumeru		1983 Villages Hanang	
	Pre	Post	Pre	Post	Pre	Post
3. Perception of Village Development						
a. Village Progress						
Positive	36	37	32	28	42	57
No change - static	39	43	38	48	42	35
Negative change	13	15	15	18	10	6
No opinion	12	5	15	6	6	
b. Village Council						
Positive opinion	69	44	63	37	77	61
Neutral, mixed opinion	13	27	18	33	3	12
Negative opinion	16	29	16	30	20	27
No opinion	2	-	3	-	-	-
c. Assistance from Outside Agencies						
Government	15	5	19	2	9	9
Parastatals	-	31	-	44	-	-
Church	11	6	6	2	22	12
Private/Contributions	2	15	-	11	6	27
No assistance received	54	33	65	36	33	31
Don't know	18	10	10	5	30	22
4. Awareness of recent Village Council Decisions Re: Development						
Aware	48	56	39	47	64	73
Not aware	52	44	61	53	36	27

	Total Villages		1981 Villages Arumeru		1983 Villages Hanang	
	Pre	Post	Pre	Post	Pre	Post
5. Perception of Women's Involvement in Village Development						
a. Aware						
Aware	84	65	80	56	88	82
Not aware	16	35	20	44	12	18
b. Extent of Their Activity						
Active	72	85	78	92	64	77
Not active	9	3	13	8	3	1
No opinion	19	12	9	-	33	13
c. Extent to which Village Council Consults Women (General Public) Re: Community Development Decisions						
Often	46	56	43	48	52	3
Sometimes	20	18	21	21	18	12
Never	20	20	28	23	6	15
No opinion	14	6	8	8	24	-
d. Extent of Women's Involvement in Implementing Village Projects						
Often	61	62	61	48	61	84
Sometimes	16	8	11	7	24	10
Rarely/never	21	30	26	45	12	6
No opinion	2	-	2	-	3	-
e. Women's Initiation of Group Activities						
Aware	53	77	54	77	52	86
Not aware	47	23	46	23	48	14

	Total Villages		1981 Villages Arumeru		1983 Villages Hanang	
	Pre	Post	Pre	Post	Pre	Post
f. Extent of Success						
Generally successful	16	45	26	44	6	46
Somewhat/sometimes	34	28	32	28	36	29
Generally not successful	22	27	39	28	6	25
No opinion -- not implemented	28	-	3	-	52	-
g. Quality of Women's Leadership in Community						
Effective	23	20	20	25	27	12
Somewhat effective	31	26	30	21	37	36
Ineffective	17	31	20	31	10	30
No leadership	29	23	30	23	26	22
6. Perception of Women's Involvement in Personal Decision Making						
a. Decisions Re: Family Unit						
Very involved	36	61	27	74	52	45
Somewhat involved	20	23	10	12	32	45
Not very involved	29	12	39	14	10	10
No opinion	15	4	24	-	6	-
b. Decisions Re: Own Lives						
Very involved	55	75	43	81	70	67
Somewhat involved	22	18	21	12	24	30
Not involved	12	5	18	7	3	3
No opinion	11	2	18	-	3	-

	Total Villages		1981 Villages Arumeru		1983 Villages Hanang	
	Pre	Post	Pre	Post	Pre	Post
7. Personal Perceptions						
a. Ability to Change Own Life or Environment						
Generally able	55	76	48	74	67	80
Somewhat/sometimes	17	17	14	16	21	20
Generally not able	23	7	32	10	9	-
No opinion	5	-	6	-	3	-
b. Feeling of Having Made Positive Changes in Own Life (during last one year)						
Yes	60	81	57	80	64	82
No	40	19	43	20	36	18
c. Extent of Personal Involvement in Decisions Re: Village development						
Very involved	23	49	20	36	24	70
Somewhat involved	40	17	38	13	48	24
Not involved	34	34	39	51	24	6
No opinion	3	-	3	-	4	-

	Total Villages		1981 Villages Arumeru		1983 Villages Hanang	
	Pre	Post	Pre	Post	Pre	Post
d. Extent of Personal Involvement in Decisions Re: Own Life						
Very involved	68	77	65	78	70	75
Somewhat involved	19	9	17	8	28	12
Not very involved	8	14	11	14	2	15
No opinion	5	-	7	-	-	-
e. Extent of Personal Involvement in Decisions Re: Own Life						
Very involved	78	76	80	85	76	55
Somewhat involved	15	17	13	7	18	39
Not very involved	2	7	2	8	-	6
No opinion	5	-	5	-	6	-
8. Respondent's Previous Participation in Women's Group Activity						
Yes	56	68	64	70	42	56
No	44	32	36	30	58	34
9. Respondent's Economic Status (Self-Report)						
Above average	11	24	7	28	18	28
Average	72	66	68	59	78	79
Below Average	17	10	25	13	4	3

ANNEX 3

EVALUATION TEAM

TRIP REPORTS

ANPID PROJECT EVALUATION

ANNEX 3

TRIP REPORTS

MANAGHA VILLAGE, HANANG DISTRICT

(Start-up January 1984)

Mr. Barnabas Mymay (Village Chairman)
Mr. A.A. Mwinyihamisi (Secretary)
Ms. Petronila A. Majengo (Women's Group Member)
Ms. Anna Bota (Women's Group Member)
Ms. Margaret Paulo (Committee Member)
Ms. Halima Maimo (Chairperson)

The village is relatively rich. It has a shop and a maize grinding mill, and the climate is very favorable for maize growing.

The women's butchery project is still in pipeline. It has not been able to start due to the fact that the women have been busy with "Shamba" work which has occupied most of their time for the whole of the farming season to date. The shamba project seems to be the major source of the initial capital for investment in the butchery project, and during the time of this interview a total of 275 bags of maize of 90 kgs each had already been collected from the group's eight acre farm allocated to them by the village council.

The group seems to be very optimistic about their butchery project once it started because of the prevailing meat shortage in the village. Women, for example have to walk a total of about eight to 10 miles to get meat from either Babati town or Himiti village along the Arusha - Dodoma road.

It is thus the feeling of the few women interviewed that the presence of the butchery (to be either rented or used by the women themselves) will save both their time and energy and that the income thus generated will partly be reinvested to expand this project or be used to initiate other projects.

There seems to be a good relationship between the women's leadership and village government. The latter recognizes the women's project not only as an income-generating project for the group, but also as a service-rendering project to the village community as a whole including the neighboring villages. The village government has already allocated a plot for the building. A total of about 9,000 bricks, if needed, are likely to be a result of collective endeavor whereby women fetch water and men prepare the bricks.

The main problems envisaged in connection with the projects are water for brick-making which has been identified to be critical (unless the village water project materializes at the moment) and land scarcity which hinders the group from farm expansion for increased production (income) in the future, in case it remains a major source of cash input for the butchery project. None of these problems can be solved totally at the moment. However, if modern farming technology continues to be used as it has for this season, the farm production may expand somewhat.

The group seems to be very reliant on the village government. The group depends on the government for securing building materials such as cement, roofing sheets, timber and any other equipment necessary before the project takes off.

On the other hand, the group has good plans although none has yet been implemented. Its plans include establishing a shop and a sewing project for female primary school leavers. All this initiative is attributed to IAE staff visits (seminars and workshops) which have given the group the idea of collective income-generating projects. All women interviewed mentioned they received a lot of respect, and they feel that the number of women in the Village Council might also increase. Right now, for example, four women belong to the village government.

The women's leadership seems to be effective and active, and no conflict has ever existed within the group. However, the group has not been meeting frequently due to the prevailing shamba operation which has demanded much of the women's attention. All interviewed women indicated that they will continue to operate as a group even after the IAE staff reduce their visits; however they stress that IAE will still be required whenever possible, both as a reinforcer of existing skills and an educator (motivator) of new ventures for the group.

PATANUMBE VILLAGE, ARUMERU DISTRICT

(Start-up September 1981)

Elishisa B. Sikawa (Committee member)
Elibariki Ndosi (Village Council)
Aboukard Ismael (Member of village committee)

Grain Grinding Project

In Patanumbe, there is a sharp contrast between the two village women's groups. The grain grinding mill group's efforts have been frustrated by inability to procure the mill. The building to house the mill is incomplete - incentive to finish is not there. The women's group is discouraged and does not want to begin another project. Looking back, they see no way of avoiding their problems since the grinding mill is their highest priority. The members would be willing to contribute even 400/- each to procure a grinding mill. Alternative projects that have been considered have to do with transport, clean water and creating a shop.

The women have been assisted considerably by the village government. For instance, they were given a plot of land on which to house the grinding mill. They were also given 10 acres of land by the Village Council to plant maize and beans. When asked what types of training they would like, they mentioned sewing, knitting and cooking. Apparently, their former chairperson had requested and negotiated for this training from IAE. She has subsequently died, and no one within the women's group has followed up.

When asked about their other needs, they mentioned the need for clean water. The area is very dry. The major source of water is Nduruma River, which is often dirty. The women need wells, water pumps and tap water. When asked about health education, they noted that several meetings had been carried out by the village council to educate the villagers to boil water and to build and utilize latrines. There is a problem with getting soap right now. Even if they made it themselves, there is a lack of raw materials. Mrs. Sikawa mentioned that the group would possibly like to visit other village women's groups which might provide motivation for starting other projects.

PATANUMBE

Elimbora Grasito (Committee Member)

"When the commodities arrive, the women really get respect"

Shop and Shamba Project

The shop and shamba women's group has been very successful. Before the duka was formed, the women had to travel long distances for commodities and there continue to be some problems locating goods. Each week, on Tuesdays and Fridays, the shop keeper and chairperson travel to Arusha for shopping. They usually go by bus and return either by bus or other available vehicles. When they are carrying a lot of goods, they sometimes leave them at the general market at Kikatiti for the weekly market on Fridays.

The shamba, where the group grows maize and beans, has been successful except for some recent theft of crops. Since the culprits are still unknown, the village government has announced that anyone found near the shamba will be taken to court.

Current shortages of commodities include soap, sugar and salt. The women would like to have an increased allocation from the district, since this shop is the only one serving their part of the community. They are very pleased with the shop. "When the commodities arrive, the women really get respect".

Ms. Grasito recalls that the village has had assistance whenever they needed it, either from IAE or OXFAM. The only other training they desire is possibly in project planning and accounting.

The women would like to start a bakery project, basically to diversify their efforts and generate income to supplement their other projects. The women have already met, discussed and agreed on the whole issue. Bricks have already been constructed, and they are planning to make the bricks next season.

Although membership in the women's group has declined, the cohesion among the women has increased. The reduced membership is attributed to the fact that people are hungry and are busy securing food for their families. On the other hand, participation in village affairs has increased. The chairperson of the women's group is a member of the Village Council.

EKENYWA VILLAGE, ARUMERU DISTRICT

(Start-up December 1981)

Ms. Joyce Sabaya (Women's Group Leader)
Mr. Ruben E. Kitimu (Councillor for Ward)
Ms. Lydia O. Mollé (Secretary of Women's Group)
Ms. Roci Simon (Treasurer of Women's Group)
Mr. Robert Mugho (Villager)

The closest grain grinding mill to Ekenywa is five miles away at Ngarantoni. The women's group here chose to start a local mill to reduce the time wasted travelling. The villagers had a big problem initially securing the mill. Now that they have it, they are more optimistic, although there are still problems to overcome before the mill is in operation. They have begun the structure for housing the mill, and all the materials are there. It will be located near the health center. The mill is presently being stored at the Arusha Seed Center, which has promised further assistance in transport problems the group has encountered, and still encounter. The women are finishing the building and getting the electrical connection from TANESCO. Apparently, they still need a starter, cables and internal wiring. They do not know how much money is needed for the internal wiring, but are somewhat concerned that they will be able to raise enough. They assured us there was no problem, however, finishing the building. It is important for the group to begin operation because repayment to TRDB is coming due. If not made, the mill may be repossessed.

The only other projects they had considered were an improved water supply and building a village office. On the day of our visit, the village had had no water for two weeks. Everything was extremely dry and dusty. The women had been thinking of digging wells and building containers to catch water from the mountains. We also suggested that they consider a windmill for water, as was done in Majenga. (The windmills are constructed and maintained by an Arusha company). The women now have to carry water on their heads for long distances.

Three women are now on the Village Council - the Chairperson, secretary and a committee member. Both the Chairperson and secretary are recognized leaders of UWT, and were members of the Village Council before. The committee member was recruited after the women's group was formed.

Assistance for this project was also received from the 7th Day Adventist Church and SIDO. A 1000/- contribution was received from one woman, and transport assistance and wood from the forest for the building were received. They are planning to approach the Catholic Mission and Baptist Center for money, transport and water. The villagers appreciate visits from IAE. Although the project would continue without them, the visits motivate them.

They also appreciate leadership instruction for the women.

DWT is assisting in improving cohesion among the women. They developed a shamba for raising crops but because of the drought, nothing has been harvested this season.

The village government has been helpful and there has been no quarrel with the leadership. The husbands have also been supportive. The Village Council has also assisted financially.

The group intends to send two people, a woman and a youth, to SIDO for training in mill maintenance, grinding, and accounting.

DAREDA KATI VILLAGE, HANANG DISTRICT

(Start up January 1983)

Mr. B.S. Massawe (Ward Specialist)
Mr. Iddi H. Magisa (Ward Councillor)
Mr. Julius Kwaangy (Village Secretary)
Mr. Mansuet T. (Ward Adult Education Coordinator)
Ms. Getrude Pura (Group Member)
Ms. Mary Maseri (Group Secretary)

The village looks well off and has good potential for maize and wheat production. It has two shops and a milling machine, and many activities (hotel, guesthouses) are operational at the village center.

The women's group under the AWPID program intends to embark on the vegetable farm project to generate income for the group. So far the project has not started because no land has been allocated to the group. There has been no cooperation with the village government leadership (especially the Chairman). It seems the Chairman was not interested in the project. This issue had been forwarded to the Ward Secretary, but he was transferred before the solution was reached. However, the group seems optimistic about the project after the change-over of the village leadership.

No group meetings have been convened since IAE staff last visited the village. No explanation was readily available, although the group secretary felt that the women members had already given up the project and had adopted a wait-and-see attitude. It also seems the group leadership has lost hope since no activity is being undertaken at the moment, although things are likely to change after the change of village leadership.

The group currently seems to depend heavily on IAE assistance. The two women interviewed argued that they cannot do without IAE assistance at this initial stage, and they feel there is no way they can continue as a group if IAE withdraws its services. The Ward leaders, however, expressed their support for this project even after IAE withdraws its activities; they felt that the project is quite viable as an income-generating project for the group. They also felt that the women's group should project the types and amount of inputs required for the project and how they will be secured. One suggestion was that the group should consider initiating individual contributions.

RIRODA VILLAGE, HANANG DISTRICT

(Start up January 1984)

Mr. Lucas L. Ilaghasi (Village Secretary)
Mr. Raphael Baha (Ward Adult Education Coordinator)
Ms. Rahabu John (Group Member - facilitator)
Mr. Elizabeth Y. Konki (Chairperson)

Riroda village appears quite poor, and drought has seriously affected this year's maize and pea crops. The former is the village's staple food, while the latter is their cash crop. The village has two shops, one of which belongs to the village and the other to the Muslim Community (Bakwata).

Water well construction is the only project planned by the group. This project aims to reduce existing water-borne diseases which have been caused by unsafe, dirty water. This water is presently being collected from existing shallow wells. This project has been well accepted by the group and the Village Council. The entire village community has recognized its importance. The project, however, has not taken off, although the Village Council seems to have initiated the collection of contributions needed for project take-off, and to date approximately 1000/- has been collected from the village community.

The village government is willing to take over responsibility because of the perceived importance of this project, although the pace at which the implementation is carried out is not encouraging. The women are optimistic about the future of the project although they do not have any immediate action to take except as community members.

It is the general consensus of those interviewed that the project will be very helpful to the community if it succeeds. A considerable amount of time and labor for the women will be saved. It is not yet clear whether the group will receive support because of the prevailing cultural background of the village community; nor is it clear whether or not women's participation in decision-making (of village affairs) will increase. At the moment there are three women in the village government.

There is a likelihood that the group will continue once IAE has withdrawn its services. However, all of those interviewed stressed that IAE has offered them guidance and motivation and that its services are very much needed at this initial stage. The future plans for the women's group are not yet clear. Contributions are not likely to be carried out in the near future because of the prevailing low economic level of the group. They have thought of starting a shop, although no specific source for the initial capital has been identified.

PERSONS CONTACTED

Patanumbe Village

Grinding Mill Group

Elishiza B. Sikawa (Women's Committee Member)
Eliberiki Nosi (Village Council)
Aboukard Ismael (Member of Village Committee)

Shoo and Shamba Group

Elimbora Grasito (Committee Member)

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Elizabeth Y. Monki (Women's Group Chairperson)

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