Innovations in Gender Equality

Impact Report

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Tanzania is one of the poorest countries in the world, with approximately 40 percent of the population living below the poverty line. Despite steady economic growth, a wealth of natural resources and declining poverty rates, 16.8 million Tanzanians – over a third of the country’s population – are chronically undernourished. This is despite the fact that agriculture is the cornerstone of Tanzania’s economy, comprising over 30 percent of gross domestic product and facilitating 80 percent of all employment.

According to research from the World Bank, women form the majority of Tanzania’s agriculture work force. In rural areas, 98 percent of economically-active women are involved in agriculture. They prepare, plant, weed, harvest, transport, store and process their farms’ products. In addition to these time and labor-intensive activities, women also cook meals and perform other household management tasks. These tasks are crucial in a country where 42 percent of children under five-years-old suffer from stunted growth due to malnutrition, and 16 percent are underweight.

Simultaneously, women are largely excluded from the commercialization of the crops they grow, and have little control over the income that results from their work. While women perform the most time-intensive agricultural tasks, cash crops are typically reserved for men. In addition, very few women in Tanzania own land, making it difficult for them to own their own agri-businesses as they lack collateral for loans. Limited decision-making power, unfavorable regulations and biased sociocultural norms further reduce their access to finance, land, technical training, labor-saving equipment and other resources.

Whether it’s pursuing improvements to agricultural technologies, aspiring to become an entrepreneur or leading legal and regulatory change in agriculture, certain cultural norms put barriers between women and leadership opportunities in Tanzania. But these challenges are not insurmountable.

Under the United States Agency for International Development (USAID)-funded Tanzania Innovations in Gender Equality (IGE) to Promote Household Food Security Program, women and men started to adopt more gender-balanced agriculture production roles within their household. At the same time, the IGE program promoted gender-sensitive agriculture policy at both the national and local levels of government.

Evidence from countries as diverse as Cote d’Ivoire, China, and the United Kingdom demonstrate that investing in women proves to have educational and health benefits for children, improving the outlook for the next generation. The results of the IGE program indicate that investing in women also leads to agricultural development – an area that is critical to sustaining economic growth, maintaining political stability, and meeting the growing consumption needs of a chronically undernourished population.

ABOUT LAND O’LAKES INTERNATIONAL DEVELOPMENT

Land O’Lakes International Development is a 501(c)(3) nonprofit helping communities around the world build economies by strengthening agriculture from farm-to-fork, helping businesses grow and linking farmers to markets. Since our start in 1981, we have been leveraging nearly 100 years of expertise in dairy, animal nutrition, crop inputs and agricultural insights from our affiliate, Land O’Lakes, Inc., a farmer-owned agribusiness committed to fulfilling its purpose of feeding human progress.

We use our practical experience and in-depth knowledge to facilitate market-driven business solutions that generate economic growth, improve health and nutrition and alleviate poverty. We believe in the value of people and ensuring our work is rooted in honesty, integrity and respect.

For the last 36 years, we have unlocked the potential of agriculture around the world through nearly 300 programs in more than 80 countries. Funded primarily by USAID, the United States Department of Agriculture (USDA) and the Gates Foundation, our programs not only improve production and food security for small farming operations, but they also foster innovation and market linkages, and strengthen the private sector. Ultimately, they make small and growing enterprises in developing countries more attractive for investment, and build consumer demand for agricultural products produced by smallholders.

5 Feed the Future Tanzania Country Profile: http://www.feedthefuture.gov/country/tanzania
6 Ibid
A brief history of Land O’Lakes in Tanzania

From dairy to innovation, since 1999 it’s all been about food security. Our extensive experience translates into strong connections and a solid reputation that spans multiple sectors and regions.

2003-2006

TANZANIA DAIRY ENTERPRISE INITIATIVE (TDEI)

A $2 million USAID-funded project that engaged individual farmers, farmer groups and cooperatives, dairy entrepreneurs and businesses to meet the country’s growing demand for dairy products. The program achieved significant impacts. Household incomes of participating dairy farmers increased by 40 percent; the volume of milk delivered to milk collection centers increased by 44 percent; and processed dairy product sales increased by 24 percent.

2010-2014

TANZANIA DAIRY DEVELOPMENT PROGRAM (TDDP)

An $8.1 million USDA-funded Food for Progress program that focused on improving commercial milk production, processing, marketing and consumer awareness of dairy products across Tanzania. TDDP effectively integrated small dairy farmers into the value chain by connecting farmers to processors, traders and consumers to develop sustainable linkages. As a result, milk production, sales and quality increased.

2013-2017

SEED COOPERATIVE ALLIANCE

A $1.2 million USAID-funded public-private partnership implemented in Tanzania and Rwanda to build the supply of quality, hybrid maize seed. The program partnered with seven cooperatives in northern Tanzania and two private sector partners, Yara and SeedCo. The program supported cooperative development and built their capacity to enter into relationships with commercial businesses.

2015-2020

PUBLIC-PRIVATE PARTNERSHIP FOR ARTIFICIAL INSEMINATION DELIVERY (PAID)

An $18 million program supported by the Bill & Melinda Gates Foundation, PAID addresses genetics constraints in Ethiopia and Tanzania by strengthening artificial insemination delivery through public-private partnerships. A key component of this program is supporting and monitoring a network of 800 service providers to train 225,000 smallholder farmers and deliver production-related inputs and services. With a priority of engaging women, we anticipate empowering 250 women to become dairy-based entrepreneurs and training 157,000 women farmers on improved dairy management techniques by the program’s end.
From 2013-2017, with $4.56 million in funding from USAID, Land O'Lakes implemented the IGE program to catalyze innovation and enhance women's participation in the agricultural sector to help improve food security. Working in three regions of Tanzania – Morogoro, Mbeya, and Iringa – the program focused on four main objectives:

**Innovations in Gender Equality**

to Promote Household Food Security Program

IGE was initially a two-year program, but received a two-year costed extension from USAID, and later a six-month no-cost-extension. During the first two years, IGE worked only in Morogoro. In year three, the IGE program expanded into Mbeya and Iringa. In order to promote gender equality in agriculture beyond the life of the program, the program also created the Centre for the Advancement of Women in Agriculture (CAWAT), a local NGO comprised of governmental, non-governmental and private stakeholders. This report looks back at the impacts, achievements and lessons learned from the program.
The remainder of this report will detail key achievements and lessons learned from the IGE program’s four main objectives, including success stories of lives transformed.

**SNAPSHOT OF PROGRAM INDICATORS**

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<th><strong>26,650</strong> households benefitted directly</th>
<th><strong>31</strong> innovators received funding and technical support</th>
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<th><strong>6</strong> of these innovations have received external financing</th>
<th><strong>1,119</strong> people purchased, rented or borrowed a technology</th>
<th><strong>7,396</strong> individuals received training related to women’s empowerment</th>
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<th><strong>83.5%</strong> of those that attended women’s empowerment training improved their knowledge</th>
<th><strong>181</strong> media spots and stories carried out for advocacy</th>
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Beyond the numbers
The IGE program supported the creation, development, and scaling of agricultural technologies that reduce women’s time and labor burdens.

The program awarded grants in two ways:

1. **Support existing innovators** to scale a business concept through training and grant funding.

2. **Empower local farmers** to identify agricultural challenges and brainstorm solutions. People were trained in technology design and small business management, and some were awarded grants to pilot and scale ideas.

IGE held five competitions from which 31 promising innovations from the two categories above were selected to support and scale-up for wider adoption. In addition to grant funds, IGE also provided the following support to participants:

- Business incubation training
- Know Your Customer training
- Ongoing remote and in-person coaching
- Linking innovators to external financial institutions and business development services
- Development of business plans
- Market surveys and market research reports
- Trade shows and product demos
- Exchange visits
- Investor networking and pitch events

The technologies selected helped ease arduous tasks such as shelling groundnuts, winnowing rice, or grinding cocoa beans – tasks which are typically done manually by women on small-scale farms. Men participated in the design of women-friendly technologies, and were also vital collaborators in the piloting and roll-out of IGE-supported innovations. One of the major accomplishments of this objective was the substantial improvement of business practices of grantees.

472 individuals are now earning an income from innovations.
BEYOND THE NUMBERS

A culture of innovation was created among innovators and their communities, catalyzed by technology design trainings. After the trainings, many innovators encouraged others in their communities to create their own innovations. After seeing their neighbor’s technologies in the market place, some people were inspired to create their own innovations. Because the technologies were affordable and made with locally available parts, these micro-businesses were relatively easy to start and sustain.

Design trainings fostered innovation for some trainees that were not awarded funding. Nine went on to develop and sell their technologies, with overall sales revenue ranging from $54 - $1,021 US. This indicates that innovation trainings were not just about funding, but provided inspiration and hands-on education too.

Increased participation of men and youth. When IGE-supported technologies made agricultural work quicker and less tedious, men began joining in on work they had previously thought of as “women’s work.” This led to increased harmony and gender balance in the household. The same effect was observed in relation to youth, who found agricultural work to be more appealing when technology was involved.

Labor-saving technologies resulted in positive outcomes for women. Nutrition, education, safety and security are just a few of the positive results that women experienced from IGE-supported technologies. Amaranth production, the solar drier, mushroom cultivation, and integrated aquaculture-agriculture all provided nutritious products for household consumption. Several women reported using extra income to support her family’s education. The rice winnower sped up the process by five, and had an enormously positive effect on the safety and security of women cultivating rice. See success story on page 20.

Innovations created 472 income opportunities. This data point was not included in the initial program monitoring plan and is an unanticipated positive impact of IGE. Part-time and full-time jobs were created when innovators hired more staff to grow their businesses. Other jobs were created during the piloting process, where grantees trained farmer groups on how to use the technologies. Some of the trained farmers decided to purchase a machine afterward and start their own business. Several of these new businesses were successful, and they hired additional staff as well.
In a rural village of southwestern Tanzania, Consolata Mharle grew up in a home focused on two things: education and agriculture. Her father was an educational officer, and her mother, a farmer. Now in her 60’s, Consolata still remembers being a girl watching her mother harvesting cassava, maize and beans – it’s what they grew, ate and sold. Her family didn’t have much, and meals lacked diversity, but her parent’s dedication to her education paid off. Consolata eventually left her village and went on to earn a degree in Home Economics and Nutrition from the University of Tanzania. As a nutrition student, Consolata was introduced to *amaranth*, a leafy green vegetable commonly used in Tanzanian meals. The more she learned about it, the more excited she became. “In addition to the health benefits of the leaves, I learned that if you let the plant grow and flower, the flower seeds can be a good source of protein, minerals, and vitamins too,” she says.

Consolata ended up linking her thesis on iron deficiency in pregnant women with amaranth nutrition and discovered that the plant is not only healthy, but also easy to grow and harvest. It takes just two months to grow from seed to a mature, flowering plant, reaching heights of 5-7 feet. “I thought about how this product could bring dietary diversity to villages like mine. I saw that I can help people to improve their life while earning additional income,” says Consolata.
In 2015, Consolata retired from a government position to focus on her original dream: an amaranth business. Channeling her farming roots, she started on her own land. With her two daughters, she planted, harvested, dried, winnowed, and packaged the product. Her mother, now 84, was her first customer.

“My mother has aches from so many years in the field. Consuming amaranth products I am preparing has helped reduce the inflammation. She used to be bed ridden, but with a little support she can get out of the bed and sit comfortably on a chair. Some studies confirm that amaranth has an anti-diabetic affect, which I believe has helped relieve her diabetes,” says Consolata.

After selling it to some neighbors, word started to spread: this was a wonder product. Consolata taught customers to use the grain as a healthy, high protein replacement for porridge, cakes, ugali, bread or popcorn. Consumers were feeling more energized, and some were reporting relief from achy joints, ulcers, numbness and hypertension. Nursing mothers even reported having more milk.

“Demand was higher than supply. I didn’t know how to keep up,” says Consolata. In 2015, Consolata applied for a grant in response to a newspaper advertisement calling for agricultural innovators. IGE trained Consolata on business practices, like financial management and record keeping. Then, the program connected her with farmer groups to educate them on the benefits of growing and eating amaranth, and eventually become suppliers for her business. In 2016, after the first year of harvest, nearly 100 farmers from two villages are successfully growing, selling and consuming amaranth grains.

“My vision is to go from small scale to large by selling in more markets, pharmacies and, eventually, export.”

With her new access to growers and suppliers, Consolata had a record year in 2016, selling 400 kilos of amaranth and expanding her distribution to over 500 customers. “My vision is to go from small scale to large by selling in more markets, pharmacies and eventually export,” she says.

What started as a farm girl’s dream of making a living in agriculture, and helping other farmers and rural villagers is a dream no longer. And, though it’s been many years since she left her family’s village, it’s clear Consolata’s early roots in farming have only grown deeper.
The IGE program worked to improve knowledge of issues critical to women’s empowerment in agriculture by training men and women in rural areas of Iringa, Mbeya and Morogoro.

Key issues identified in an initial gender analysis included land and property rights for women, how to start an agri-business as a woman, the role of women in household nutrition and women and girls’ leadership. Key activities in this component included:

- **Gender sensitization trainings** – general overview given to all community members to explain the negative impact of gender disparities and how to remove barriers to women’s empowerment.
- **Women and Girls Leadership training** – a training given to girls and women to recognize the capabilities of women as leaders and to encourage them to take up leadership positions.
- **Women’s Leadership in Agriculture Seminar Series** – a series of interactive lectures given on specific topics identified as knowledge gaps in the gender analyses.

IGE collaborated with several USAID Feed the Future partners to carry out this component. The Tanzania Agricultural Productivity Program (TAPP) provided its gender strategy to IGE in year three, which led to a better understanding of gender issues in two new regions: Mbeya and Iringa. This inter-project coordination and resource sharing eliminated the need for IGE to conduct another gender study to plan year three and four activities. IGE also coordinated with other Feed the Future programs and local organizations, including NAFAKA, Tuboreshe Chakula, Tanzania Agriculture and Horticulture Association and TAPP, to identify and invite participants from their programs to attend IGE gender trainings.

For the Women’s Leadership in Agriculture (WLIA) Seminar Series, Feed the Future programs Mwanzo Bora and Africa Lead II provided training to IGE staff. Mwanzo Bora provided its curricula for use in the seminars, which addressed eight of the most prominent knowledge gaps identified as critical by the gender analyses, including:

- Norms, customs and practices that affect the nutrition of children under five years old
- Land and property rights
- Understanding laws that protect women and enhance their effective participation in agriculture production and agribusiness
- Accessing extension services and agricultural inputs for women farmers
- Agri-business and entrepreneurship development
- Access to agricultural crop marketing for smallholder farmers
- How to start an agri-business
- Household food security and the role of women

The program took a training of trainers (TOT) approach to conduct additional trainings on Women and Girls Leadership in Agriculture and Gender Sensitization. After being trained by IGE, TOTs used the same curriculum to train others in their community on these topics.
Trainings met a strong community need. The curriculum also overlapped with goals of the Local Government Authority (LGA), and local government officials were often eager to have copies of the materials. The District Executive Director from one region commented that through these trainings, IGE was “helping me do my job.”

Women were empowered to take action. After participating in the training, many trainees took up leadership roles which they had formerly refused, believing it was not their place and feeling they lacked the confidence to succeed. Others talked with their husbands and came to an agreement to share household decision-making responsibilities.

Community-based trainers felt empowered by their role. TOTs were excited to spread the messages they had learned. An external evaluation of the program found that even after they had met their target, most TOTs continued training others in their community about gender equality. In some cases, they had wanted to make changes within their household before, but were too afraid of what others would think. After they attended the training, they learned that others in their family and in the community were supportive.

Evidence of sustainability. Two years after the end of activities in Morogoro, an external evaluation found that trainees are still utilizing the learnings and plan to do so in the future.
Men and women make way for gender equity in Mbaka, Tanzania

Women dressed in vibrant African fabric are sprinkled across fields of tea, coffee and banana trees. This is Tanzania, and these women are the caretakers of the land – and of their families. And yet, for women like Isabella Mwile, hard work in the field and raising children doesn’t necessarily make her a partner at home.

Traditionally in Tanzania, men are the decision makers. However, in Isabella’s village of Mbaka, in Rungwe district, these traditions are changing. In January 2015, leaders of Mbaka village acknowledged Isabella’s leadership qualities and selected her to attend an IGE training-of-trainers course on women’s and girls’ leadership in agriculture. With funding from USAID, the IGE program facilitated this session with the goal of improving community members’ knowledge and understanding of issues that are critical for women’s empowerment in Tanzania.

During the three-day training, Isabella learned about the benefits of expanding a women’s role inside and outside of the home. Like how two heads are better than one when it comes to decision making on raising children or household finances. And how important it is to raise boys and girls equally. She also learned about how much value a woman can bring to a community organization or government position.

“I was most surprised by the fact that I could be independent from my husband. I realized that I could contribute to our household income by starting my own business of selling cereals, rice and beans,” says Isabella.

She went home to share what she learned with her husband. He was supportive. In fact, he was proud of her newfound confidence and relieved to have a second opinion, and a second income.

Over the course of the program, IGE trained 443 people like Isabella to become trainers of women’s empowerment and gender equality in their communities. And, over 3,900 women and 1,500 men have joined groups to learn about
the important role women can play in their homes and communities.

After her training, Isabella formed the Upendo group to share what she learned. For the last two years, they have been meeting every Thursday to discuss how they are incorporating the lessons of gender equity into their lives.

“I was most surprised by the fact that I could be independent from my husband. I realized that I could contribute to our household income by starting my own business...”

One woman joined the school board and plans to run for district office next year. A few women share about the benefits of joint household decision making. One woman speaks about how her son and daughter now have equal access to education – and are doing the same household chores. Several women have been empowered to start their own business. And one woman, a widow, is now confident to fix up the house, taking charge of repair projects that her husband used to see to. The stories vary, but each has a common theme.

As Isabella puts it, “Our confidence is growing. We are helping each other improve and take care of ourselves. We no longer depend only on our spouses.” Since the first meeting in 2015, Isabella’s group has grown from 20 to 50 members – including both women and men.

“Neighboring communities are taking notice, they admire us and want to join. Our women members are known for our matching skirts! We have applications for 10 more members,” she says. Attendance is 5,000 Tanzanian shillings (2.50 USD) a week – and the money goes to a group loan system. Members can take out loans to buy supplies for their farm, or to provide temporary support to support one another during family emergencies.

As their weekly meeting ends, the women and men of Upendo joyfully sing of hope for their future, “Waking mama tusonge mbele, tuisirudi nyumbo...” In English, this means, “Mothers let us move forward, we should not go back...”

Thanks to people like Isabella, Mbaka is making progress.
Under the third component of the program, IGE aimed to increase the awareness of Tanzanian laws that promote gender equality in agriculture. These included policies related to land rights, education and customary law.

In order to identify the policies needing the most revision, the IGE program conducted thorough research on existing policy, and drafted position papers which were used to carry out an advocacy campaign at both the government and grassroots level. Originally, this component was meant to be carried out by the Tanzania Gender Network Platform (TGNP) through a subaward.

However, this failed to materialize as TGNP and Land O’Lakes were unable to reach an agreement around subaward funding. Thus TGNP did not play the planned sub-implementing partner role on the program. In year three, a restructured plan made CAWAT responsible for implementing this component, however this proved logistically impossible due to CAWAT’s early stage of development and their lack of paid staff. Adjusting to these setbacks, the IGE team eventually took up the component for direct implementation, but this was not started until the final year of the program. As a result, the impact can not be fully assessed.

IGE drafted two position papers which analyzed constitutional and customary law. The program then studied how the laws were positively or negatively affecting women in agriculture. With this information, IGE launched a six-week advocacy campaign to promote a more enabling environment for Tanzanian women in agriculture. The campaign reached a total of 1,580 individuals through radio, television, newspapers, social media, in-person events and trainings.

The campaign raised critical awareness of policies, laws, community norms and practices that stifle women’s access and control of productive resources. Messages included implications on household economies, social welfare, health and nutrition.

These two sisters proudly stand with their father, who has always fully supported gender equality in the home.
Advocacy activities included:

- A series of seminars for policymakers, community leaders and other influential people
- Trainings for journalists and paraprofessionals who were sensitized and provided with a resource kit to enable them to further spread the campaign’s messages
- A series of roundtable discussions with media representatives
- A series of print articles and radio spots distributed nationwide
- Distribution of t-shirts, pamphlets, and other advocacy materials

The advocacy campaign participants included Ward Councilors, traditional leaders, religious leaders, paraprofessionals, media house editors, journalists, policy makers, local government officials, parliamentarians, and senior officers of key NGOs and the Tanzania Women Media Association (TAMWA).

In addition to the seminars, trainings and roundtable discussions, IGE staff directly lobbied key stakeholders, including ten Members of Parliament, nine District Executive Directors and two District Commissioners.

Beyond the Numbers

**Raised awareness of constitutional land rights for women.** The constitutional law of Tanzania already enables women to own land, yet community members and local government officials on the ground were often not aware of this law. Raising awareness at the grassroots level of these rights already included in the Constitution is the first step toward making sure these laws are locally enforced.

**Planted seeds for change to take root.** By training and meeting with journalists, paraprofessionals, and influential people, and coming to an understanding of the changes which must take place, IGE provided the first push towards change. By establishing CAWAT, IGE launched a local body that will continue to push these changes forward.

**A member of parliament is advocating for CAWAT to present policy papers** at an upcoming parliamentary session in Dodoma. This request is an outcome of IGE- and CAWAT-supported lobbying efforts at the parliamentary level. CAWAT is following up on this request.
As chair of the farming group Tumanini (meaning “hope”) Leonard Nzunda, is a respected leader in his village. Still, he was surprised when he was asked to represent his community and create an innovation to help ease the workload of the women farmers in his community.

Leonard was invited to a three-day training sponsored by IGE. During the training, a facilitator worked with the group to identify agricultural challenges affecting women in their villages. This was the easy part.

Leonard only had to think of his wife. Leonard and his wife grow sunflowers. Like most families in Tanzania, his wife does most of the labor in harvesting the sunflowers. And, the traditional way of harvesting sunflower nuts is hard, tedious work.

Leonard recalls trying to get his kids to help his wife with the threshing – beating one sunflower ear at a time, by hand – and they ran off after a few minutes, bored. Because the work is so difficult, few local farmers grow sunflowers, even though the oil is a staple in village kitchens. Leonard knew that if he could create an innovation to ease this hard work, it would make a real difference in the lives of his wife and the other village women too. Leonard knew the problem he wanted to work on, but wasn’t sure he could find a solution.

“The facilitator told us we would discover that each of us had talents that we didn’t know we had and pushed us to find a true innovation,” says Leonard.

The group worked in vain until midnight when they decided to break and get some sleep. And then, to Leonard’s surprise, the solution came to him in a dream. What about a machine that would thresh several sunflower ears at a time?

In the morning, he shared his idea with the group. With the facilitator, they created drawings and eventually models of how the machine might work. Once the idea was designed, they received IGE funding to buy supplies and build a prototype. Their first version was made of wood, but they soon realized a metal machine – made by a local welder – was the way to go.

Once they had a prototype, they entered their innovation in an IGE-hosted competition – and they won! Winning meant they got additional funding, and the opportunity to test their innovation in two farming communities.

Asha Julius is one of the 25 farmers who got to use the new thresher. Using traditional threshing, it would take her
three hours to get 20 kilograms of sunflower seeds. But, with the IGE-sponsored innovation, it now takes just 10-20 minutes.

Using the threshing machine gives her more time and energy for other household activities, like cooking for her children. And, now that sunflowers are easier to harvest, more farmers are interested in this crop – for food and additional income too. So far, 464 people have seen a demonstration of the new sunflower thresher.

Leonard is excited to sell this innovation to others, and plans to build and sell threshing machines to other farmer groups and villages. He has already shared his innovation at agricultural and equipment exhibitions, and estimates they can make a profit of $50 US per machine.

And, Leonard is not done innovating. He’s shared his story, including a trip to Dar es Salaam - a first - with his children, and tells them, “If you want to have experiences like I have had, you need to think, you need to dream, you need to imagine the future, and you need to do something with your ideas.”
Under the fourth component of the program, IGE worked to ensure sustainable impact by creating a local NGO that would carry on strategic components of IGE’s activities beyond the end of the program.

This NGO is called CAWAT, or Centre for the Advancement of Women in Agriculture in Tanzania.

CAWAT brings together a diverse coalition of stakeholders from the public and private sector to promote gender equality and empower women in agriculture, food security and nutrition.

Early milestones for CAWAT include the creation of bylaws, assembling membership and a board of directors, formal registration as an NGO, and identifying policy and training priorities. Fundraising events and activities included:

- Over $10,000 US in pledges raised from the attendees of the fundraising event to cover operating costs. So far, $3,139 US has been collected in cash, and CAWAT continues to follow-up and collect the pledged balance.
- Tanzania Agricultural Development Bank encouraged CAWAT to apply for a $275,000 US capacity-building fund that is earmarked for an apex women’s organization.
- Tanzania Private Sector Foundation offered CAWAT membership and expertise in proposal development.
- Ministry of Agriculture, Livestock & Fisheries offered CAWAT free office space and five million Tsh worth of printing services.
- Embassies of Japan and Switzerland invited proposals from CAWAT.
With the funds raised from these activities, CAWAT was able to hire the outgoing IGE Senior Business Incubation Advisor for six months. She is being provided a stipend to follow up on the opportunities identified, and refine the value proposition for CAWAT members and revitalize the membership base for CAWAT to operate independently.

In the final month of IGE, the team hosted a successful close-out event at the Sea Cliff Hotel in Dar es Salaam. Guest of honor and Director of Policy and Planning for the Ministry of Agriculture, Livestock and Fisheries, Ms. Mkuviliwa Janeth Simkanga, was highly supportive of the IGE program’s work in developing women-friendly technologies. She states,

“Indeed I have seen the work that IGE has been doing through promoting innovations. I have seen the rice winnower and I would like to buy it for my mother. My mother sprained her arm because of extended winnowing of her rice. I wish there was such labor and time saving technology during her time. However, it is not too late.”

Ms. Simkanga also invited CAWAT to present their business plan and strategic plan to her ministry to determine areas for collaboration. She also invited CAWAT to be a member of the Agricultural Strategic Development Plan, and offered her commitment to linking CAWAT and other stakeholders with the similar gender equity goals.
Peterson Msumari knows firsthand that growing rice is really hard work. Though he works as an administrator in the local secondary school, his family also farms. And, like most families in rural Tanzania, his wife is the one who labors in their wet and muddy rice paddy.

During a recent harvest, Peterson said, “I came home after work and found that my wife was still in the field and hadn’t accomplished much because there was no wind.”

The traditional way of winnowing rice depends on unpredictable wind, and is physically exhausting. The paddy stalks must be mowed, and then laid in the field to dry. Then, the women wait for a windy day. Beating the rice stalks by hand, the wind – if it cooperates – helps separate the rice from the chaff.

And, due to the distance of their paddies from home and vulnerability of leaving the harvest unattended, women often spend several nights in their fields. They are not only away from their children, but also exposed to cool evening temperatures and looming mosquitoes. And, if they are carrying young babies to the paddy for nursing, the babies sleep outside too.

In 2015, Peterson and his neighbor, Olika Loth Mwaya, attended a three-day design training session sponsored by IGE. During this training, they were asked to brainstorm solutions to tough problems experienced by local farmers. With the image of his wife sleeping in the paddy field, Peterson knew exactly what problem he wanted to tackle.

Peterson admits he was nervous, saying “I never thought we could be innovators.” But, with the coaching of the facilitator, he and Olika designed a rice winnowing machine they thought might work. After the training, they worked with local welders to build a prototype that was powered by bike pedals.

They brought their machine to an IGE-sponsored competition and won funding to continue to refine and test their innovation. “I was very happy – and thank God – that our idea was selected for the grant.”

Through IGE, they were connected with 105 farmers in Chamoto village.
in Mbarali District, and Kinyika village in Iringa Rural district who got the chance to use the winnowing machine and provide ideas to make it even better. One suggestion was to add a petrol engine – this dramatically improved the speed and performance of the winnower. They also added a hitch so the winnower can be towed behind a motorbike to paddies.

“I never thought we could be innovators.”

And, by adding different size screens, the machine can now be used to winnow other crops too. Olika, who also grows rice, says she used to winnow 300 kg per hour using traditional winnowing practices. With their winnowing machine, she can winnow 1,500 kg per hour.

“As a woman, I’m so happy to be part of this project. I feel I have contributed in providing a solution to the hard work we woman used to do in rice harvesting,” says Olika. With the time she now saves, she’s able to spend more time with her school-aged daughter and get more done at home.

While the machine is a big hit with the farmers in Changamoto and Kinyika villages, Peterson and Olika are not yet satisfied. They plan to continue making improvements to their machine, and have developed a business plan, aided by the IGE facilitator, to manufacture additional machines to lease to other villages.

And, Peterson is not finished innovating. He’s already developed an idea for a machine to plant rice seed.
People matter more than the product
When deciding which innovators to support, the IGE team found that the strength of the management team (level of commitment, having at least one strong leader, education and experience) was a better indicator of success than the strength of the product. After community-wide gender sensitizations and women and girls leadership trainings, many of these trainees were ready to take up leadership positions and share household chores in a more balanced way. Knowing that there was support for these behaviours to change in their community made all the difference. Business skills can be taught, but strong commitment and leadership need to be there from the start.

Access to finance is challenging for early stage innovators
After approaching multiple banks to link innovators to finance, IGE found that accessing formal financing was nearly impossible for early stage entrepreneurs in Tanzania. Most of the IGE-supported innovators who were successful at accessing loans from formal banks had already been in operation for three to five years. Earlier stage innovators were generally unqualified to access loans from commercial banks who demanded records of historical cash flows and collateral, in addition a business plan.

Early stage innovators were not interested in loans from micro-financing institutions either, concerned that they may not able to pay back the high interest rates – often more than 30 percent in Tanzania. However, several early stage innovators did manage to access small loans at lower interest rates from community-based loan groups called Savings and Credit Cooperative Organizations, indicating that informal finance, along with government-provided business incubation support, may be the stepping stone that small, early stage innovators need to access formal financing in Tanzania.

Cross-program exchanges are fruitful
The exchange visit in Kenya undertaken by IGE innovators with the USAID-funded KIE program was successful for innovators and staff on both sides. IGE participants learned about the Kenyan innovations and how the entrepreneurs conducted business. When they returned to Tanzania, IGE staff reported that innovators came back with increased energy and drive in approaching business growth.

Establishment of Uendelevu Sustainability is one sign of this empowerment, and of the level of trust and respect that developed between the innovators. The association, which already has an initial Memorandum of Understanding and is currently in the process of registering, will allow innovators to pool their resources in order to improve product design, marketing and access to finance for its members.
Widespread community support is critical to behavior change
While many women who participated in the women and girls leadership training had already been offered leadership positions before the training, they did not accept them. Many women whose husbands offered to share in domestic chores and bring gender equity to the household turned down the offer for fear of how this would be perceived in the community. These examples show that a broader acceptance of gender equality at the community level is needed for individuals to act on the opportunities presented to them.

Graduation schemes incentivize and screen
At start up, IGE recognized that two years of implementation was too short to include a staged approach to developing innovations. However, no matter the length, the team observed that a graduation scheme, such as a three-month probationary period or mini-grant, may have helped to identify the strongest innovation teams and weed out those who were not serious about developing their innovation.

To maximize incentives for the grantee and the investor, the graduation scheme must include criteria for advancing to the next stage of grant process. To demonstrate progress, conditions should include reporting requirements of product sales and revenue.

Innovation programs must be well-resourced, and technically and geographically focused
Throughout the program, the IGE team was under-staffed given the large geographic area of implementation. The program also required frequent, individualized follow-up when working with early stage innovators to foster trust and accountability, as well as to provide customized coaching. In addition to being under-staffed, the program found it difficult in this emergent space to locate technical staff with the required skill sets. This put a large strain on the team, and prevented them from achieving as many programmatic outputs as they planned. Staff resources and attention were largely focused on objective one activities, to the exclusion of the others. Even so, within objective’s one focus on innovation, the staff was insufficient to provide the constant monitoring and coaching that aspiring innovators require during the incubation stage. Recommendations to address this include:

- During program design, limit focus to two objectives: one related to innovations and one for sustainability.
- Recruit a Chief of Party with technical experience in business development/entrepreneurship or include a business development technical lead position.
- Plan for several staff to manage a portfolio of innovators, so that staff can work closely with innovators and follow up on a weekly basis.
- Hire a local recruiter when sourcing highly sought-after talent in Tanzania.
Importance of capturing and reporting M&E data

The IGE team included a requirement to report on the metrics needed for program indicators, including product sales and revenue. However, the team observed that some of the data collected from innovators was not accurately reported, particularly product sales, revenue and external funding information. In some cases, innovators lacked accurate bookkeeping systems. In other cases they were concerned their success could lead to decreased funding opportunities, or the local revenue authorities to require them to pay taxes. In order to correct this problem in the future, the IGE team recommends:

- **Establishing a greater level of trust with innovators** by ensuring the program has adequate human and financial resources to establish a portfolio manager approach. In doing so, one staff person would be dedicated to working closely with a small number of innovators and could meet with each innovator at least once a week.
- **Building a graduation scheme into the grants program**, in which sharing performance data on a number of business development metrics - including product sales, revenue and external financing – are criteria for graduation to the next level of program support. This would incentivize innovators to fully report business results.

Launching an NGO: Preparing for challenges

One of IGE’s key outcomes was to establish an independent national platform, CAWAT. This was a challenging process, and resulted in several lessons learned for the team. When new programs aim to establish an independent NGO, the IGE team recommends the following:

- **Implementing activities can help win funding**: Since CAWAT relied on volunteer labor, accountability was low and it was difficult to accomplish goals. However, had CAWAT made small gains working with volunteer members, this would have been an opportunity to promote the organization, acquire membership dues and eventually secure more substantial funding.
- **Committed members are more important than scaling early**: CAWAT had a large membership in the early stages, but the members were not fully committed and often did not substantially help carry out activities. A value proposition for members helps encourage members to deepen their commitment and take on work. Early on, CAWAT was not able to develop a compelling value proposition to inspire and maintain membership. A better approach would have been to focus resources on the smaller number of highly committed members, and to leverage these members to implement activities and achieve initial accomplishments.
- **Regularly adapt an exit strategy**: While CAWAT was initially IGE’s exit strategy, this theory did not match reality on the ground and needed to be adapted for implementation. If adaptations had been made in a timely manner (such as issuing a capacity building grant) the program’s exit strategy could have been more successful.
- **Provide Secretariat and seed funding to get new NGO off the ground**: When creating a new national platform or NGO, it is essential to provide a paid Secretariat or Interim Director as well as a capacity-building grant to allow the organization to undertake some activities and establish a financial trackrecord.
By empowering women in agriculture and promoting household food security, the IGE program has directly impacted thousands of lives in Tanzania.

Local innovation trainings, awareness campaigns, advocacy initiatives and the creation of CAWAT are helping men and women to think differently when it comes to agriculture, especially when it comes to gender roles. The seeds planted by the program are just starting to take root, and depend on many factors to reach their full potential. These include:

**Increase access to finance for early-stage entrepreneurs.** Some IGE innovators are still at the early stages of launching their business. The positive impact of their innovations is just being realized. A much broader impact is expected in the future. In order for this to take place, however, as innovators bring their ideas to the market for development and scale, they will need to leverage external financing, hire more people and drive more gains in agricultural productivity. Yet, with high interest rates of micro-financing institutions and stringent requirements of formal banks, Tanzania is currently one of the most challenging places in the world to start a new business. Most start-ups either cannot afford to take the risk or do not qualify for a loan. Those who are lucky enough to have the opportunity may receive grants or borrow credit from informal sources such as family members or community loan groups to see their business to maturity.

Some Tanzanian banks, such as the Tanzanian Agricultural Development Bank, have begun to develop innovative products to better serve small and medium enterprises (SMEs), but the new products are still inaccessible to early stage entrepreneurs. In order to improve accessibility, the government should offer loan credit guarantees or other government subsidized financial products to start-ups. Banks participating in these schemes can then waive the requirement for historical cash flows in exchange for mitigated risk provided by the government. Improving access to finance will help all Tanzanian entrepreneurs, in turn bolstering the Tanzanian economy in which SMEs play a key role.

**CAWAT must learn to operate on its own.** Currently, this new NGO has tremendous potential to shape women-friendly policies and effect positive change. However, the organization is also in a precarious position and lacks funds to hire any full-time staff. It has, however, hired a former IGE staff member to follow up on several promising opportunities for funding and office space. CAWAT had essentially adopted the mission of IGE during the program period, but now it must forge its own identity and become independent. It must also develop a track record for implementing successful activities, and for managing finances. As indicated by IGE’s local partners, including the Director of Policy and Planning at the Ministry of Agriculture, Livestock and Fisheries, there is a strong need for an apex women’s organization like CAWAT in Tanzania and several funding opportunities are available. In order to win funds to operate, CAWAT must crystallize its strategy and focus on developing appropriate proposals. Despite IGE’s efforts to help CAWAT establish strong roots before program’s close, the organization is in a precarious position and lacks funds to hire any full-time staff.

**Women’s rights, enshrined in Constitutional law, must be enforced at the local level.** Within the next several months Tanzania will hold a referendum on its revised Constitution. The laws contained will continue to determine the enabling environment for Tanzanian women in agriculture. At the same time, key legal provisions provided to women by the Constitution, such as the right to own land, will remain theoretical unless sufficient funds are allocated to the Local Government Authorities to roll out and enforce them in their communities. The same applies to many other policies created at the national level, including Big Results Now and the National Adaptation Plan, which include gender mainstreaming provisions. IGE looks to CAWAT to play a key role in making these policies a reality.