

**Gender  
Action  
Learning  
System**

# **COFFEE PARTNERSHIP FOR TANZANIA**

**June 2014**

**GALS methodology report on follow-up in  
Ngima village, Mbinga district, Ruvuma region -  
Tanzania.**

Charles Kainkwa



**CPT**  
Coffee Partnership for Tanzania

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## Abbreviations

AMCOS – Agricultural Marketing Cooperative Society

CMS – Coffee Management Services Ltd (partly owned by Armajaro)

CPT – Coffee Partnership for Tanzania

GALS – Gender Action Learning System

TKL – Tutunze Kahawa Limited (a subsidiary of ECOM)

## Introduction

The Coffee Partnership for Tanzania is a programme co-funded by Bill and Melinda Gates Foundation (around \$8 million) and three sub-grantees: Ecom Agro-industrial Corporation Ltd, Armajaro and Hanns Neumann Stiftung, managed by grantee DEG. The total costs of the programme is \$ 25,7 million. The programme started 1 September 2012 and will continue until 31 August 2016. The goal is the programme is to empower male and female farmers to take full advantage of the opportunities arising from the production of coffee and other products. The programme aims to double the coffee production yield and to increase net income, alleviate poverty and improve livelihoods of smallholder coffee farmers in Tanzania. The four main objectives of the initiative will be:

- Increasing productivity of coffee production in an economically, environmentally and socially sustainable way
- Strengthening links of coffee farmers to strong reliable markets, especially enabling them to profit from premiums paid for specialty and certified coffee
- Contribute to improved production of other crops and products and enhancing the sustainability of the overall project through social and environmental measures
- Managing the project and engaging stakeholders effectively to realize the project's objectives

The outreach of the programme will be 85.000 smallholder farmers. The outreach of ECOM was originally 35.000 smallholders and Armajaro is 25.000, totaling 70.000 smallholder farmers. Currently the figures for ECOM are 25.000, Armajaro is 15.000 meanwhile other partners are Hanns R Nuemann Stiftung is 25.000, DAE 10.000, Olam 5.000 and Tembo 10.000. Solidaridad and Hivos also participate in the programme, with own funding. One of the Hivos components, is the gender component working with Tutunze Kahawa Ltd (a subsidiary of ECOM), and CMS (partly owned by Armajaro). The output expected under gender component is 20 “champions” and 300 farmers (in the first three months) and 4-6 field staff trained in gender tools and system for scaling up in place.

### Gender Action Learning System process in Ngima village

GALS was introduced in the Coffee Partnership for Tanzania by Dr Linda Mayoux and 2 champions from Bukonzo Joint (Asasio Balitebya and Doviko Walina) in November 2013 starting with a 5 day catalyst workshop including ½ day community workshop in Ngima (see the workshop report in Appendix 1). The catalyst workshop trained 25 champions – 13 male & 12 female (15 staff and 10 farmers) in the Vision Journey and Gender Balance Tree. There was also a brief introduction to the Empowerment Leadership Map and Challenge Action Tree for the staff. The community workshop was organized by the champions who brought a further 12 women and 21 men and introduced the Vision Journey. Soon after the workshop there was a high turnover so most of staff trained left.

This report outlines the achievements, challenges and lessons for future in Ngima village between November 2013 and June 2014. It is based on followup review and for the training in Ngima between 19 - 29 June by Linda Mayoux and Charles Kainkwa (Hivos CPT Coordinator). The review was conducted simultaneously with catalyst workshop (see Trip report in Appendix 2). Unfortunately, although we were requested by CMS to come at this time, this was a beginning of picking season so CMS staff were very busy and we were not able to meet with them and only briefly with Lucas Ngunguru (CMS staff). In Ngima, there were 3 funerals which also limited the time that Charles could spend on interviews with champions. The review included four meetings of 2 to 4 hours with champions and

new people focusing on facilitation skills and Gender Balance Tree and Charles interviewed the 10 champions in Ngima (see champions' profiles in Appendix 3).

In February 2014, two of the few remaining CMS staff (Joseph Mbepera and Lucas Ndunguru) attended the Gender Strategies for East Africa workshop in Same. There they met champions from Kilimanjaro and reviewed the basic tools including the Empowerment Leadership Map and Challenge Action Tree and were introduced to the Coffee Tree. After their return, they both started to introduce the tools to other CMS staff. Joseph started sharing the tools with the community in Ngima and Lucas introduced it to other people in Mbinga town where he lives including the school. There has been very little input and no training for senior management of CMS. CMS process is therefore an example of what can happen with very little organizational support.

## Summary results of the follow-up review

### Vision Journey

Vision Journey is strategic planning tool to achieve vision by identifying opportunities, challenges, targets/milestones and activities to be done. The review looked at how the tools were used, progress towards the vision, opportunities, challenges and indirect outcomes from the planning.

What has been easy? Vision Journey has been quite well understood by champions and enthusiasm is high. In summary during last/initial catalyst workshop, most champions had a vision to improve their houses or build a bigger/new one, increase in coffee production, cultivate new crops, doing some savings and buying properties including radio, livestock, vehicle and plot.

What has been achieved on the visions? Common achievement among them was ownership of new properties including radio, livestock, plots etc from their vision. Although it was not in their visions but some are employed and the rest have started new business.

What has been more difficult? Realizing which changes are the results of GALS and which are not. Tracking changes in terms of quantity/numbers in their Vision Journeys.

What are the further steps? How the principles of planning and basic steps have been understood, far more useful details could be added to make it an even more powerful planning tool for business and other visions. The idea of tracking and monitoring over time needs to be reinforced and followed up.

### Gender Balance Tree

Objective of Gender Balance Tree tool is to analyse the relationship in the household. GBT has 4 parts: trunk with a balance, roots, branches and fruits. The review looked at the understanding of gender, how far the green fruits had been achieved and the reasons.

Gender Balance Tree was most difficult diagram for the champions. They had the tool but did not use it the proper way. The purpose of the fruits had also not been understood. Also the fruits have been misunderstood and the property issue had fallen off completely. So no ripe fruits yet. The gender dimension had also not been understood by Joseph or Lucas. The main focus had been just on working together rather than promoting equal property and rights. In general this tool had received less attention than the Vision Journey.

What are the reasons for GBT being difficult? Time adjusting the catalyst workshop for this was short. During the last year's workshop, participants were going in and out so Linda couldn't well finish the Gender Balance Tree. Also the mix of staff and farmers during the initial catalyst workshop made it difficult to go into details that would be relevant for both, given their different economic activities. There is also a domination of men in the process and it was evident during group presentation and discussion. On the other hand women managed to facilitate the tool with new trainees in a group meeting at the end of the review.

### Empowerment Leadership Map

Main purpose of Empowerment Leadership Map is to make participants understand that everyone is a leader (of change) and reviewing pyramid peer-sharing process. The review looked at how far the champions had using the tool to track the outreach.

This was most understood diagram by the champions so it was easy to track how many people each has reached. The diagram was introduced to Lucas and Joseph in February 2014 who shared with the rest of champions.

Although champions understood the Map but they didn't go further in establishing "What they can change?" and "How can they change it?" by putting smiley faces. They were using green circles to identify people that they intend to share with and added a red circle when they reached.

Some of the champions kept the record of the 2<sup>nd</sup> generation champions instead of mentoring them to effectively use the Map but they didn't keep a record of the how many of those changed and not changed. It seems like the concept of asking the people to share with others and tracking changes was getting lost along the way.

## Conclusions

Champions understood Vision Journey in the meantime Gender Balance Tree was not well understood.

According to the champions most properties are mutually owned in the family even though there are no formal documents. Previously men believed that things belonged to them.

Through their Empowerment Leadership Maps in total, 10 champions had reached other 471 people. Which were the most effective methods of upscaling? Church, Demo plots/CPU groups meetings and neighbours.

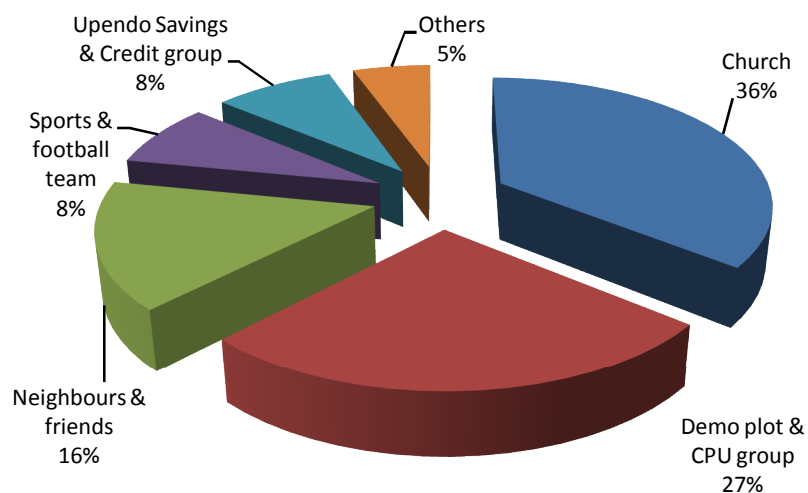


Figure 1: Outreach in terms of method used

### Unexpected achievements:

One of the biggest achievements catalyzed by the champions in Ngima is establishment of Savings and Credit group by the name of Upendo (see Appendix 4).

Through the visioning champions have bigger ambitions for themselves and more visibility in the community and this has led indirectly to their getting employment, being a member of primary school committee etc.

### Areas of attention:

Joseph has been at the forefront of the expansion but this has been discouraging other people from coming forward. There is a need to diversify leadership if it is to expand and this requires some negotiation with CMS. In particular there is a need to get gender balance in leadership and encourage women to take positions in leadership. Some women have shown considerable potential leadership and facilitation skills.

Need to look at the power relations in Upendo group including increase the voice of women not just formal positions.

Use of color pens and the need to arrange for green ones.



## Way forward

Charles to do the following for CMS process in September 2014 in Mbinga:

At organizational level

- Charles to do continuous monitoring of Lucas Ndunguru's process.

In Ngima village

- Introduce GALS materials by September 2014, notebooks and November/December for 2015 calendars. Setting up Community Fund through Upendo group. This can be a promising business case for Upendo Savings and Credit group (see Appendix 4).
- Review GALS tools of all champions which includes Vision Journey, Gender Balance Tree, Empowerment Leadership Map and new Livelihood tools to see outreach and impact of the process.

## Appendix 1: Trip report June 2014 followup review

Charles Kainkwa, Hivos CPT Coordinator

Date: 19 – 25 July 2014

### Initial schedule

18 <sup>th</sup> June	Travel Arusha – Dar es salaam
19 <sup>th</sup> June	Travel Dar es salaam – Mbinga
20 – 29 <sup>th</sup> June	<b>Follow-up in Ngima village</b>
30 <sup>th</sup> June	Travel Mbinga – Dar es salaam – Arusha
9 <sup>th</sup> July	<del>Travel Arusha – Nairobi</del>
10 – 24 <sup>th</sup> July	<del>Training with ECOM – SMS in Kenya</del>
25 <sup>th</sup> July	<del>Travel Nairobi – Arusha</del>

### Agenda

1. Assist Linda Mayoux in making follow-up and documentation of GALS process by Armajaro – CMS in Ngima village, Mbinga in Tanzania.
2. Coordinate Linda Mayoux's logistics in Tanzania.
3. ~~Assist Linda Mayoux in introduction of GALS methodology to ECOM – SMS staff in Kenya.~~

### Expected results

- Follow up with champions trained under CMS programme in Mbinga; (together with CMS champions) and documented.
- Internal flights, transport within Tanzania, accommodation and meals in place. Translation English – Swahili – English whenever required.
- ~~— GALS methodology introduced to new ECOM – SMS staff in Kenya.~~

### Day by day report

Preparation for Linda Mayoux's visit in Tanzania went well with her local flights, accommodation and pickup reservation in place. Grace Murungi (TKL Special Projects Coordinator) assisted Linda to print a manuals on livelihood tools in Moshi as she will travel by bus to Mbinga.

#### Thursday, 19 June

Grace, Charles and Linda had an initial planning meeting for the whole process. Grace and Linda went further to see how things will go in Same, after the Mbinga trip.

#### Friday, 20 June

This was the planning day for TKL, CMS staff and Linda Mayoux. CMS staff were Lucas Ndunguru, Joseph Mbepera and TKL staff were Deogratius Ndunguru, Joseph Nkondola and Grace Murungi. The first step was to map TKL and CMS farmers' groups in Mbinga for a visualization of GALS upscaling. It was also realized that there is a merge

between working area of TKL and CMS in Mbinga. TKL staff suggested that GALS could be introduced first in 2 CPUs namely Ilela or Lugali and CMS to continue in Ngima. Then later Charles presented the 20 – 30 July plan and everyone was confident about it.

In the evening Linda, Charles and Grace visited TKL Office to brief Richard Bliault – Sustainability Operations Manager and Carl Lutz Bayerkoehler – Country Manager about the whole week's plan. Richard suggested Myangayanga for GALS training. But the intention was to training the CPU staff who are near were the catalyst are going to take place in Ilela. So staff training took place at Nyoni CPU.

#### **Saturday, 21 June**

In the morning, Linda and Grace facilitated the TKL GALS Staff Training at TKL Offices. 4 staff (2 Female and 2 Male) participated in it. This was a half working day for TKL staff and so participants were often occupied by some duties in the office. Linda and facilitated pairwise discussion, expectations from participants, visioning and Linda explained Gender Justice, Action learning (including facilitation skills and tools) and System – self esteem.

In the evening Linda and Charles discussed what questions to ask in Ngima the next day. Linda insisted the need to take picture of each champions' tools so as to see the success and challenges. The pictures can include the house, coffee farm, environment in general and anything that relates to the champion.

#### **Sunday, 22 June**

In the morning, Linda and Charles had a discussion on producing some GALS training materials which would be used to upscale the process further, serves as a monitoring tool and which champions can resell at any price to get profit.

In the afternoon, Joseph had invited Linda and Charles to Ngima TAG church for community workshop where champions introduced the methodology the previous Sunday. At the beginning of the training there were 15 men and 19 women but at the end, only 11 men and 5 women stayed behind. Participants did a review of Empowerment Leadership Map and most of them seemed to have retained the knowledge.

#### **Monday, 23 June**

This was a review day itself so Charles went to Ngima in the morning meanwhile Linda joined Linda for TKL. The visits were more of discussion about their diagrams, starting with Vision, Vision Journey, Gender Balance Tree and lastly by Leadership Empowerment Map.

#### **Tuesday, 24 June**

The issue of GALS materials were introduced to champions in Ngima, the following was agreed:

1. To make two kinds of notebooks ie: a small 20 x 24.5cm and big 20 x 32.5cm counter book size.
2. To include steps and explanation of basic GALS tools on the inside and back of the books. Tools will include Visioning, Vision Journey, Gender Balance Tree, Empowerment Leadership Map and Multilane
3. Upendo Savings & Savings group could be used as a distribution point for champions. The group could evaluate the potential market in Ngima then put an order through Charles and receive the books.

#### **Thursday, 25 June**

This was a day for community workshop in Ngima for Livelihood tools but there seemed a need to do revision for the basic tools. Champions presented Vision Journey, Gender Balance Tree and lastly Joseph presented the Business/Coffee Tree. Linda explained briefly about the Business/Coffee Tree.

Lastly Linda invited 3 champions from Ngima to join the meeting with Samuel Thuo and Simon Kamau (CMS Senior staff). This is to present the present extent of the process, plan the wayforward and discuss about GALS logo for materials.

#### **Friday, 26 June**

Joseph Mbepera, Avelina Nkolela and Marieta Mbepera (CMS champions from Ngima) came to Mbinga town as discussed yesterday with Linda. The main objective for this meeting was to agree/finalize the Mbinga GALS process logo which would appear on the materials and the plan of action until September 2014. Later in the day, logo

At this point, Sam and Simon were invited for a brief meeting about GALS materials, distribution and way forward. They were briefed that Linda is to come again in April 2015 meanwhile Charles in September, December 2014 and April 2015. Before closing champions confirmed our RC church visit the coming Sunday, 29 June for 2<sup>nd</sup> community workshop.

#### **Sunday, 29 June**

We arrived in Ngima RC church at 11AM, the service was not over until 1PM although the plan was to start sooner. We were given time to introduce ourselves and mention that any person interested to learn GALS should join us after the service in the Upendo Savings & Credit group meeting place. The attendance was 20 women and 6 men, who were placed in three groups, two women groups and one for men. Two women groups drew the Gender Balance Tree facilitated by Avelina Mbepera/Theodosia Kapinga and Marieta Mbepera/Eva Mbepera and Joseph Mbepera had to facilitate men's group regarding Business/Coffee Tree.

The workshop was closed at 5PM discussing with the champions the wayforward about the materials. Champions felt confident about the distribution of the materials through Upendo group. To start with, in Ngima village there are 8 schools each with atleast 400 students who would need 3.200 notebooks. So 5.000 notebooks could be enough to capture the potential market in Ngima village.

#### **Action points**

Charles to do the following for CMS process in September 2014 in Mbinga:

At organizational level

- Charles to do continuous monitoring of Lucas Ndunguru's process.

In Ngima village

- Introduce GALS materials by September 2014, notebooks and November/December for 2015 calendars. Setting up Community Fund through Upendo Savings & Credit group. This can be a promising business case for Upendo Savings and Credit group.
- Review GALS tools of all champions which includes Vision Journey, Gender Balance Tree, Empowerment Leadership Map and new Livelihood tools to see outreach and impact of the process.

## Appendix 2: Initial catalyst workshop report

### GALS Initial Catalyst Workshop (28<sup>th</sup> October – 1<sup>st</sup> November 2013)

The workshop was not preceded with the planned preparation meeting on Sunday as CMS senior field staff (Samuel Thuo) was not available until Monday meanwhile the workshop started at 9AM. No arrangements were made for our accommodation and we were able to see the venue or check on the materials eg: books, pens etc. On Monday the materials were not as requested and so had to be purchased. Phyllis was also not available for discussion as she had also last minute change of travel arrangements. We were not informed despite trying to contact her several times and didn't know when she might arrive if at all.

In the evening, we had a discussion with CMS staff (Samuel Thuo, Simon Kamau and Robert). The discussion was on the GALS process in Mbinga, including:

- Selection criteria of champions was not followed as 15 out of 25 participants – 13 male & 12 female were CMS staff (mainly drivers, sweepers and accountants) meanwhile the 10 farmers came from a single village (Ngima).
- List of champions was not available to share with Linda before and after so I had to pass a piece of paper for them to write their names.
- I also had to play a part of translator for this week as well as making all arrangements and logistics for the workshop and changing the bookings so there was no one to document the process in detail. Although CMS suggested the use of Luka (CMS Staff) as a translator, he was constantly called out for other tasks and also his English was not good enough. This puts a concern whether we need to enter in agreement with a translator for Linda's future activities in Tanzania.
- CMS senior staff had no time at all to spend for GALS training as they claimed to be very busy and hadn't read any of the materials even the introduction. Also they had no time for Linda the following week from 4th – 8th November so they saw no need to keep her in Mbinga. As we also hadn't heard from Phyllis despite contacting her several times, the plan was for Linda to leave with me on 2nd November. I also discussed this with Boniface and Catherine before changing the bookings.

### Catalyst Workshop

Day 1: Participants learned drawing skills, drew their personal vision and shared this in groups also discussing some gender issues. Participants watched the GALS DVD and had listened to BJ presentation with questions and answers session. When they went home they shared what they had learned with their family members and neighbors as part of the preparation for peer sharing.

Day 2: The day started by having a discussion on the experience of their sharing at home. BJ presented their Vision Journeys. Participants then drew the Vision Journey in their books. Also they came up with Vision Journey song. When they went home they shared their Vision Journey diagram and improved drawings.

Day 3: The day started with feedback from sharing, most participants said this time people at home were much more interested in the methodology. BJ presented their Gender Balance Tree then participants drew theirs in the books. We reviewed the Vision Journey song and one group prepared the Gender Balance Tree.

Day 4: We started at 8:15AM so as Linda could explain Challenge Action Tree to staff so as they could work on two trees on their own and practice the participatory process so as they can replicate the tree for other issues in the group meetings in the community. The men staff chose to work on the issues of men having too many children

because they wanted their wives to have a child each year in order to keep them at home. They also wanted to work on alcohol addiction after that. The women wanted to work on the issue of men deserting them leaving them with many children.

Then at 10:30AM we left for Ngima community workshop. We didn't have any CMS staff accompanying us in the field. This was originally planned for the next week but because farmers came from a single village so one day was enough for the immediate community followup. Even though champions had only been told a change of schedule on Tuesday and had been in the workshop whole day Wednesday and only had the evenings to organize, 8 champions brought 12 women and 21 men in the workshop so that's 4 per champion. 2 champions had unavoidable family matter. Two of the participants were from local government. The following is how it went:

- The champions sang a Vision Journey song and others joined in.
- One of the champions explained the Vision Journey
- Participants then split into groups with one champion to draw their own vision and journey.
- BJ gave presentations on how they have benefitted from using the tools and how the system is now sustainable through member contributions in BJ.

The event was generally well organized and presented, but there were some challenges:

- i. He started explaining the challenges instead of opportunities
  - ii. He didn't explain activities done in between before reaching each target
  - iii. Women didn't contribute as much as men so Linda had a discussion on Friday afternoon on some ways of addressing this eg: specific encouragement by men and having separate women's and men's groups for some discussions to increase women confidence.
- Contrary to the fears champions had previously had, people took to drawing very easily.
  - People didn't bring an exercise book or pen so we used individual paper from counter book and unused pencils that were provided for the workshop.

We left Ngima at 3PM and the champions carried on with the meeting to finish their diagrams and discussed how they would continue and scale up including where and when to meet next. Also ask them to bring their own exercise book, pen and pencil.

After we came back, we found out that staff hadn't finished the assignment because CMS had brought training into the room and pushed the champions out without informing us.

In the evening Phyllis telephoned us to say she was in Mbinga and would like to meet us. So we met with her for brief after dinner and had a longer discussion over breakfast the following day.

Day 5: Participants sang the two songs. In the morning, participants reviewed the two tools to make sure everyone knew the steps. There was not time to start Social Empowerment Map. Instead we had a more indepth discussion on the Gender Balance Tree and particular the issues of joint ownership of property and savings based on the changes that the champions had identified on their Gender Balance Trees. From the discussion it was evident that there was a shift of attitude from both men and women towards universal acceptance of joint ownership and working together as an ideal.

In the afternoon, Linda got feedback from the champions from Ngima on what had happened after we had left. They had continued for quite some time, agreed they would continue to meet in the same hall and that next time people would bring their own books and pens – based on what they heard from BJ. Linda then explained the principles of pyramid peer upscaling and the champions discussed this, though there was not time to do a detailed plan. Linda went through the steps of the tools so as to make sure they had them at the back of their heads. But they confirmed their enthusiasm to have a meeting the following week. Phyllis was in the discussion with staff making an upscaling plan.

#### List of participants

	Name	Gender	Village	Position
1.	Ambrose Nchimbi	Male		Farmer
2.	Peter Meshack	Male	Challe	Farmer
3.	Sholastika Komba	Female	Kihuka	Farmer
4.	Lusius Francis	Male	NA	Farmer
5.	Agustha Mbepera	Female	Ngima	Farmer
6.	Avelina Nkolela	Female	Ngima	Farmer
7.	Eva Mbepera	Female	Ngima	Farmer
8.	Festo Nkolela	Male	Ngima	Farmer
9.	Frank Kapinga	Male	Ngima	Farmer
10.	John A Mbepera	Male	Ngima	Farmer
11.	Marietha Mbepera	Female	Ngima	Farmer
12.	Theodosia Kapinga	Female	Ngima	Farmer
13.	Tisian Mbepera	Male	Ngima	Farmer
14.	Gido Turuka	Male	Njombe	Farmer
15.	George Ndomba	Male	NA	CMS Staff (Driver)
16.	Julius Ndomba	Male	NA	CMS Staff (Driver)
17.	Vitalis Mbunda	Male	NA	CMS Staff (Driver)
18.	Joseph Mbepera	Male	N/A	CMS Staff
19.	Elizabeth Mbunda	Female	NA	CMS Staff
20.	Eribetha Komba	Female	NA	CMS Staff
21.	Herswida Kapinga	Female	NA	CMS Staff
22.	Lucas Ndunguru	Male	NA	CMS Staff
23.	Maria Mbawala	Female	NA	CMS Staff
24.	Mariana Mbele	Female	NA	CMS Staff
25.	Zuhura Mohamed	Female	NA	CMS Staff



### Appendix 3: Champions profiles

Avelina Nkolela

**Sex:** Female

**Marital status:** Married

**Family:** Has a daughter. Lives with in-laws

**Vision**

- Her vision was to buy a radio, plot, build a house and keep some savings.

**Personal achievements from Vision Journey:**

- Has recently started a petrol business and a small vegetable garden, plans to expand the garden.

**People reached in Leadership Empowerment Map:**

- Reached 6 neighbors.





John A Mbepera

**Sex:** Male

**Marital status:** Married

**Family:** Has several children and lives the youngest.

**Vision**

- His vision was to increase number of cattle, build/reconstruct old house.

**Personal achievements from Vision Journey:**

- Currently producing bricks.
- He is the chairman of Upendo Savings and Credit group.

**People reached in Leadership Empowerment Map:**

- Reached 15 neighbours and 40 members of Upendo group.



Marieta Mbepera

**Sex:** Female

**Marital status:** Married

**Family:** Has several children. Lives with the father

**Vision**

- Her vision was to buy a radio, a plot of her own and save some money.

**Personal achievements from Vision Journey:**

- Has recently opened an account
- Bought a radio and a plot.
- This season she is expecting an increase in volume of coffee.
- Recently she was employed by local government as a Village Health Worker.

**People reached in Leadership Empowerment Map:**

- Reached a husband, 7 neighbours, 4 friends, several women at the Village Clinic.



Eva Mbepera

**Sex:** Female

**Marital status:** Not married,

**Family:** Marieta's niece, inherited a house and coffee farm from the father. Has several children.

**Vision**

- Her vision was to buy a radio, increase coffee production and growing some maize & wheat.

**Personal achievements from Vision Journey:**

- Has opened an account
- Bought a radio (although small)
- This season she started growing wheat.
- She is the Treasurer of Upendo Savings and Credit group.

**People reached in Leadership Empowerment Map:**

- Reached 30 choir members at Ngima RC, her 3 children, 7 neighbors and a friend.





Festo Nkolela

**Sex:** Male

**Marital status:** Not married

**Family:** No

**Vision**

- His vision was to build a house, buy a vehicle, some livestock including cow, goat and chicken.

**Personal achievements from Vision Journey:**

- He has bought a cow, 2 goats, 5 chickens and a plot.

**Other**

- Recently he was employed in Ngima AMCOS.

**People reached in Leadership Empowerment Map:**

- 1 friend and 35 young men in Ngima RC.



Tisian Mbepera

**Sex:** Male

**Marital status:** Married

**Family:** He has children.

**Vision**

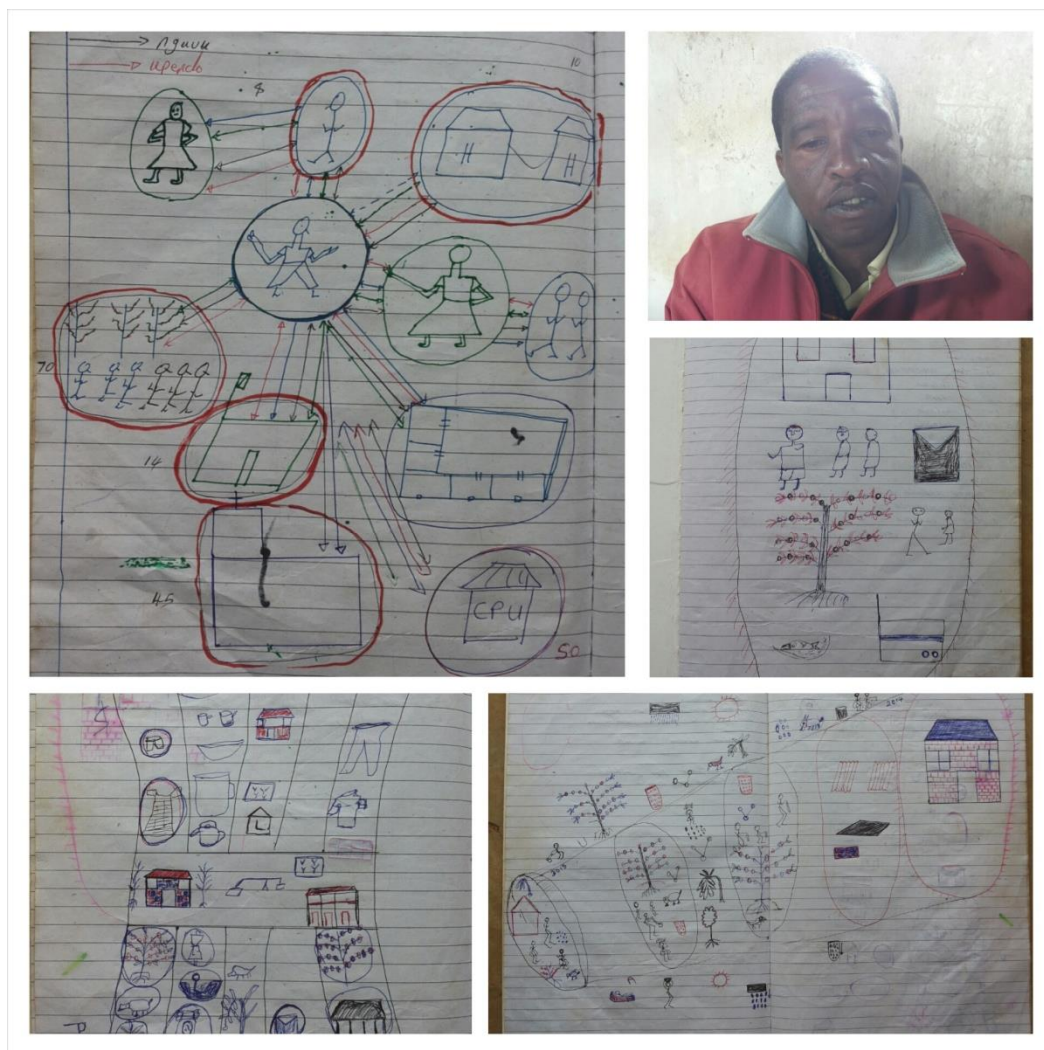
- His vision was to buy a radio, building fish pond, new house and save some money.

**Personal achievements from Vision Journey:**

- Opened an account at Mbinga Community Bank

**People reached in Leadership Empowerment Map:**

- His wife, 8 friends, 14 government officials, 45 people in RC church and 50 farmers in the CPU group.



Lucius F Mbepera (Malumba)

**Sex:** Male

**Marital status:** Married.

**Family:** Has children.

**Vision**

**Personal achievements from Vision Journey:**

- The house plan and 10,800 bricks in place.
- Has some wood ready to build a cattle barn.
- He is a chairman of Ngima Primary School committee.
- A coach of Ngima village football team.

**People reached in Leadership Empowerment Map:**

- His wife, 28 players, 6 teachers and 4 young men at the shop.





Theodosia Kapinga & Joseph Mbepera

Theodosia and Joseph are married and have several children. Joseph is Tisian's younger brother and they live close by. Joseph and his brother are sharing the same note book.

#### **Vision**

- They plan to build a house in a joint owned plot which has trees.

#### **Personal achievements from Vision Journey:**

- Opened a joint account, bought a radio and a small milling machine.

#### **People reached in Leadership Empowerment Map:**

- Theodosia has reached 10 neighbours and 15 at the church meanwhile Joseph reached 45 people in church, 70 at the demo plot and 8 friends.



Frank Kapinga

**Sex:** Male

**Marital status:** Married

**Family:** Lives with his wife at his mother's house.

**Vision**

**Personal achievements from Vision Journey:**

- Recently bought solar, a radio and several chicken.

**People reached in Leadership Empowerment Map:**

- Reached a wife, 3 neighbors, 6 farmers at demo plot, 1 friend and 10 fellow football players.





## Appendix 4: Business case for GALS

Linda Mayoux was contracted to make business case for GALS, the current decision is to produce notebooks and calendar and champions will receive them at cost price and they would resell them at higher amount. After the issue of GALS materials was introduced to champions in Ngima and Ilela village, the following was agreed:

- i. To make two kinds of notebooks ie: a small 20 x 24.5cm and big 20 x 32.5cm counter book size.
- ii. To include steps and explanation of basic GALS tools on the inside and back of the books. Tools will include Visioning, Vision Journey, Gender Balance Tree, Empowerment Leadership Map and Multilane.

Potential market in was estimated to be 5.000 notebooks in each Ngima and Ilela village. This could be done between September and December when parents are buying them for their children`s school. Business case and establishment of community fund from selling GALS materials came during followup in Ngima village. The actual business calculations are as follows:

Notebooks	<u>Production cost</u>	<u>Selling price</u>	<u>Profit</u>
	5.000 x 300 Tshs = 1.500.000 Tshs	5.000 x 400 = 2.000.000 Tshs	500.000 Tshs
	10.000 x 150 Tshs = 1.500.000 Tshs	10.000 x 400 = 4.000.000 Tshs	2.500.000 Tshs
Calendars	1.000 x 4.500 Tshs = 4.500.000 Tshs	1.000 x 5.000 = 5.000.000 Tshs	500.000 Tshs

One of the biggest achievements catalyzed by the champions in Ngima village is establishment of Savings and Credit group by the name of Upendo. The group started on **date established???** with 50 members and currently it has 40 members. Upendo could be used as a distribution point for champions in Ngima whereby they would be given notebooks in advance then return the production cost to Hivos through electronic transfer ie; MPESA or bank. This will be beneficial especially if Upendo becomes a central point for distribution of GALS materials in Ngima village. The group could evaluate the potential market in Ngima then put an order through Charles and receive the books. Now members pay a registration fee of Tsh 5.000 putting a total amount of savings in the group be Tshs 200.000 only. This cannot be enough to make an advance payment. Also another risk is that the group is not registered and it may mean dealing with an individual rather than group. There has been an attempt to include women in the committee. Women were in the post of Deputy Secretary, Vice Chairperson, Treasurer and the Timekeeper but they seemed not having power.

**Chairman:** John Mbepera (Male). In the past he received training on Accounting by Mbinga Community Bank and he is also an accountant of Ngima SACCOS. For his full profile see page 17.

**Vice Person:** **???** (Female)

**Secretary:** Joseph Mbepera (Male). He is CMS field staff/promoter farmer for Meru village but lives in Ngima. In the past he used to work for TechnoServe. For his full profile see page 23.

**Deputy Secretary:** **???** (Female)

**Treasurer:** Eva Mbepera (Female). See her profile page 19.

In Ilela, things would be different as compared with Ngima. Joseph Ndunguru (TKL staff) is also a Village Executive Officer. He can receive the notebooks and become like a distributor although he would also faced with the same challenge of unable to pay in advance.