

WINROCK INTERNATIONAL INSTITUTE FOR
AGRICULTURAL DEVELOPMENT

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*AFRICAN WOMEN LEADERS
IN AGRICULTURE AND THE ENVIRONMENT
The AWLAE Program*

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**African Women Leaders in Agriculture and the Environment
The AWLAE Program
Final Report**

Background

Goal: Increase participation and leadership of African women at all levels of agricultural and environmental activity – including production, extension, research, agricultural university teaching, and policy-making. In a two-pronged effort, the program focuses on **helping professional women advance so that they might become stronger advocates for policies and programs that benefit women farmers.** Progress towards this goal will contribute to food security and environmental sustainability in sub-Saharan Africa, where female farmers produce 70% of the domestically-consumed food.

Program Start-Up: 1989

Core 1989 Countries (6): Kenya, Mali, Senegal, Tanzania, Uganda, Cote d'Ivoire

Current Countries with Activities: Angola, Benin, Cote d'Ivoire, Ethiopia, Ghana, Kenya, Mali, Nigeria, Senegal, South Africa, Tanzania, Uganda.

Initial USAID Grant: FAO-2750-G-00-2072 in 1992-1995 for \$700,000

Current Cooperative Agreement: FAO-A-00-96-00001-00 for \$1,317,421

Other Funding: The AWLAE program has raised almost \$30 million since its inception in 1989 from a variety of donors, virtually all through unsolicited proposals.

Impact, Sustainability, & The Future

The 1995 USAID Evaluation report on the AWLAE program noted that
“ this is no longer a program, it’s a movement.”

USAID has contributed greatly to the launching activities of the AWLAE Program since 1992 and the results of this support far exceeded expectations. Indeed, USAID funding has helped leverage funds from a variety of other donors for a program model that has moved to more than a dozen countries in Africa. In addition, the model began its replication in three regions in China starting in October 2000. New programs are being actively explored for Nepal and Vietnam. Another donor has expressed interest in replicating the model in Latin America.

AWLAE formulated a number of sustaining elements in its planning: professional associations and NGOs that are now raising their own funds, two regional technology and training centers that will support regional activities, and two new products: *Chrysalis: Leadership Training for Pioneering Women*, a three-part training package being distributed through the International Women’s Tribune Center and Women Ink in New York and a CD-Rom based on the leadership model, available in French and English. A number of major African ministries and institutions have been impacted by this program. What USAID helped launch will indeed reach future generations in a sustainable program.

Program Components

The AWLAE program is a comprehensive program comprised of three synergistic components, which fall under the USAID Strategic Objectives of democracy/governance, education, and economic development.

- 1. Preparing Professional Women
As Leaders and Advocates for Women Farmers**
- 2. Building an Enabling Professional Environment
for Gender Advancement & Gender Mainstreaming in Key Institutions.**
- 3. Creating Sustainable Mechanisms for Women's Advancement and
Gender Mainstreaming.**

Strategic Objectives & Intermediate Results of the AWLAE Program

The USAID funded activities are part of a much larger program that is funded by a variety of donors, including Ford Foundation, McKnight Foundation, and USDA monetization programs. The following lists the full program objectives into which the USAID activities fit.

SO#1: INCREASED VISIBILITY, PARTICIPATION, AND ADVOCACY OF, BY, AND FOR WOMEN.

Preparing Women Leaders

IR #1: Improved Leadership Skills & Confidence to Address Gender Issues

Building an Enabling Professional Environment

IR#2 Documentation of the Status & Issues of Professional Women.

IR#3 Increased Visibility of the Issues of Women Farmers

IR#4 Increased Engagement & Support by Policy Makers

IR#5 Increased Knowledge/Skills to Address Gender Issues

IR#6 Gender Reviews of Institutional Policies, Programs, & Curricula

IR#7 Increased Male Advocacy for women

SO#2 INCREASED EDUCATIONAL OPPORTUNITIES FOR WOMEN & GIRLS.

Creating Sustainable Mechanisms for Women's Advancement

IR#1 Increased # of Professional Women with Leadership Training

IR#2 Increased # of Professional Women with Credentials

IR#3 Development of Mentoring & Career Programs for Girls

SO#3 INCREASED ECONOMIC EMPOWERMENT FOR WOMEN FARMERS

IR#1 Increased # of Rural Women with Access to Extension Education.

IR#2 Increased Access of Rural Women to Credit.

IR#3 Improved Processing and Marketing by Rural Women.

IR#4 Increased Specialized Training for Women Farmers

IR#5 Increased Advocacy for Access & Control of Resources.

The following activities were funded under the USAID Cooperative Agreement. Each will be discussed separately, but they operate as fully synergistic components thereby increasing the impact of the program. The results will be discussed under the four headings below.

USAID-Funded Activities

1. Preparing Women Leaders

Leadership for Change Training Programs

2. Building An Enabling Professional Environment

Institutional Partner Incentive Fund for Gender Activities

National Advocacy Programs (Farmer Roundtables, Research Grants, Advocacy Campaigns, Professional-Farmer Linkage Events)

Building Gender-Sensitive Male Role Models in Society

3. Creating Sustaining Mechanisms for Women's Advancement

Technical Assistance to AWLAE-created Professional Associations

Gender Centers – Technical Assistance

Career Advisory & Mentoring for Young Women and Girls

4. Other Program Elements

Support for Production of Leadership Training Materials

Exploration of Potential for Southern Africa Regional Program

Support for the East and West Africa Regional Offices & U.S. Coordination

Background & Progress: In the past decade, the African Women Leaders in Agriculture and Environment (AWLAE) program has made substantial progress toward human capacity building and institutional change in Africa. USAID first funded the program in 1992 and, again in 1996, USAID supported the consolidation and expansion of these activities with this US \$1.3 million cooperative agreement. USAID and Ford Foundation have funded the core activities, while McKnight Foundation and USDA projects added a technical component whereby the professional women leaders work directly with women farmers on applied technology and research. A variety of other donors have contributed to discrete components of the overall program.

Most of the East Africa AWLAE-established professional associations are now raising funds on their own with more than \$400,000 in direct funds from local and international donors in the last four years. AWLAE also established Regional Training and Technology Centers in Nairobi and Abidjan. While not yet fully self-sufficient, the East Africa center brought in \$65,000 in 2000 and the West Africa center, \$34,000. (West Africa income was down because of the political situation.)

Changes in the Course of the Agreement: During the implementation, certain changes were necessary and approved by the donors.

- (1) For example, on-the-job training took the place of formal training of trainers workshops for the *Leadership for Change* training programs.
- (2) The program had hoped to launch a third major regional base in South Africa. While the program implemented a series of gender workshops for senior members of the South Africa National Department of Agriculture, a full Roundtable to launch a Southern AWLAE program was not implemented because of funding and other issues. An abbreviated program was launched in Angola with satellite activities in South Africa and Namibia, but continued unrest in Angola and funding placed restrictions on this AWLAE program expansion.
- (3) The Tanzania Gender Center took a form that was completely different from those in Kenya and Uganda where the Centers were located within Universities and were judged not as successful as they became subsumed in the larger collections. In Tanzania, the Gender Center is now hosted within the offices of the AWLAE-created Tanzania Association of Women in Agriculture and Environment (TAWLAE).

Synergy Among AWLAE Components: The grant helped create synergy among the AWLAE strategies, helped develop strong partnerships between the AWLAE program and ministries and research institutes, and added to the AWLAE network a new core of women professionals through *Leadership for Change* Training. These leadership training programs, more than perhaps any other activity, brought about great change to individual women leaders, their own institutions and women farmers. In addition, these workshops strengthened the returned scholars, introduced men to the program, and extended training to women parliamentarians, and local communications and media specialists.

Leverage for Other Funding: Because of the high level of success of some of the activities, especially the institutional linkages and leadership task force activities, additional resources were tapped from the U.S.D.A. monetization programs in East and West Africa to further these areas. Examples in East Africa included support in Kenya for a National Food Policy Review workshop, gender sensitization for senior program managers of the Ministry of Environment and Natural Resources and a workshop on 'Making Women Visible in Statistics'.

In Cote d'Ivoire, the activities spun off two other now-registered associations, one professional and one for students. The National Action Committee obtained free office space from a private organization and raised \$8000 in cash and \$15,000 in in-kind support from the government and other sources.

Ten-Year Program Evaluation Underway: Just before the end of this grant (and two others from the Ford and the McKnight Foundations), Winrock International commissioned a two-person external consulting team to evaluate the program in both West and East Africa, with special focus on what had worked well and lessons learned that would help focus the program. This report is still being finalized. The

evaluation process included documentation of individual and institutional achievements and a media component for production of success stories. While this report is independent of that evaluation, there are clearly some overlaps.

AWLAE provides an illustration of lessons learned about a tightly-focused synergistic program that operates on both the macro and micro levels from professional women and men leaders and their institutions linked directly to rural women on the ground. Institutional partnership grants, making women visible in statistics, and appropriate technology transfer to women farmers stand out as particularly successful areas on which to build.

I. Preparing Women Leaders

1. <i>Leadership for Change</i> Training Programs

AWLAE recognizes that beyond leadership skills, self-confidence and professional development skills are major issues for many women professionals. Women must be inspired and mobilized as agents of change and strong advocates for rural women. They must see themselves as pioneers in a long historical line of women leaders in their countries. Through the three-part, year-long *Leadership for Change* training, AWLAE addresses these personal and professional challenges. Active, funded task forces operate throughout the year, greatly expanding the impact of the initial training.

East Africa

With the USAID funds, the program supported three year-long leadership training programs for approximately 75 women leaders in Kenya, Uganda, and a regional program in Tanzania. While the numbers appear small, the impact on individual leaders proved substantial as these women took action to change their institutions. The program is predicated upon the idea that intense individual empowerment and on-going mobilized support can have enormous ripple effects in a woman's institution, community, family, and country. To further increase the ripple effect, each training program includes one or two women participants from local radio and newspaper media, who become important catalysts for increased national publicity about the issues in the program.

The women leaders are carefully selected from key institutions in a competitive process and must commit to a full year of activities in the program. The participants go through two weeks of training and then launch individual action plans, group task force plans, and expansion of an AWLAE-created professional association that advocates for rural women. A year later, they come back together to report on their results of their task force activities and the professional association. The Uganda and Kenya training serve as examples of the ripple effect:

Results of Leadership Training Task Forces

Creation of gender awareness through workshops for scientists in Kawanda and Namulonge Research Institutes and Makerere University Faculty of Agriculture and Forestry in Uganda.

Request from the National Agricultural Research Organization (NARO) for partnership with AWLAE in developing a joint proposal to mainstream gender in their policy and program operations.

Launch of a mentoring program in the Central part of Uganda.

Extension of agricultural technologies to rural farmers through the Milk Goat Project in Kasese, Uganda.

A survey of collection modules used by the Central Bureau of Statistics (CBS) in Kenya

A pilot field test of a gender-neutral field instrument that captured in quantitative ways the economic contributions of rural women. Two CBS Officers worked closely with the AWLAE task force and provided technical and logistical support. This led to

A national workshop on **‘Making Women Visible in Statistics’** to share these results with policy makers and relevant institutions. The workshop was opened by the Director of the Central Bureau of Statistics and resulted in a recommendation to further test the instrument elsewhere in the country.

Promotion of a new technology of bucket drip irrigation in dry parts of Kenya by five members of an AWLAE task force. The women obtained kits from the Kenya Agricultural Research Institute (KARI) and, through demonstration and promotion, they brought about adoption of the new technology in more than 20 groups in Kenya with attendant national publicity. The groups used the kits to produce vegetables such as kale and tomatoes for both home use and sale. Increased income was documented among many rural women.

A national workshop on drip irrigation technology, brought about by the efforts of AWLAE in getting the 20 groups to share their results. From a small project, the publicity mushroomed and major institutions got involved, including co-sponsorship of the national workshop by the International Institute for Water Management and KARI. Other research institutes, NGOs, and the private sector became involved.

In addition, the women pursued professional advancement in their own institutions including the following examples from Kenya and Uganda:

- Promotion to Assistant Managing Editor of the Kenya Evening Standard, a leading newspaper in Nairobi.
- Promotion to direct a Forestry Research Station in Western Kenya.
- Promotion to head the Gender Desk in the Kenyan Ministry of Agriculture.
- Promotion to Senior Agricultural Officer in Uganda.
- Promotion to Deputy Director of Ugandan Veterinary Services.
- Appointment to the Regulatory Board of the Uganda Ministry of Agriculture.

Through these advancements, the women increased their influence and were able to implement greater mainstreaming of gender in institutions. Some examples:

Results of Mainstreaming Gender in Institutions

- Professional women in key Kenyan institutions now chairing meetings, not just taking notes and serving tea.
- Membership on the editing team of the Newsletter of the Kenyan Environmental and Forestry Research Institute.
- Development of a gender training manual for the Kenyan Ministry of Agriculture.
- Engendering Participatory Rural Appraisal for training agriculturalists in the Embu Agricultural Staff Training Institute (EAST) in Kenya.
- Reviewing the curriculum of the Ugandan Faculty of Agriculture at Makerere University to identify gender gaps and recommend changes.
- Development of a proposal for integration of gender into under-graduate curriculum at Makerere University.
- Establishment of a resource base and building capacity to support the integration of gender into the programs of the Ugandan Faculty of Agriculture.
- Work on Gender issues with other institutions.

On a personal level, the women leaders cited increased self-confidence, greater assertiveness in their families and communities, new assignments of gender-neutral roles within their families, and increased attention to the self-confidence and career goals of girls in their extended families.

In addition to the leadership training, AWLAE supported several professional development workshops on advocacy, management, communications, and media skills for members of the AWLAE associations and key volunteers in the National Action Committees. These workshops were usually co-sponsored with other local and international donors.

AWLAE also solicited the support and participation of a number of scholarship and professional training institutions in the U.S., the Middle East, Europe and Asia to enable AWLAE women leaders to enhance their skills. Cultivation of prominent

supporters in Africa also expanded the program's influence. These included the woman Minister of Agriculture in Uganda and AWLAE patron, Gertrude Mongella of Tanzania, who was Executive Secretary of the UN Forum for Women in Beijing in 1995. They personally helped bring additional funding and publicity to the program.

West Africa

Seven *Leadership for Change* workshops, ranging from 5 to 21 days, took place that included a total 150 participants. These workshops -- originally geared toward return scholars and active members of the AWLAE professional associations -- were later extended to many men and women in professional positions with influence on gender activities and policies that impact on rural women. The ripple effect resulted in an overall gender sensitisation in institutions as well as touching the lives of many men and women from family life to professional life. Women consistently express that the *Leadership for Change* workshops have opened vistas in their personal and professional lives. These workshops resulted in formation of professional associations and later fully registered NGOs for the promotion of rural women. Leadership workshops took place in Mali, Senegal, Côte d'Ivoire and Benin with cost-sharing with the USDA program.

In addition, as a follow up to the Leadership workshops, four major community development workshops took place with in-kind contribution by the MASHAV training center of Haifa, Israel. Women developed skills in participatory rural appraisal to improve their direct work with rural women farmers. Through the Winrock regional training center, two AWLAE leaders and four NGO members from Mali and Senegal received "Training of Trainers" for the *Leadership for Change* model in Mali. AWLAE leaders from Senegal and Mali conducted the two final *Leadership for Change* training, co-funded by USAID and USDA. The workshop in Senegal targeted high level women parliamentarians and local representatives. One AWLAE leader in Senegal who participated in the Training of Trainers has since been appointed as a Minister in the new cabinet.

The Mali workshop targeted women media specialists and radio broadcasters who work in rural areas and reach rural women. They gained insights into gender issues in their own profession and how to incorporate gender considerations into their broadcasts. The media group formed its own working group, becoming another solid partner of Winrock AWLAE in Mali.

While Benin is not a core AWLAE country, the *Leadership for Change* workshop in Benin in 1998 inspired women leaders from Ghana to form their own NGO and establish an AWLAE presence in Ghana. They have since received funds from the USDA monetization project thereby increasing their outreach to Ghanaian women.

AWLAE-Mali sponsored a major workshop for women farmers in November 1998 on gender awareness, feed and resource management for women poultry producers. In Bamako in November 1998, AWLAE-Mali NGO led a seminar on business and enterprise creation for 25 women entrepreneurs on requirements for a sound sustainable enterprise, sample enterprises, financial management and evaluation procedures.

II. Building An Enabling Professional Environment

1. Institutional Partner Incentive Fund for Gender Activities
2. National Advocacy Work for Women Farmers
(Research Grants, Advocacy Campaigns, Professional-Farmer Linkage Events)
3. Building Gender-Sensitive Male Role Models in Society

East Africa

The AWLAE program forged strong partnerships with the Ministries of Agriculture and Environment and Natural Resources, major research institutes, and agricultural academic institutions to build a more positive professional environment for women's advancement and gender activities. The partnerships greatly increased the visibility and credibility of the AWLAE program.

1. Institutional Partnerships & Funds for Gender Activities in East Africa

Through both leadership task forces and AWLAE staff support, enormous attention was paid to bringing about changes in gender attitudes, programs, and policies in these major institutions.

These funds operated on several levels. They provided leverage for gender programs to be introduced in the institutions in which the women leaders are employed. Simultaneously, they increased the influence of these gender-sensitive AWLAE women and men who could bring funding to the institution for such activities. The grant helped raise the profile and credibility of the AWLAE program and publicized the gender issues through the media.

In gender workshops at Ministries in Kenya, for instance, the training was opened and closed by the Permanent Secretaries in agriculture and environment, lending great influence and weight to the results.

Some examples:

Results & Impact of Institutional Partnerships

Gender training programs for senior policy makers in the Kenyan Ministries of Agriculture and Environment and Natural Resources which were opened and closed by the Permanent Secretaries. In addition, participants were so engrossed that they requested an additional day of training on gender analysis which the ministries immediately granted. These workshops led to...

Appointment of a Gender Officer in the Ministry of Environmental Conservation.

Gender sensitization of conservation officers at the district level.

Development of conservation gender-disaggregated databases.

Gender Awareness Training for Program Managers of the Ministry of Environment and Natural Resources to identify gaps in programs and policies.

Training of 25 Gender Trainers from the two Ministries to assist with mainstreaming gender. They then trained gender officers and extension staff from 16 districts in Kenya.

Gender training for program managers for the Ministry of Environment and Natural Resources.

Creation of a Gender Equity Mobilization Support Section within the Ministry of Agriculture (MOA).

Creation of a budget line for gender activities in the Ministry of Agriculture.

Engendering the curriculum for the MOA Training Institutes.

Finalization of the MOA Gender Policy.

Establishment of a quota system in MOA Training Institutes to increase the number of women.

Gender sensitization of MOA technical staff.

An invitation for AWLAE to be a participant in the Ministry of Agriculture's annual planning process.

A suggestion by the Ministry of Agriculture that AWLAE and the Ministry develop joint programs on matters of gender.

National Food Policy workshop in the North Rift Region of Kenya, sponsored by the Ministry of Agriculture with significant AWLAE involvement, that brought together farmers, MOA technical experts, politicians, and the private sector to review a policy developed in 1981. Their recommendations included –

- Development and dissemination of technologies appropriate for women.
- Establishing function literacy programs to decrease illiteracy that undermines productivity.
- Equitable sharing of resources and benefits.
- Equitable sharing of work at the household level.
- Reflection of women's contribution in national statistics.
- Development of a National Gender Policy.

2. National Advocacy Work for Women Farmers in East Africa

The program seeks to increase the voices of women farmers and create personal links between female and male policy makers and researchers and the women farmers whose needs are often overlooked. In this way, AWLAE created two pilot projects in Uganda and Kenya with the intention of their having national impact. These projects for the most part are carried out by the women leaders who go through the *Leadership*

for Change training during their year of commitment to work on AWLAE task forces. Examples:

Uganda – Women leaders held farmer roundtables in four districts to determine the major issues of women farmers. These workshops received media publicity. In the second stage, AWLAE gave a research grant to develop more data about the identified problem which, in Uganda, was discrimination in funding and resources in the district budgets. In the third stage, women leaders took the results and example to policy makers at the national level to implement similar changes elsewhere in the country.

These activities culminated in a **national advocacy workshop** for farmers and leading policy makers and operational staff who recommended changes in the inequalities of resource allocation in rural development and their gender-based implications. Specifically they focused on understanding resource allocation and utilization at the farm level, division of labor, patterns of access and control over resources and benefits. The workshop was key in starting a dialogue between farmers and those who develop policies and apportion resources. AWLAE is following up these contacts in further advocacy work. Their efforts earned a centerfold pull-out section in one of the national newspapers and the broadcast on a national radio station of regular interviews with AWLAE leaders.

Kenya – Women leaders from one task force focused on promotion of a bucket irrigation technology that reached about 20 women groups in the dry parts of Kenya. Through this initiative, Winrock took lead in organizing a **national workshop to share the farmer experiences** and built coalitions with other partners such as the International Institute for Water Management (IWMI), the Kenya Agricultural Research Institute, the private sector and other NGOs. The designer and producer of the bucket kit, Mr. Chapin, flew in from the U.S. to attend the meeting. The workshop earned both media and national policy makers' attention. A separate project promoted the production, processing and commercialization of indigenous vegetables in Bungoma district of Kenya.

3. Creation of Men's Advocacy and Gender Role Models in East Africa

With start-up funding from the AID grant, a group of AWLAE men from the Kenya National Action Committee formed a Men's Advocacy Group that eventually expanded to 15 members from key agricultural institutions.

The AID funds supported a strategic planning process for the organization and these men are fostering gender awareness in their own institutions. They have become active members in the AWLAE mentoring program, working in five high schools in Kenya.

West Africa

1. Institutional Partnerships & Funds for Gender Activities in West Africa

Senegalese Policy Makers Create Support Group: In Dakar, Senegal, Winrock helped organize a meeting in March 2000 to bring together 25 men and women leaders from different policy-making institutions to create an inter-institutional support committee. The meeting's

main goal was to reinforce the support of decision-makers for rural and professional women of Senegal, as well as the realization of the ASELFAE goals. The participating institutions from the public and private sectors signed a support group charter.

2. National Advocacy Work for Women Farmers in West Africa (Research Grants, Advocacy Campaigns, Professional-Farmer Linkage Events)

A 1998 AWLAE workshop in Segou, Mali brought together policymakers, local officials, and women farmers to open a dialogue about solving the problem of constraints to women farmers' success. Participants examined the status of women as primary victims in rural poverty and cited better organization, transportation, learning experiences, and extension services as essential to positive change. They planned action with the Ministry of Rural Development to improve the situation. The event gained media coverage in an article in *L'Essor*, a Bamako daily.

In Mali, another farmers' roundtable brought together women farmers and policy makers from several local districts to expose the needs and constraints to agricultural and economic gains on the part of women farmers. They expect follow-up work to sustain this network.

In Senegal, a 1998 article on ASELFA (AWLAE NGO) appeared in *Le Matin (Dakar daily)*, which gave visibility to advocacy work that the AWLAE NGO is doing in the country. The article underscored the efforts of ASELFA to work in a decentralized manner with local officials from selected towns and regions. The article cited women's lack of access to land and credit as leading problems that women farmers face.

Another series of three articles appeared in the Dakar daily, *Le Soleil*, in 1998, featuring the work of ASELFAE for promotion of women and their participation in Day of the Rural Woman celebration in Sebikotane, Senegal. The series highlighted the importance of women's education, literacy for rural women and training in science and technology for younger generations of women. A plea was made to government representatives for providing women with the tools they need to enhance food security and productivity.

In Benin, APFAE-Benin (AWLAE NGO) participated in a large 1998 event sponsored by the Government of Benin community development program that involves 100 villages and urban quarters. Sponsored by the Ministry of Planning, this event calls for sensitizing people on community development in the provinces. APFAE-Benin was awarded two contracts by the government to carry out this program in two provinces. The program, which began in 33 villages, allows the APFAE women to interact with rural women and learn about their needs and constraints. They are identifying light technologies for improving food processing and setting up loans for women to start a palm oil unit for production. APFAE is exploring the feasibility of credit being provided through USDA Monetization funding which support APFAE activities in Benin.

3. Building Gender-Sensitive Male Role Models in Society in West Africa

In Dakar, Senegal, Winrock organized a meeting in March 2000 to bring together 25 men and women leaders from different policy-making institutions to create an inter-institutional

support committee. The meeting's main goal was to reinforce the support of decision-makers for rural and professional women of Senegal. The participating institutions from the public and private sectors signed a support group charter.

Men's Advocacy Group Created in Senegal: In Senegal, ASELFAE, with help from Winrock International, created a committee consisting of 25 male decision-makers and other partners (Men's Advocacy Group) in March 2000. The men who came from different sectors (public and private, associations, the Research Center, and civil society) participated in this "Men's Focus Group". The meeting was a follow-up to another workshop of 20 men in December 1998 in Dakar. The goal of the men's focus group is to assure the increased advocacy by men for gender issues in institutional development.

AWLAE/Mali Organizes Workshop: AWLAE-Mali (NGO) organized a training workshop on enterprise creation for 25 participants, including three men. The workshop focused on skills for enterprise management, improvement of food security, and environmental protection. Another male focus group workshop took place in Bamako for the benefit of the AWLAE program.

Mali Trains Ministry Officials on Women Farmers' Issues: AWLAE is holding training sessions for top and mid-level members of the Ministries of Agriculture, Education, and Rural Development. In addition, AWLAE is organizing farmers' meetings and men's focus groups to mobilize policymakers and community development workers to increase access to inputs and credit by women farmers.

III. Creating Sustaining Mechanisms for Women's Advancement

1. Technical Assistance to AWLAE-created Professional Associations
2. Gender Centers – Technical Assistance
3. Career Advisory & Mentoring for Young Women and Girls

East Africa

1. Technical Assistance to AWLAE-Created Professional Associations

These three professional associations in East Africa are now well-established entities. Two of them are housed in major institutions or ministries. Membership ranges from a few hundred to more than a thousand in Tanzania. They now operate separately at times from the main Winrock AWLAE offices and staff and seek funds for their own activities. However, they all participate actively in the AWLAE National Action Committees. They have forged close partnerships with the governments and institutes that have provided in-kind support in office space, transport, and even time off for AWLAE women to conduct activities with women farmers.

AWLAE brought together the leaders of these association for technical training and the East Africa financial officer made a number of trips to each association to assist with setting up financial systems. AWLAE also placed an emphasis on local fundraising and the three associations raised, with AWLAE support, nearly half a million dollars to help sustain their operations and increase their impact. International donors, such as Ford, are now funding these organizations directly for specific projects.

Members received training in a variety of topics including management, proposal writing, accounting, gender and PRA. The associations are encouraged to develop proposals for their own activities. KEPAWAE in Kenya received funding for the education of 34 girls from the Banyan Tree Foundation. Each association holds an annual planning meeting and produces strategic plans for the year.

2. Gender Centers – Technical Support in East Africa

Under the first USAID grant, AWLAE established gender centers within universities in Uganda and Kenya, supplying them with gender materials and computers. However, after a preliminary evaluation, it became clear that the materials were being subsumed into larger collections with little publicity and AWLAE could not maintain control over the impact of such centers. Consequently, in Tanzania, AWLAE established a gender center within the offices of the AWLAE professional association and usage and publicity has increased greatly. The Tanzania association, TAWLAE, is housed within the Ministry of Agriculture and can draw many women beyond the academic community. Most important, the center has attracted many researchers.

In addition, TAWLAE also occasionally leases the space and earns additional income for its operations. The Ministry of Agriculture provides three rooms rent-free to the AWLAE association.

3. Career Advisory & Mentoring Programs in East Africa

AWLAE initially focused on Kenya in the mentoring efforts by partnering with other organizations working with young girls and boys in more than 15 schools. In addition, AWLAE developed a strong mentoring program in universities with young women becoming mentors for high school girls. Particularly strong are the Jomo Kenyatta University mentoring group of dynamic male and female undergraduates in scientific disciplines and the Kenyatta University program, implemented by the AWLAE alumni of the International Women in Science and Engineering (IWISE) from Iowa State University. (The AWLAE program assists IWISE to identify qualified African female scientists for its fellowships.) A one-day Mentoring and Gender Sensitization workshop for 45 teachers and mentoring implementers involved the Kenya Forestry Research Institute, Jomo Kenyatta University of Agriculture and Technology, and Kenyatta University. This event received wide media coverage, generated by AWLAE women journalists who participated in the *Leadership for Change* training.

The AWLAE Men's Advocacy Group is also playing a strong role in mentoring girls and working with teachers and school personnel in five schools. In one Kenyan high school, there have often been annual strikes by the boys and girls with consequent disruption and destruction of property. Last year the girls refused to join in the strike and the principal attributed this development to the success of the AWLAE mentoring program by the men's group. The girls increased their serious commitment to their education and future careers.

The mentoring program in Kenya reached more than 15 schools (with approximately 8,000 students), including single sex and mixed schools. A Girl Child Education Fund was established at the launching of the AWLAE professional association in 1996 with a personal contribution of \$8000 from a prominent Minister. The U.S.

Ambassador provided public support for the program, along with the Netherlands Educational Trust.

For the students, the greatest accomplishment of the mentoring program was the assurance that girls could do as well as boys and that poor performance on the part of the girls was a matter of attitude. The teachers involved in the mentoring program noted that *'students had developed high self-esteem and confidence and carried themselves with dignity... had more positive attitude towards their academic work and had realized that they could perform as well as the girls in the 'better' schools.'*

West Africa

1. Technical Assistance to AWLAE-created Gender Centers

A Gender Center is being established within the West Africa Winrock office. A volunteer is helping organize the Center with assistance from the U.S. Cultural Center in library skills such as indexing, books, articles and reviews. All of the findings from research grants produced by AWLAE members will be available in the Center.

2. Career Advisory & Mentoring for Young Women and Girls

AWLAE NGOs in Cote d'Ivoire, Mali, Senegal (ASELFAE) and Benin (APFAE) have carried out extensive mentoring programs and sponsored career days and professional development workshops. For example, DOUBEHI International based in Côte d'Ivoire, sponsored a day on how to assist young women in setting up small-scale enterprises. WINSA (Winrock Scholars Association) in Cote d'Ivoire sponsored a sensitizing day for promoting excellence among girl students. This association is being expanded to Mali and Senegal to foster long-term networks among Winrock scholars who share a common purpose.

AFIMA Mali (Women Engineers Association) sponsored a sensitizing day to encourage girls to take up scientific careers. Partners in Mali such as FAWE and AGERFNGOs (for preventing girls from rural exodus) have helped Winrock carry out the mentoring of girls in education and responsibility for their own contributions to their communities through education and careers in scientific fields.

In Benin, in November 1998, APFAE-Benin (AWLAE-NGO) led a campaign for promoting information to women and girls on agriculture and the environment. This was used to encourage girls to study field related to these studies.

IV. Other Program Elements

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| <ol style="list-style-type: none">1. Support for Production of Leadership Training Materials2. Exploration of Potential for Southern Africa Regional Program3. Support for the East and West Africa Regional Offices & U.S. Coordination |
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1. Development & Production of Leadership Training Materials

Along with funds for printing from Ford Foundation, USAID supported the development and testing of a generic set of *Leadership for Change* training materials

that can be used in any sector. They were field tested in seven countries. The materials, which include a training manual, Action Workbook, and a packet of inspirational quotations for posting, are entitled: *Chrysalis: Leadership Training for Pioneering Women*. They include a stand-alone module on gender training for organizations.

These materials are being distributed through Women Ink, the publishing arm of the International Women's Tribune Center in New York, and will be distributed worldwide. All profits from the sale will go back into the AWLAE program. Unpublished versions have been translated into French and Mandarin.

These materials are complemented by the simultaneous production of a primarily French version of the leadership program on a CD-ROM, featuring continuing interactive work through an Africa-wide electronic learning network. This product, funded by an anonymous donor, is being distributed free of charge.

Last year, the program also produced a 30-page Lessons Learned document that details the first ten years of the program model.

2. Exploration of Potential for Southern Africa Regional Program

AWLAE staff coordinated and implemented a series of gender training workshops for senior policy makers in the South Africa National Department of Agriculture. It was hoped that the effort would lead to other funding for launching a full-fledged AWLAE program in the Southern part of Africa. However, additional funding was not forthcoming. A small women's leadership program, funded by a USDA monetization agreement, was started in Angola, with some clean energy activities in South Africa. However, the expansion of the program model did reach to a new continent, Asia, last year. Ford Foundation funded the start-up phase in China in October 2000.

3. Support for Regional & U.S. Offices

All the offices operate with an extremely streamlined staff. The U.S. office continues to operate with its same staff from 1997: East and West Africa Program Officers and a Leadership Division Director. There is no funded Administrative Assistant for this program. However, Winrock itself funds a program assistant and program associate who support the entire Leadership Division, which carries out programs in the NIS and China in addition to the AWLAE activities. Caryl Garcia, former Director of the Association for Women in Development, replaced Sarah Tisch as head of the Leadership Division. Dr. Tisch is now heading up a Winrock HIV/AIDS initiative.

East Africa

In East Africa, the regional office in Nairobi has expanded with the addition of the East Africa Training and Technology Center (three staff) and several interns. Professor Julia Gitobu replaced Charity Kabutha as East Africa Regional Director in 2000. The office moved into a free-standing building across from the Women Lawyers' Association in Nairobi with expanded space for meetings and computer training. Also sharing this space is Winrock's Agricultural Development Support Program (ADSP) for support of micro-enterprise services for agricultural workers.

With the addition of the Training Center, more sophisticated computer technology has been installed throughout the office and staff have been trained. The staff have also been taking French lessons for the past two years in order to better communicate with the West African colleagues. A senior-level finance and personnel officer was hired two years ago, resulting in greatly improved financial processing and documentation throughout the East Africa region.

The policy-setting and catalytic role played by the members of the AWLAE National Action Committees in each country continues to grow stronger. These are influential senior-level women and men in key institutions who initiate gender activities and mentor younger AWLAE women leaders in the institutions.

More than 75% of the National Action Committee in Kenya have been involved in the program for a full ten years. They were crucial in the program's ability to forge strong institutional linkages with the Kenyan Ministries of Agriculture and Environment and Natural Resources and are recognized as extremely important to the success of the program. Although primarily volunteers, they occasionally act as consultants to various program activities.

West Africa

In conjunction with Winrock's efforts to decentralize its programming and increase local ownership of activities, the three program offices in West Africa have been restructured. Rather than regional activities being anchored in Cote d'Ivoire, each of the three offices are now taking on some regional responsibilities.

Although not directly funded by USAID, the AWLAE Regional Training Center in Abidjan helps to leverage funds for other regional training activities in support of Mali and Senegal. Highly sophisticated computer technology and trained staff are preparing the Training Center to take on a greater role in helping to sustain various AWLAE activities and regional training.

The policy-setting and catalytic role played by the members of the AWLAE NGOs has been significant in Senegal and Mali. These NGOs have been crucial in the program's ability to forge strong institutional linkages with the ministries and other NGO partners. The AWLAE NGOs, which are recognized as extremely important to the success of the program, are well-known in Mali, Senegal and Côte d'Ivoire.

Lessons Learned

- The model of inspiring and mobilizing women professionals as leaders and advocates for rural women is a viable one. The funding of the program with more than \$20 million -- primarily through unsolicited proposals -- proves the strength of a good idea. The model is now being adapted in China in a new three-year program and donors elsewhere in Asia and Latin America have expressed interest.
- During the last decade, the work of the AWLAE program heavily focused on its three strategies -- preparing women leaders for leadership positions,

creating an enabling institutional environment for these women and creation of sustaining mechanisms for the AWLAE program. All three are critical to the program's success in an extremely synergistic manner.

- Underlying all these efforts was advocacy and linkage with rural women farmers, although it was often indirect and invisible. Through this grant, some seed money facilitated transfer of drip irrigation kits and indigenous vegetables to rural women. This small initiative culminated in a large national workshop reviewing the drip irrigation technologies in Kenya. Because AWLAE was the lead organization in this initiative its visibility and of greater importance its credibility were boosted. From this small initiative, it became clear that while advocacy at policy level remains critical for strategic changes, it is necessary to combine it with practical ground experiences to demonstrate the kind of changes being advocated.
- The power of leadership training in expanding the AWLAE network and translating its vision into practice was again demonstrated and endorsed through this grant. Careful selection of committed women leaders with a focus on key institutions was extremely important. Soliciting their written commitment to a year's participation in the program was also crucial. The payoff was reflected through the many initiatives that the alumni began on return to their institutions. Some examples included engendering of the agricultural curriculum at Makerere University, sensitization of scientists at the Kawanda Research Institute in Uganda, a study and national workshop on how to make women visible in statistics, and the commendable effort in transfer of drip irrigation technology that is being replicated elsewhere in Kenya. The principles of leadership have been extended in West Africa to women parliamentarians, women media reporters, and local women leaders of farmers' groups.
- Although there had been earlier efforts in mentoring activities, it was through this grant that a systematic approach to mentoring was developed and supported. AWLAE operated with partners through a variety of models, ranging from mentoring by University undergraduates to male gender advocacy groups working in high schools. This program will be greatly expanded through the groundwork being established by the U.S. State Department EDDI initiative in girls' education, which Winrock is managing in nearly 30 African countries. Through this effort, it has become clear that mentoring has great potential in transforming young schoolgirls into confident, assertive young women with greatly expanded career goals. Mentoring became one of the main activities of the scholarship program in West Africa, with
- Advocacy has been a running theme of the program since inception. From the different approaches used, it has also become clear that for advocacy to bear fruit, it has to be sustained and not an "on and off" activity that is strictly pegged to projects that have limited time spans. For AWLAE, it is an ongoing cultivation of key individuals in major institutions and convincing them that organizations seeking lasting change may have to set aside their own resources

for this purpose. The Institutional Partner Grants provide the initial seed money.

- Institutions founded on volunteer work, such as AWLAE National Action Committees and the AWLAE-created professional associations, take much longer to mature to levels where they can stand on their own. This is because the members are first and foremost employees of other organizations, leaving their “own” time to be divided among many personal interests. For example, TAWLAE developed a Business Plan to turn itself into a non-profit consulting firm, but sufficient start-up time is needed for such organizations with part-time consultants and staff.
- Organizations that are likely to survive are those with innovation and foresight. The launching of the AWLAE Training and Technology Centers in both East and West Africa are a good demonstration of this foresight. The three-member staff in Nairobi are conducting management, gender, and specialized state-of-the-art computer training for a variety of clients. In 2000, they brought in \$65,000 but they must still increase that amount in order to not only sustain themselves but contribute to the programs of the AWLAE regional office.
- From the experience of AWLAE Training Center in Nairobi, it is clear that business outfits pegged to normal NGO operations can work but, again, enough lead-time is needed for a number of factors. Time is required for marketing and reorientation of clients to a new dimension of the AWLAE organization, as well as reorienting the AWLAE NGO staff to a business approach that differs significantly to what is traditional for such organizations.