

Women in Business closure workshop



Dar es Salaam, Tanzania 19–20 September 2022

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INITIATIVE ON
Sustainable Animal
Productivity


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Content

Figures	v
Acknowledgements	iv
Executive summary	v
Acronyms and abbreviations	vi
Acknowledgements	viii
1. Introduction	1
1.1. Workshop structure and process	1
1.2. Opening and ground-setting session	2
2. WIB Project Overview	4
3. Key learnings	7
3.1. Nutrition	7
3.2. Empowerment issues	7
3.3. Gender norms and women's engagement	8
3.3.1. What worked well?	8
3.3.2. What could be improved?	8
3.3.3. Learnings	8
3.4. The role of social media in gender norms	9
3.4.1. What worked well?	9
3.4.2. What could be improved?	10
3.4.3. Learnings	10
3.5. Chicken value chain actors	10
3.6. Key approaches to empowering young women vendors	10
3.6.1. Approaches used	11
3.6.2. What went well?	11
3.6.3. What could be improved?	11
3.6.4. Lessons learned	11
3.7. Policy issues at the regional level	12
3.7.1. The roles	12
3.7.2. What worked well?	12
3.7.3. What could be improved?	12
3.7.4. Lessons learned	12
3.8. Policy issues at the local government level	13
3.8.1. The role of Ruangwa DC	13
3.8.2. What worked well	13
3.8.3. Challenges	13
3.8.4. Way forward	13

3.9.	Contributions from plenary discussions and Q&A	14
4.	Strategies to improve approaches transitioning to SAPLING	16
4.1.	Researchers	16
4.2.	Policymakers	17
4.3.	Vendors/service providers	17
4.4.	Farmers	18
5.	Introduction to the SAPLING Initiative	19
5.1.	Overview of SAPLING	19
5.2.	Work package 1: Tropical Poultry Genetic Solutions	22
5.3.	Work package 3: Sustainable Livestock Productivity for Gender Equity and Social Inclusion	23
5.4.	Transition to SAPLING – What do we do, how and with whom?	24
6.	Way forward	28
7.	Evaluation	29
8.	Closing remarks	30
	Appendices	31
	Appendix 1. Women in Business Closure Workshop – Program	31
	Appendix 2. Women in Business Closure Workshop – List of participants	32
	Appendix 3. Women in Business Closure Workshop: Pre-workshop activity – Questionnaire	33
	Appendix 4. Participants’ views on critical barriers in chicken industry growth	33
	Appendix 5. Women in Business Closure workshop 19-20 September 2022. Photo gallery	34

Figures

Figure 1: Invited participants' involvement in project implementation	1
Figure 2: WIB Closure workshop, stakeholder representation	2
Figure 3: Amos Omore addresses the participants	2
Figure 4: Alessandra Galie makes her presentation	4
Figure 5: The story of a woman vendor inspired others	9
Figure 6: The focus of SAPLING	20
Figure 7: Countries implementing SAPLING and the value chains	20
Figure 8: Expected outcome of SAPLING	22
Figure 9: Tadelle Dessie makes a presentation	22
Figure 10: Performance of selected Horasi chicken in Tanzania	23
Figure 11: Brenda, a WIB vendor/service provider makes a presentation during a gallery walk session	25
Figure 12: Workshop evaluation: Participant's rating	29

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Executive summary

The report covers the Women in Business closure workshop conducted on 19 and 20 September 2022. The objective of the workshop was to gather and discuss lessons learned from partners and stakeholders on various components of the project. Based on the learnings, ideas would be generated on how to shape the follow-up work under the CGIAR initiative, Sustainable Animal Productivity for Livelihoods, Nutrition and Gender inclusion (SAPLING).

The workshop facilitation process was designed to use several methods to increase participant engagement and interaction. These comprised PowerPoint presentations, plenary and buzz group discussions, world café technique which allowed multiple rounds of small group discussions, gallery walks and powerful energizers to keep participants alert throughout the day.

An overview of 'Women in business (WIB): chicken seed dissemination in Ethiopia and Tanzania project' was presented. A review of the successes, failures and lessons learned on issues related to nutrition, gender norms and women's engagement, empowerment and improvement in the chicken value chain was shared. The main approach adopted by the project was the 'women vendors model' where young women veterinarians are supported to start a poultry business to deliver improved chickens and animal health advice to women farmers from remote areas. These vendors also provide a market for the older chickens raised by the farmers. The business skills of young women vendors were enhanced using the Lean Canvas Business model. The role of government in supporting vendors was also demonstrated in Ruangwa District and Kilimanjaro region.

Testimonies revealed that the WIB project enhanced access to chicken and livestock services among women farmers from remote areas, thus increasing productivity. The initiative enhanced women's economic empowerment through the sale of chicken and eggs, and increased consumption of chicken meat and eggs to improve their nutrition. Participants also discussed and made suggestions on how SAPLING, the new initiative, could build on the successes of WIB.

An overview of the Sustainable Animal Productivity for Livelihoods, Nutrition and Gender inclusion (SAPLING) initiative was presented. SAPLING aims to fill critical productivity and value chain competitiveness gaps by developing a pipeline of new and existing demand-driven, co-delivered health, genetics, feeds and market systems innovations including climate-smart and digital solutions. SAPLING aims to reach 800,000 livestock keepers by 2024, 50% of whom are women, to support the attainment of sustainable productivity, resulting in improved livelihoods. The initiative will work in Ethiopia, Kenya, Tanzania, Uganda, Vietnam, Mali and Nepal. The expected outcome is that public and private decision-makers utilize the initiative innovation packages to inform policies and investments in seven countries, aimed towards an inclusive and sustainable livestock system, including progress towards equality and inclusion.

SAPLING will work closely with the Tropical Poultry Genetic Solutions (TPGS) being implemented under the Indigenous Chicken Breeding Program. TPGS aims to evaluate and deliver a dual-purpose chicken that produces more eggs and grows faster under sub-standard conditions. This will be explored under TPGS and SAPLING Working Package (WP) 1.

The entry point under SAPLING WP3 is the empowerment of women and youth. Two types of gender research, namely, (i) Integrated (GI) - gender analysis to improve intervention performance to be implemented in all SAPLING countries; and (ii) Strategic (GS) – gender analysis will be conducted towards gender equality in four countries: Ethiopia, Tanzania, Uganda and Vietnam.

WIB approaches, and the vendor model will be adopted into the SAPLING framework with some improvements. For example, there will be an increase in the number of groups of vendors. In addition, given the integrated nature of SAPLING, Work Package 3 will introduce the Women-Led Dairy Business. Efforts will also be put into introducing gender dimensions in ICT and harnessing digital technologies. The SAPLING initiative puts emphasis on testing ICT solutions and the use of digital platforms to fill the gap in extension service delivery. The rationale behind the ICT intervention is to support the government in increasing access to extension services which have experienced a dramatic decline in the last decade. Furthermore, it was noted that there will be a close collaboration with the Ministry of Livestock and Fisheries to facilitate increased engagement of extension service providers in leveraging the various technologies, including the ICT revolution. Strategies in areas of intervention at the farmer, vendor, researcher and policymaker level were also discussed.

Acronyms and abbreviations

ACGG	African Chicken Genetics Gain
AsCGG	Asian Chicken Genetic Gains
CCAFS	CGIAR Research Program on Climate Change Agriculture and Food Security
CGIAR	Consultative Group of International Agricultural Research Centre
COVID	Coronavirus disease
DC	District Commissioner
DED	District Executive Director
DLO	District Livestock Officers
DOC	Day-old chicks
EIAR	Ethiopian Institute of Agricultural Research
FacT	Facilitating Change Tanzania consulting
FFS	Farmer Field School
FGD	Focus group discussion
GPS	Grand Parent Stock
GRA	Gender Responsive Approach
HH	Household
ICT	Information Communication Technology
IITA	International Institute of Tropical Agriculture
ILRI	International Livestock Research Institute
KII	Key informant interview
KIT	Royal Tropical Institute, Netherlands
LGA	Local Government Authority
M&E	Monitoring and evaluation
MEL	Monitoring, evaluation and learning
MLF	Ministry of Livestock and Fisheries
NGO	Non-governmental organization

Q&A	Question and answer
RAS	Regional Administrative Secretary
RBET	Reach Benefits Empowerment and Transformation
SAPLING	Sustainable Animal Productivity for Livelihoods, Nutrition and Gender inclusion
SBCC	Social behaviour change communication
SUGECO	Sokoine University Graduate Entrepreneurs Cooperative
TACADECO	Tanzania Career Development Consultants Company
TALIRI	Tanzania Livestock Research Institute
ToC	Theory of Change
TPGS	Tropical Poultry Genetic Solutions
TROP	Tropical Poultry Platform
UoE	University of Ethiopia
VC	Value chain
VICOBA	Village community banks
VSLA	Village Savings and Lending Associations
WELBI	Women Empowerment in Livestock Business Index
WELI	Women Empowerment in Livestock Index
WIB	Women in Business
WP	Work Package

Acknowledgements

The Women in Business closure workshop, like the project itself, was a great success. This is evidenced by participants' feedback in the evaluation and the mood of participants throughout the workshop. Thanks to the project brainchild, the design team, implementation team, the beneficiaries and the closure workshop participants. Congratulations to Amos Omore, ILRI Tanzania's Country Representative, Alessandra Galiè, ILRI's Gender Team Leader and Tadelle Dessie, Principal Scientist Animal Genetics and Lead TPGS, for their leadership and for the opportunity to facilitate the workshop. We are also grateful for the support rendered by Adolf Jeremiah, ILRI Tanzania's Field Coordinator. We would also like to express our sincere gratitude to Beauty Liundi and Veronica Kabwe for the logistics.

Aichi Kitanyi and Mary Shetto

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1. Introduction

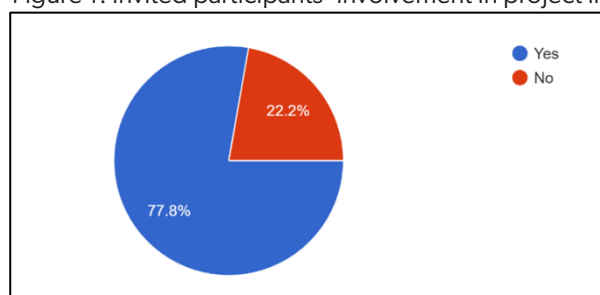
The research for development project, 'Women in business: chicken seed dissemination in Ethiopia and Tanzania', which started in 2019, under the leadership of the International Livestock Research Institute (ILRI) and in collaboration with national and international partners, ended on 30 September 2019. The project aimed to improve the availability and accessibility of high-quality and locally relevant chicken breeds for women farmers from rural areas. This was expected to enhance the income, nutrition and food security of smallholder households in rural areas. To reach the women farmers with improved chicken breeds and animal health services, 20 young women with some veterinary knowledge were trained in chicken business management and mentored on chicken businesses. The expected outcomes were the empowerment of women vendors and improved nutrition of their households. A social media company was engaged to address some of the gender norms that could prevent women from earning an income through the chicken business. Capacity building on gender was conducted throughout the project. For more information on the project, visit <https://cgiar.sharepoint.com/sites/Womeninbusiness>.

The report herein covers the closure workshop conducted on 19-20 September 2022. The objective of the workshop was to gather and discuss lessons learned from partners and stakeholders on the various components of the project and based on the learnings, generate ideas on how to shape the follow-up work under the CGIAR initiative, Sustainable Animal Productivity for Livelihoods Nutrition and Gender Inclusion (SAPLING). The closure workshop will be followed by a write shop on 21-23 September 2022 to consolidate the lessons learned, particularly on the gender capacity development activities led by the Royal Tropical Institute (KIT).

1.1. Workshop structure and process

The workshop structure and process were designed by the organizing team comprising Amos Omore, Alessandra Galiè and Adolf Jeremiah of ILRI on one hand, and the facilitation team comprising Aichi Kitalyi and Mary Shetto of FacT Consulting Ltd Tanzania through virtual meetings. Working with the workshop concept note developed by the organizing team, a program for the one and a half day meeting was drawn up (Appendix 1). Workshop objectives were: (i) to gather and discuss lessons learned from partners and stakeholders on the various components of the WIB project and (ii) based on the learnings, propose improvement approaches and strategies in transitioning to SAPLING. Participants were drawn from the project research team, direct beneficiaries, service providers and key actors in the chicken value chain (Appendix 2).

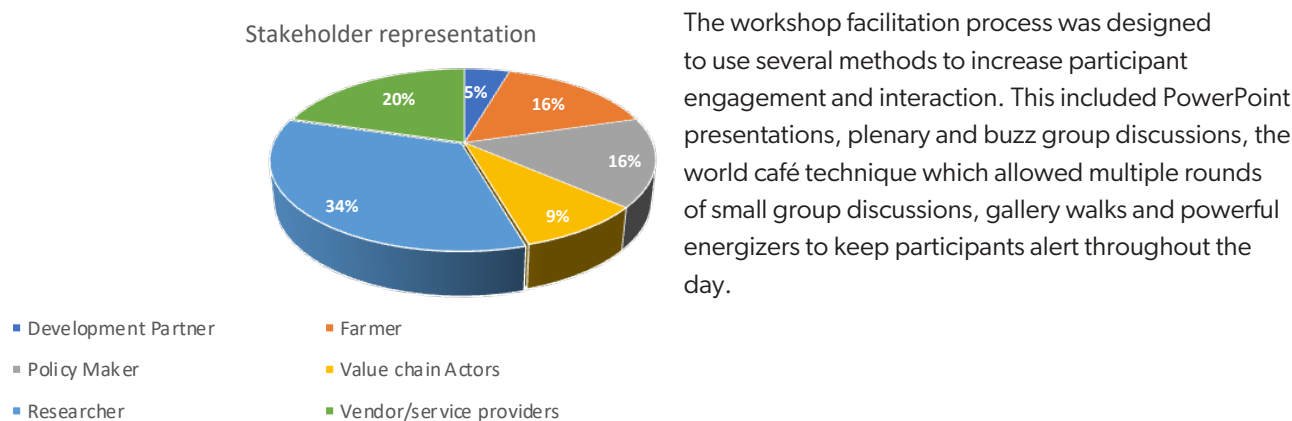
Figure 1: Invited participants' involvement in project implementation.



A pre-workshop activity to guide the facilitation process, e.g. in group formation and initiate the ground-setting, was conducted using a simple questionnaire on Google forms, which was in both English and Kiswahili (Appendix 3). Seventy-eight per cent of the invited participants were involved in the project implementation, whereas 22% were active value chain actors (Figure 1).

The pre-workshop activity collected information on stakeholder representation and their views on critical barriers in chicken value chain growth. Five stakeholder groups namely, farmers, researchers, policymakers, vendors/service providers and development partners (Figure 2) were represented. Six critical barriers in the chicken value chains comprised: cost of inputs, access to finance, quality breeds and prohibitive gender norms (Appendix 4).

Figure 2: WIB Closure workshop, stakeholder representation.



1.2. Opening and ground-setting session

Figure 3: Amos Omore addresses the participants.

Amos Omore, the ILRI Tanzania Country Representative, (Figure 3) gave opening remarks with a strong message



supporting the WIB project approaches, which he reckoned has been one of the most effective research-for-development projects he has been part of in recent decades. He noted that this project involved a rich diversity of private and public sector partners and employed innovative gender-responsive approaches and technology. He commended the vendor model and expressed his desire to see its replication and scaling in SAPLING and other projects.

The introduction of participants was accompanied by the sharing of experiences of major changes, either positive or negative, in the chicken value chain in the last three years. In small buzz groups, participants' expectations were listed and meeting ground rules agreed upon (Table 1).

Box 1: Major changes in the chicken value chain in the last three years

Positive changes

- Adoption of new cross breeds with a higher performance (i.e. SASSO, KROILERS, TANBRO)
- Increased recognition of the chicken industry as a priority in government policies
- Chicken keeping as a business
- Increased consumption of chicken meat and eggs at household level as a result of availability and affordability
- Job opportunities across the value chain increased
- Grand Parent Stock (GPS) farm opened in Tanzania (GPS requires a minimum of 500K chicks to be economical, plus specialised skills)
- ILRI's increased engagement in the chicken value chain

Negative changes

- No access to finance
- Disease outbreaks
- High cost of production, especially feeds

Table 1: Participants' expectations and meeting ground rules

Participants' expectations	Meeting ground rules
Listen to testimonies from vendors and farmers	Respect the comments/opinions of others
Case studies on the growing number of women in the chicken value chain	Time management – keep time
Networking with participants to learn from each other	Mobile phones – either off or on silent mode
Understand the perceptions and challenges of different actors participating in the project	Full participation – be here now
Understand the potential of the chicken value chain	One meeting – no side meetings
Understand the achievements of the WIB project and build on the successes	One person speaks at a time
Hear different experiences during implementation of WIB	Have fun

2. WIB Project Overview

Figure 4: Alessandra Galiè makes her presentation.



Alessandra Galiè (Figure 4) presented an overview of the **Women in Business (WIB): chicken seed dissemination in Ethiopia and Tanzania** project as part of the implementation of a global Seeds Systems Development program of Enabling and Scaling Genetic Improvement and Propagation Materials of Crops, Livestock and Fish. The program is funded by the Netherlands Government and other partners. She reviewed the achievements and discussed the lessons from the successes and challenges. She also covered possible ways of linking all these into the new initiative.

The WIB project addressed two identified problems:

- i. Chicken can be more easily controlled by women than other assets.
- ii. Women chicken farmers have limited access to improved breeds, plus input and output services – particularly in rural areas.

The hypothesis is that access to and control over *improved chicken* can have a positive impact on the wellbeing of households, nutrition and women's empowerment. WIB is built on the African Chicken Genetic Gain (ACGG) project which developed better chicken breeds that respond to the preferences of women and men. In 2019, the best breeds were identified in Ethiopia and Tanzania. The model was that the private companies multiply breeds and packaged DOCs with other needed inputs including feeds, vaccines, essential drugs and information packages on husbandry. These were delivered to brooders who reared the DOCs for four weeks and sold them locally. Analyses conducted later in 2019 revealed that the market for one-month-old chicks became saturated and these brooders could not venture further. Therefore, WIB was designed to expand the dissemination of chicken 'seed' to reach women farmers in remote areas.

The Theory of Change (ToC) aims to promote women's economic empowerment, and enhance and improve household food and nutrition security. Women are expected to sell chicken and eggs, thus, control income that will be used to purchase diverse nutritious foods. The households will also increase their consumption of chicken meat and eggs to improve their nutrition. This will be possible because women farmers from remote areas will access chicken and livestock services, thus increase productivity.

The business model provided an opportunity for hatcheries to sell their products to brooders, who thereafter sold the chicks to vendors who would then sell to farmers. Farmers would rear the chicks for 4-6 months, then sell them for meat or keep them for egg production. The vendors also provide other services to farmers like selling feeds, vaccines and drugs, plus providing markets for farmers' products. In this way, all actors benefit from the chicken value chain.

Three research questions addressed include the following:

1. What are the best women-led business models to expand rural women's access to relevant chicken breeds?
2. Can the chicken business support women's economic empowerment? If yes, how?
3. What impact does the economic empowerment of women farmers have on nutrition in their households?

The project aimed to reach and monitor 320 farmers (160 in each country) in Tanzania and Ethiopia, through 40 vendors (20 in each country); and 20 brooders (10 per country). Research issues explored comprised (i) Nutrition; (ii) Empowerment; (iii) Gender norms; and (iv) the Chicken value chain.

Approaches adopted included the following:

- Facilitated access to improved breeds (AKM Glitters; Ethiochicken)
- Gender-responsive approaches (All partners)
- Capacity development on gender for partners (KIT)
- Bootcamp, business mentoring of women vets (TACADECO, Adera)
- Capacity development on gender for service providers (KIT)
- Chicken business training of vendors (Ethiochicken)
- Nutrition campaigns (local theatre actors, Agnes)
- Engagement with policymakers involved as partners
- Gender transformation through social media (Shujaaz)

In a gender-responsive approach with vendors and brooders, the project:

1. Identified young women veterinary graduates
2. Assessed their empowerment at baseline
3. Conducted gender-responsive business incubation
4. Provided gender-responsive mentoring
5. Used transformative approaches
6. Conducted WELBI at end line evaluation

For farmers, the project conducted

1. WELI at the baseline
2. A qualitative exploration of constraints
3. WELI at the end line

With partners

1. Involved gender champions and gender experts
2. Developed gender capacity in analysis
3. Developed gender capacity in business mentoring
4. Involved policymakers from the outset
5. Collaborated with private companies

Outputs to date

1. **Two articles** by Gumucio, T. et al. 2021. Gender and seed entrepreneurship: Case studies in Ethiopia, Ghana, Kenya and Tanzania; and a CCAFS Working Paper no. 412 on Enabling and enhancing rural women's access to relevant chicken breeds: a case study of the Women-in-Business project in Tanzania (in preparation).
2. **One thesis:** Johansson: The world has changed these days; women are the ones who are keeping their families.
3. Various **presentations and posters.**
4. **Training materials:** Gender-responsive M&E; gender-responsive business incubation; nutrition
5. **Seven videos:** project; six women vendors under COVID
6. **Two strategies:** Strategy for Gender Transformative Approaches; Social Media for Social Change

Next steps: the project is ending on 30 September 2022. Activities that will be implemented between now and complete closure (December 2022) include the following:

1. A week: write shop on learning; videos of vendors (21-23 September 2022)
2. Qualitative fieldwork on linking chicken, empowerment and nutrition (26 September to 7 October 2022)
3. Finalize analysis of data (September-October 2022)
4. Finalize publications and reporting (October-December 2022)
5. Merge WIB into the SAPLING Initiative

Lessons were thereafter presented under each research component covering what worked well, key learnings and what could be improved.

3. Key learnings

3.1. Nutrition

Nutrition issues were presented by Agnes Mahembe, a nutritionist in the team. Her role was to support the nutrition component during field data collection, and to design and facilitate the nutrition campaign. She felt that the use of theatre during the nutrition campaign and involvement of vendors in the nutrition training worked well. Improvement could be ensured by including nutrition training in vendors' incubation programs. In addition, farmer identification should focus on community influencers.

Two lessons learned were:

- i. Through theatre, men were reached, hence they supported the women.
- ii. Access to chickens helped households have access to chicken meat and eggs

3.2. Empowerment issues

Immaculate Omondi summarized the outcomes of the baseline survey that was conducted in Ethiopia and Tanzania. The survey involved vendors (24) and brooders (seven, out of which four were women and three were men). It was conducted in June-July 2021 (WELBI), while that for farmers (210) took place in October-November 2021 (WELL and Nutrition). The end line survey was conducted in July/August 2022.

What worked well in the evaluation was that the survey was both a virtual and physical survey for data quality assurance.

What could be improved includes capturing key survey identifiers and beneficiary awareness of the project evaluation needs and identifying strategies.

Learnings

- i. **Women farmers** who were considered empowered were older, relatively highly educated and likely to be married. They participated more in income earning and routine household purchase activities and kept improved poultry (either improved only or in combination with local poultry). Contributors to disempowerment included work balance, self-efficacy and physical mobility. For example, the study found that women who kept improved breeds spent twice the amount of time raising poultry compared to those who kept local breeds. Women who kept improved breeds achieved comparatively higher adequacy in self-efficacy (a measure of an individual's belief in his or her capacity to execute behaviours necessary to produce specific performance attainments). They also have autonomy in income, access to credit and membership in influential groups. Regardless of the breeds kept, most women felt that poultry was important for their livelihood.
- ii. **Vendors:** High contributors to disempowerment included work balance and attitude towards domestic violence. Majority of the vendors operated small businesses of less than five people. A relatively small number (38%) of the vendors operated as 'owner-only' entrepreneurs. Others operated chicken seed businesses with multiple strategies, i.e. combined brooding, vending and linked farmers to chicken seeds (over 80%). Majority (~70%) were motivated by the WIB project and sourced chicken seeds from AKM Glitters who also provided seed capital to vendors (92%). A few sourced from Silver-land. Vendors (92%) also linked farmers to markets for outputs by giving them or buyers information on where to sell or buy (70%), while less than 20% ferried their products (meat, live birds, eggs) to the market. Vendors also bundled inputs and services (~60%) i.e. chicken seeds + inputs/services, and operated motorcycle/rickshaws (~50%). However, they considered transport costs the most prohibitive factor in serving remote farmers (~60%). Furthermore, farmers served were far, on

average, 2.5 hours (distance in travel time) away. Therefore, vendors intended to grow their businesses within their current areas of operation (~50%).

Vendors also interacted with Shujaaz to promote their businesses (~60%), while some (31%) received Shujaaz messages, and about 27% of vendors had only heard about them. Vendors had personal interactions (40%) and social media interaction (30%) that facilitated learning.

Next steps: Qualitative fieldwork to explore learnings including the link between empowerment and breeds kept.

3.3. Gender norms and women's engagement

Esther Achandi presented a summary of the study 'Gender Norms and Women's Engagement in Dairy-related Businesses in Tanzania: The Case of Kilimanjaro and Tanga Regions'. She shared the results of a study conducted to understand gender norms in dairy which relate to the chicken value chain. The study explored existing norms affecting women's engagement in Siha, Hai and Moshi in Kilimanjaro and Muheza and Korogwe over the period of July to August 2021. The team conducted 12 FGDs (six with female respondents), 28 KIIs (12 female respondents) and 27 individual interviews (12 female respondents) in in-person meetings on business skills. They also explored issues related to the production and sale of livestock products in the market, sale of agrovet products, provision of veterinary services and the manufacture and sale of animal feeds.

3.3.1. What worked well?

- Virtual meetings were effective for team training during travel restrictions due to the COVID-19 pandemic.
- Enumerators were well versed in the local language. This enabled effective communication on local norms in a less threatening manner.
- A forerunner to arrange logistics increases the preparedness of both respondents and research teams conducting the surveys.
- Exploring local conceptualization of empowerment helps highlight the misalignment between conventional understanding and local perceptions, thus closing the gap and ensuring better design of future empowerment interventions. It also facilitates community reflection on their outlook on empowerment, and the link between the norms and empowerment.

3.3.2. What could be improved?

- Exploring norms in deeper detail with gatekeepers and positive deviants to further clarify existing norms.
- A one-time study of norms is not sufficient to clarify existing norms; more time is needed with different community members.
- Norms and empowerment exploration could have been integral to refining the overall project if it had been conducted earlier.

3.3.3. Learnings

- Gender norms can be restrictive to men's and women's engagement, and some changes are needed for a more inclusive dairy VC.
- Gender norms are not fixed, thus policies or programs geared towards changes in norms for a more inclusive VC are necessary.
- To ensure policy impact, it is important that development practitioners and communities come to a common understanding of what empowerment means.

3.4. The role of social media in gender norms

The presentation on the role of social media influencing perceptions on gender norms was made by Rabii Kinyogoli, Creative Manager and Athumani Musa, the Digital Team Lead – Tanzania, both from Shujaaz Inc. Their role in the WIB project was to come up with a media campaign to address the negative social norms that hold women poultry vendors back from becoming successful businesswomen. The campaign was designed to challenge these negative norms by engaging the key norm-holder groups:

- i. Peers and siblings
- ii. Farmers and clients
- iii. Boyfriends and husbands

The campaign was done by sharing stories of successful women making a living in agribusiness and positive deviant role models who support them to succeed. They ran a targeted Shujaaz digital campaign in Tanzania for four months (April-July 2022) that encouraged deeper conversations, and challenged and shifted norms about the role of women in poultry business, agribusiness, as well as in their households and communities. Specifically, phase 2 included two online group discussions with all key players (role models, farmers and clients, as well as boyfriends and husbands), plus stories (real and fictional – eight illustrated, six photo and 11 video stories) to catalyse the barrier-breaking conversations and behaviours. The campaign targeted 1.7 million, and they surpassed the target to 4.4 million people. In terms of interactions, they reached 507,000 people against a target of 170,000.

3.4.1. What worked well?

- i. The most interest was generated by fictional and true stories of poultry women in the illustrated format.
- ii. Skits (dramatized videos) provided humour and edutainment, breaking the ice, and increasing open discussions about the subject.
- iii. Celebrities who participated in online group discussions were joined by their fans. It was also inspiring to see famous people involved in the poultry business.
- iv. Storytelling inspired others in the audience to share their norm-breaking-related stories and experiences, which were then re-shared as user-generated content (Figure 5).

Figure 5: The story of a woman vendor inspired others.



3.4.2. What could be improved?

- i. **Online discussions:** Live online discussions that included celebrities performed better than those that didn't. Working with influencers is the way to go.
- ii. **Engagement rates:** Engagement was lower in videos featuring the same women interviewed in phase one than when they were featured for the first time.
- iii. **Reach:** We could ensure a wider reach through our multimedia platforms (hard copy comic) and on-site events if we had more time and resources.

3.4.3. Learnings

- i. Boys were much more likely to be practising poultry farming or any agriculture-related business as compared to girls from both the baseline and end line surveys.
- ii. From the baseline and end line survey, the proportion of girls who were involved in poultry farming or any form of agribusiness rose from 67% to 74% for the boys, and from 76% to 80% for the girls. This is very promising seeing as the campaign ran for a relatively short period
- iii. The findings of the survey also indicate that there was a high interest (>90%) in accessing training on poultry farming by young people.

3.5. Chicken value chain actors

Solomon Kebede discussed the chicken value chain interventions that were built on the experiences of ACGG with reference from Ethiopia. The interventions were mainly focused on acquiring the best breeds. He also addressed other issues along the value chain. The platforms engaged all stakeholders ranging from those involved in the production, feed manufacturing, vaccine producers, service provision, policymakers and development partners. Collectively, they identified challenges and opportunities, and each stakeholder dealt with issues related to their areas of specialization. Through these engagements they managed to influence producers of vaccines to change the packaging for smallholder farmers. Initially, the packaging targeted large-scale farmers. Similarly, policymakers addressed the issue of tax for inputs like feed supplements. They also identified vendors and service providers, and linked vendors to suppliers of DOCs.

Ezekiel Goromela added his experiences from Tanzania. They organized meetings for all stakeholders, from the national to the village level. For the innovation platform at the village level, all service providers who supplied different packages including feeds, vaccines and drugs were invited. Input suppliers realized that rural farmers also needed improved feeds for their improved chicken breeds in order to increase their profitability. They developed a Poultry Feed App which worked well in Nigeria. However, they did not train farmers on how to use it, but have translated it into Kiswahili and proposed that SAPLING was an opportunity to promote the Feed App. They also developed a feed library for all locally available feed sources like insects, including the nutrition value of all feeds.

Kumlachew Geremzu also shared his experiences on the Nutrition project implemented in Ethiopia and Tanzania. About 1600 HHs were linked to ACGG which distributed chickens to smallholder farmers. The Nutrition project promoted the utilization of chicken products, i.e. meat and eggs to improve the nutrition of families using different recipes. As a result of these interventions, malnutrition was reduced. It was also linked to the WIB to increase the impact of both projects.

3.6. Key approaches to empowering young women vendors

Rishiyaeli Mbise presented key learnings on approaches used in the Incubation/Acceleration of Women in the Chicken Business implemented by a consortium led by TACADECO, which included FacT Consulting Limited and SUGECO. The role of the consortium was to build the capacity of vendors in business skills and incubation of 23 women agripreneurs (15 from Kilimanjaro and eight from Lindi).

3.6.1.Approaches used

- i. Engagement of vendors (pre-workshop survey)
- ii. Visioning (visioning, introduction of Lean Canvas Business Model and needs assessment)
- iii. Curriculum development involved content development based on needs for bootcamp training and a program, technical bundling of services and marketing skills
- iv. Bootcamp provided hands-on skills training, participatory and experiential learning
- v. Mentoring and coaching (digital learning platforms, phone calls, visits, links to value chain actors, monitoring, evaluation and learning (MEL), post-incubation workshop for knowledge sharing)
- vi. Gender-responsive development approach was employed throughout the implementation period

3.6.2.What went well?

- i. Adoption of Lean Canvas model in business planning (customer-centric, business branding and bundling of services)
- ii. The vendor business model is applicable and worth scaling
- iii. Gender-responsive business model adopted (increased outreach of women)
- iv. Business partnerships were developed, and personal initiatives enhanced
- v. Online knowledge and experience-sharing, learning and feedback
- vi. Linkages and collaboration with key industry player – AKM Glitters
- vii. Growth of vending business

3.6.3.What could be improved?

- i. Provide more time for coaching and mentorship.
- ii. Inclusion of brooders from the beginning of the project.
- iii. Vendors' business financing should be embedded right from the beginning.
- iv. Harnessing ICT potential, particularly on marketing platforms.
- v. More effort on aggregation and links to markets for rural women.
- vii. More effort on identification of potential vendors (direct links to livestock training institutes, improvement in the selection and engagement process of the vendors).

3.6.4.Lessons learned

- i. Focusing on women youth agripreneurs in the chicken value chain could potentially accelerate business growth.
- ii. Young women agripreneurs easily reach women in the rural areas.
- iii. Imparting hands-on skills increased the confidence of women agripreneurs.
- iv. Mindset change among vendors led them to seize business opportunities and thus engaged in self-employment (no longer interested in employment).
- v. Working as a consortium led to leveraging of resources, synergies and complementarity.

3.7. Policy issues at the regional level

Emmanuel Lema, the Kilimanjaro Regional Veterinary Officer, presented key learnings as a government officer whose role was to link the project team to the District Executive Director's office and extension officers in the district.

3.7.1. The roles

They also created an enabling environment for project implementation, and provided guidance on government rules and regulations, e.g. requirements of the Veterinary Council of Tanzania. In Kilimanjaro there were 15 vendors (Siha DC - 5, Hai DC - 10).

3.7.2. What worked well?

The WIB project succeeded in the following areas:

- i. People in rural areas, especially women, have been reached with the improved breeds; this changed and continues to change mindsets from keeping poultry as a routine activity to looking at it as an income-generating activity.
- ii. Availability of improved and quality chicken breeds for smallholder farmers in urban and rural households.
- iii. Accessibility to extension and treatment services by urban and rural farmers through availability of vendors.
- iv. Farmers gained knowledge on nutrition, e.g. the importance of eggs and milk for children and the household diet in general.
- v. Recruitment and training of 15 vendors who are now knowledgeable and are offering services to farmers.
- vi. The project has created linkages between producers and consumers. Vendors play a very important role in bridging the gap between farmers and the market.

3.7.3. What could be improved?

- i. Project coverage was limited – only two districts and 15 female vendors – thus limited impact. With a population of 2 million, coverage could have been increased.
- ii. Lack of capital hinders vendors from expanding their businesses; financial linkages or facilitation could be a pivot for reaching many farmers in very remote areas.

3.7.4. Lessons learned

- i. People can earn money from simple activities they do at home.
- ii. People can be trained and extension officers assisted in implementation of simple management techniques.
- iii. Capacity building, mentoring and coaching can encourage and change people's perspectives positively (e.g. vendors' performance).

Lema concluded his remarks with an appreciation to ILRI, TALIRI and other partners for the impactful research project.

3.8. Policy issues at the local government level

3.8.1. The role of Ruangwa DC

The role of the Ruangwa District Council in the WIB Program was presented by Frank Chonya, the Ruangwa District Executive Director (DED). Chonya shared his involvement and experiences in implementation of the WIB Program

in Ruangwa District Council (DC). He recognized the participation of experts from ILRI in sensitization of farmers on the importance of rearing improved poultry breeds (Kroiler) in Ruangwa District since 2019. The program later recruited four young women vendors who worked closely with researchers from TALIRI, district livestock experts and AKM Glitters company experts. The vendors had completed livestock/agriculture courses in 2021 but were not yet employed by the government. The Ruangwa DC decided to provide the two groups with a loan that amounted to Tshs 13 million. The loan enabled the groups to purchase 2,000 Kroiler chicks aged four weeks. After completion of the training on business skills, all four women were provided with 200 chicks each by AKM Glitters as seed money for the start-up of their business.

3.8.2.What worked well

In 2022, a baseline survey on the nutrition status of children from homesteads that reared poultry and those who did not was conducted. Data was collected from five wards and a total of 93 children assessed in Malolo village (27) for children whose homesteads were not involved in poultry-keeping and Likunja (6), Ruangwa (27), Nachingwea (27) and Mbekenyerera (6) for children whose homesteads kept poultry. This exercise also involved sensitization on the importance of keeping poultry.

The impact from the sensitization exercise was significant; out of 93 homesteads, 73 have started to improve their poultry management systems by increasing the number of their stocks and introducing improved breeds. Furthermore, through this program, many farmers have expressed interest in improved poultry keeping. To support this initiative, on 23 August 2022, two groups in Nandagala and Ruangwa wards and two farmers purchased 2,073 Kroiler chicks.

One farmer in Nachingwea owns more than 2,500 Kroiler and 6,000 layers, and has employed six people. In addition, after the sensitization exercise, the Ministry of Livestock and Fisheries established a farmer field school (FFS) on improved poultry (Kroiler) at Nandagala and Ruangwa wards by providing 3,000 chicks which were successfully raised. Out of the four women trained in livestock businesses, two continued with the brooding of improved chicks. Many groups are interested in poultry keeping and have requested for a loan from the council.

3.8.3.Challenges

- i. Farmers are forced to travel long distances to access chicks and feeds. This increases transportation costs and sometimes results in the death of chicks before reaching their destination. In addition, some farmers fail to order chicks if their requirement is not in bulk.
- ii. Lack of knowledge on management of poultry, especially chicks.
- iii. Lack of capital.

3.8.4.Way forward

- i. Request AKM Glitters to transport chicks up to Ruangwa or Nanganga in bulk to reduce mortality rates.
- ii. Continue to train farmers in poultry husbandry to enhance their skills.
- iii. Continue to provide loans from councils and request support from other stakeholders, e.g. TALIRI and ILRI

3.9. Contributions from plenary discussions and Q&A

- i. Gender norms:
 - a. Gender norms are dynamic. More awareness needed to reduce stigmatization of women vendors working with men.

- b. The focus on women vendors helped to address the perception of society that women are not good service providers (e.g. in vaccination of improved breeds, and treating livestock) as they proved to the community that they can do it. Women are the best as they concentrate more!
- c. Difficult for women vendors to address men, especially in the southern regions due to the perception from their wives that they may misbehave with their husbands.

ii. Empowerment:

- a. The testimonies show evidence of women's economic empowerment and improved household food and nutrition security.
- b. Inclusion of young women has created self-employment of graduates which supports implementation of the national strategy of youth engagement in the agricultural sector in Tanzania.
- c. Increased Reach of women farmers who have Benefited from the innovations; are Empowered and there is evidence of Transformation (RBET). The testimonies have proved this was achieved.
- d. Community awareness about empowerment increased; but there is a need to understand the local conceptualization of empowerment for better design of future interventions.

iii. Feeds:

- a. Promote the use of alternative feeds such as black soldier flies, cassava peelings, etc. to reduce the cost of feeds.
- b. Promote the Feed App.

iv. Nutrition:

- a. Street theatre promoted and increased knowledge of nutrition.
- b. Include nutrition in business.

v. Business model:

- a. WIB built on ACGG outcomes in the chicken value chain development.
- b. Bundling of services increased impact of the services provided.
- c. Lean Canvas during business implementation was useful in business planning.
- d. Value addition – creativity and innovation are encouraged for value addition (e.g. in the case of egg powder in Nigeria).
- e. Inclusion should be broadened – 'Women and Men in the Chicken Business!'

vi. Coaching:

- a. Plan more time for incubation and coaching.
- b. Add nutrition training and involve vendors to increase reach to rural areas.
- c. Involve brooders.

vii. ICT:

- a. Explore the potential of ICT in service provision.

- b. Drones for delivery?!

vii. Specific support:

- a. Access to finance and transport.
- b. Access to land is a constraint to women vendors and needs to be supported by LGAs.
- c. Support vendors to enter into contracts with DOC firms.
- d. Promote links with key industry players.
- e. Research to respond to needs quickly and flexibly (e.g. cost-benefit of eggs vs animals).
- f. Organize stakeholder meetings.
- g. Increase coverage to more districts.

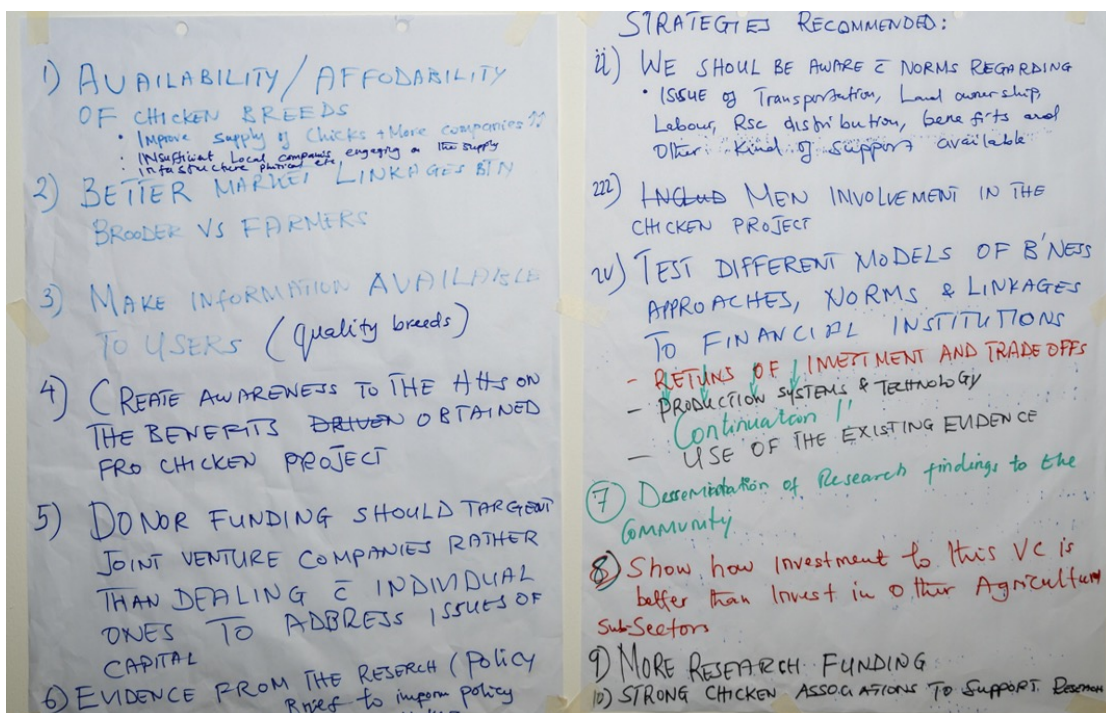
4. Strategies to improve approaches transitioning to SAPLING

Participants discussed strategies to improve transitioning to SAPLING in four groups comprising researchers, vendors, policymakers and farmers. The suggestions are summarized below.

4.1. Researchers

Strategies proposed by researchers include the following:

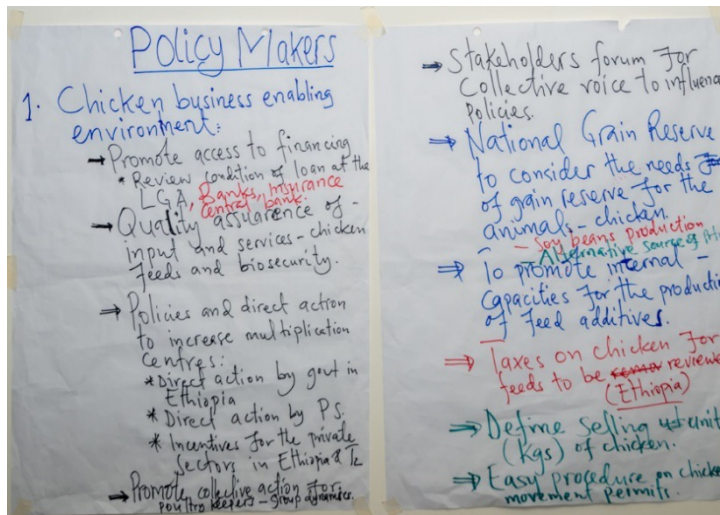
- Availability/affordability of chicken breeds
 - Improve the supply of chicks and involve more companies (few local companies currently engage in the supply)
 - Infrastructure development
- Enhance market linkages between brooders and farmers
- Make information available to users (quality of breeds)
- Create awareness among households on the benefits of the project
- Donor funding should target joint venture companies rather than dealing with individual entities to address issues of capital
- Evidence from the research should be communicated to inform policymakers.



4.2. Policymakers

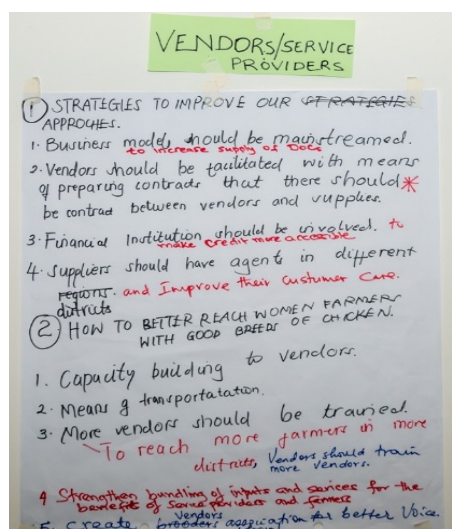
Policymakers proposed the following strategies to improve the chicken business:

- Chicken business environment:
 - Promote access to finance by reviewing the conditions of the loan at the LGAs, banks, insurance and central banks
 - Quality assurance of inputs and services – chicken, feeds and biosecurity
 - Policies and direct action to increase multiplication centres:
 - Direct action by the Government of Ethiopia
 - Direct action by private sector
 - Incentives for the private sector in Ethiopia and Tanzania
 - Promote collective action by poultry keepers – group dynamics.



- Stakeholders' forum for a collective voice to influence policies.
- National Grain Reserves to consider the needs of grain for chicken/livestock.
- Increase soyabean production as an alternative source of protein.
- Promote internal capacities to produce feed additives.
- Taxes on chicken feed to be reviewed (Ethiopia).
- Define the selling unit (kg) of chicken.
- Ease procedures on permits for movement of chicken.

4.3. Vendors/service providers



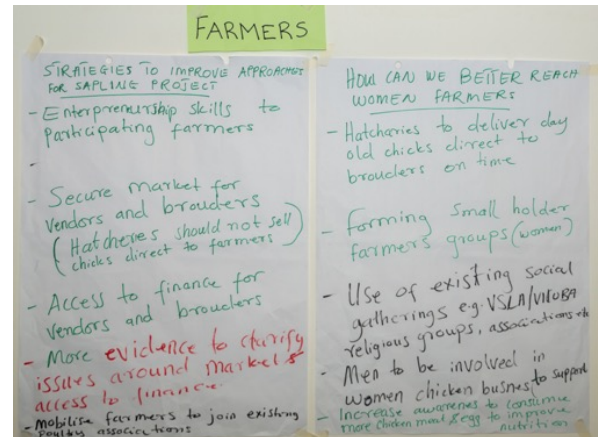
Vendors proposed the following strategies to be considered in the implementation of SAPLING:

- Business models should be mainstreamed to increase the supply of chicks.
- Vendors should be assisted to prepare contracts; there should be standard contracts between vendors and suppliers.
- Financial institutions should be involved to make credit more accessible.

Suppliers should have agents in different places and improve their customer service.

4.4. Farmers

- Promote entrepreneurship skills among participating farmers.
- Secure markets for vendors and brooders (hatcheries should not sell chicks directly to farmers).
- Ensure access to finance for vendors and brooders.
- More research and evidence to clarify issues around markets and access to finance.
- Mobilize farmers to join existing poultry associations.



5. Introduction to the SAPLING Initiative

5.1. Overview of SAPLING

An overview of the Sustainable Animal Productivity for Livelihoods, Nutrition and Gender inclusion (SAPLING) project was presented by Amos Omore. SAPLING is an initiative that is implemented by the International Livestock Research Institute, one of the CGIAR organizations. CGIAR is the world's largest publicly-funded agricultural research network with over 50 years of experience, and is currently transitioning to One-CGIAR.

Five impact areas for the One CGIAR

- i. Nutrition, health and food security
- ii. Poverty reduction, livelihoods & jobs
- iii. Gender equality, youth and inclusion
- iv. Climate adaptation and mitigation
- v. Environmental health and biodiversity

Women in Business: what lessons can we use in SAPLING?

SAPLING will focus on livestock. Why?

- Support livelihoods enhancement
- Increasing demand
- Potential for women empowerment

Why SAPLING?

It focuses on:

- Productivity
- Environment
- Value chain governance
- Impact at scale
- Support
- Engagement

Challenges being addressed

- Low livestock productivity.
- Increasing risk from land degradation and climate change.
- Gender and other biases result in inequalities and exclusion.
- Animal source foods are not optimally included in healthy and diverse diets.

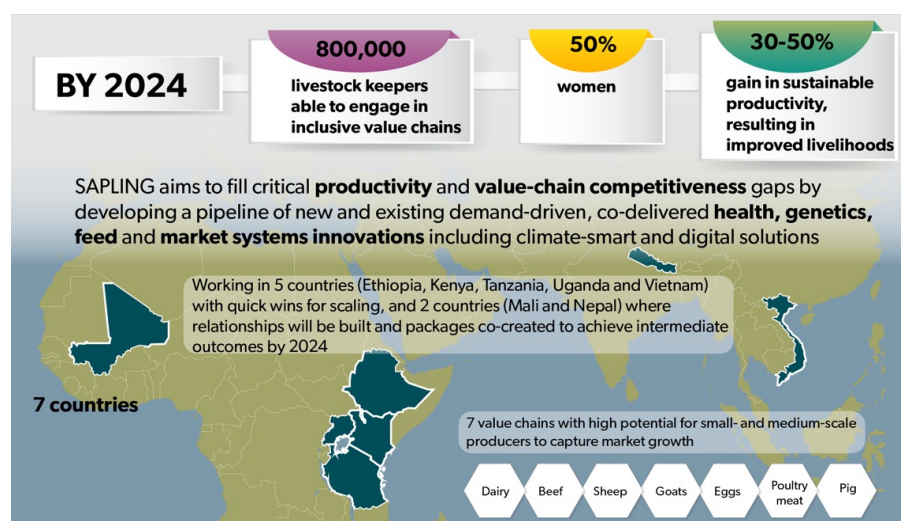
- Livestock value chains are inefficient, thus limiting benefits.
- Evidence for informed decision-making is lacking; this results in poor choices and weak policies.
- Solutions have not been appropriately packaged nor scaled, failing to achieve targeted gains.

Focus of SAPLING

SAPLING aims to fill critical productivity and value chain competitiveness gaps by developing a pipeline of new and existing demand-driven, co-delivered health, genetics, feeds and market systems innovations including climate-smart and digital solutions. Its target is to:

- Reach 800,000 livestock keepers by 2024; 50% of whom will be women
- Promote sustainable productivity, resulting in improved livelihoods
- Work with seven value chains in Ethiopia, Kenya, Tanzania, Uganda, Vietnam, Mali, and Nepal (Figure 6).

Figure 6: The focus of SAPLING



Countries and value chains

Countries implementing various value chains under SAPLING are shown in Figure 7.

Figure 7: Countries implementing SAPLING and the value chains.

	Dairy	Beef	Pigs	Small ruminants	Chickens
Ethiopia	cattle				
Kenya	cattle				
Mali					
Nepal	buffalo				
Tanzania	cattle				
Uganda	cattle				
Vietnam					

Work packages

WP1. Technologies and practices for sustainable livestock productivity

WP2. Safe livestock derived foods as part of diverse diets

WP3. Equity and inclusion

WP4. Competitive and inclusive livestock value chains with emphasis on *capacity development, integrated technologies and delivery models and strengthened enabling environment*

WP5. Evidence, decisions and scaling strategies and alliances for scaling

Chicken VC Innovation Packages that can benefit from WIB project lessons in Tanzania

Innovation Package 1: Enhanced delivery of bundled inputs and services:

- IPC1.1: Promote and establish improved genetics (multiplication and dissemination) and other technologies (bundled) delivery in various regions/districts
- IPC1.2: Build the capacity of smallholder producers and other VC actors
- IPC1.3: Develop and deploy smallholders and other VC actors' tailored innovative financial products and services

Innovation Package 2: Enhanced business environment:

- IPC2.1: Advocacy to improve profile of the sector and more investments in production and market infrastructure
- IPC2.2: Strengthened poultry forums (e.g. innovation platforms and associations)
- IPC2.3: Promotion of technology uptake through media campaigns
- IPC2.4: Improved relationships among VC actors (e.g. linkages and contractual arrangements)
- IPC2.5: Empowerment of agribusinesses
- IPC2.6: Enhanced policy and technical support to value chain actors

Chicken VC Innovation Packages that can benefit from WIB project lessons in Ethiopia

Innovation Package 1: Integrated chicken production packages:

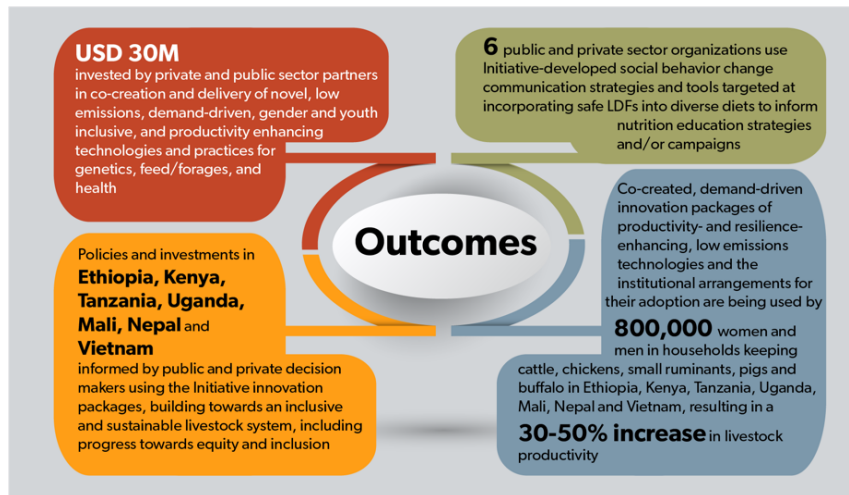
- IPC1.1: Farmer-preferred and locally-adapted improved chicken breeds
- IPC1.2: Best-cost feed packages from locally available ingredients suitable for tropically adapted improved breeds
- IPC1.3: Enhancing poultry vaccine delivery

Innovation Package 2: Enhanced business environment

- IPC 2.1: Digital market information (inputs & outputs) delivery models & improved access to market
- IPC 2.2: Improved poultry products and marketing infrastructure (slaughtering services, egg processing)-developing, pilot testing, deploying.

Figure 8 summarises the outcomes of the SAPLING project which target to reach 800,000 women and men and increase livestock productivity by 30-50%. SAPLING also expects to attract private sector investment of about USD 30 million by influencing policies and investment in targeted countries.

Figure 8: Expected outcome of SAPLING.



5.2. Work package 1: Tropical Poultry Genetic Solutions

Figure 9: Tadelles Dessie makes a presentation.



WP1 is about delivering farmer-preferred, productive and ecologically-adapted poultry to smallholders as presented by Tadelles Dessie. He informed participants that the Indigenous Chicken Breed Improvement Program is the second phase of ACGG with new additions implemented in Africa and Southeast Asia. The package will build on ACGG and AsCGG achievements/lessons.

New approach by TPGS

- Broader and larger impact
- Emphasis on local chicken breed development and conservation
- Integrated approach
- Organizational innovation
- More intervention countries
- New partners and donors involved

Regional focus and target population

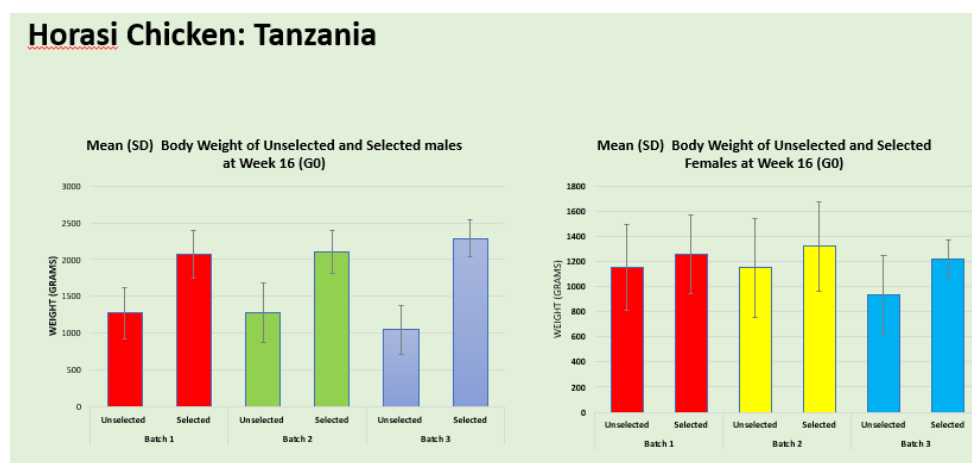
- Six countries in Africa that represent 28% of the population
- Three countries in Southeast Asia that represent 24.7% of the population

The goal of the **Indigenous Chicken Breeding Program** is to develop a dual-purpose chicken that gives more eggs and grows faster, and achieves all this under sub-standard conditions. The target is to breed a chicken that gains 1500 g at 16 weeks and produces 200 eggs per hen/year. The breeding activities are conducted in ILRI Addis Ababa (4), Tanzania (1), Nigeria (2), Kenya (2), Ethiopia (2) and Cambodia (1).

Steps in the Breeding Program

- i. Understand the needs of farmers
- ii. Identify ecotypes with variability
- iii. Carry out mass selection
- iv. Examine the effects of Best Linear Unbiased Prediction (BLUP)

Figure 10: Performance of selected Horasi chicken in Tanzania.



Expected outputs

- Dual-purpose, more productive, efficient and adaptive chicken strains developed
- Management guide for the use of improved chicken and efficient dissemination model developed
- Vaccination schedule and nutrient requirements developed

SAPLING Tanzania planned activities in 2022/2023

- i. Evaluate response to first-generation selection in Horasi breeding program in Naliendele, Tanzania (Figure 10).
- ii. Identify improved strains for testing, multiplication and delivery in new SAPLING sites.
- iii. Develop scalable non-conventional resource-based feed formula (i.e. black soldier fly (BSF) and cassava peels), and pilot test corresponding business models in a gender-aware manner.
- iv. Undertake preliminary assessment of school feeding programs in Tanzania.
- v. Establish three chicken demonstration farms in three selected primary schools in Tanzania.
- vi. Strengthen the national Innovation Platform as a nucleus for the creation of supra-national poultry forums that will feed the establishment and operationalization of the Tropical Poultry Platform (TROP) in Tanzania.

5.3. Work package 3: Sustainable Livestock Productivity for Gender Equity and Social Inclusion

Alessandra Galiè presented WP3, highlighting that the entry point and goal of this work package is the empowerment of women and youth. There will be two types of gender research:

- i. Integrated (GI) - gender analysis to improve intervention performance to be implemented in all SAPLING countries.

- ii. Strategic (GS) – gender analysis to progress towards gender equality in 4 countries: Ethiopia, Tanzania, Uganda and Vietnam.

The focus on WP3 is gender equity and social inclusion, i.e. 'Accommodative and transformative approaches to address gender issues and mechanisms to engage youth and women'.

Theory of change

The expected outcome is that public and private decision-makers utilize the initiative innovation packages to inform policies and investments in seven countries, aimed at an inclusive and sustainable livestock system, including progress towards equality and inclusion. Outcomes within the initiative timeline comprise the following:

- i. In four selected countries (Ethiopia, Tanzania, Uganda and Vietnam) policy, private sector and development communities acknowledge gender- and youth-based discrimination in livestock value chains; co-develop strategies to close the gender and age gap; and monitor progress towards achieving that (using WELI, WELBI and other WP tools).
- ii. Community and household members in selected livestock value chains adopt more gender-equitable behaviour to enable participation and benefit from livestock assets and opportunities for 400,000 women and 150,000 youth.
- iii. In four target countries, scientists, practitioners and extension agents in animal health, feeds and forages, genetics and environment, collaborate with gender scientists to generate gender- and youth-responsive livestock innovation bundles.

Outputs

- i. Women empowerment monitoring tools generated and/or sharpened at the farm (WELI) and business (WELBI) levels to measure progress towards gender equality and women's empowerment in livestock value chains.
- ii. Evidence of best practices that lead to women's empowerment through the implementation of accommodative and transformative approaches.
- iii. Evidence of best approaches to progress towards gender equality and women empowerment in livestock development across the three livestock technical pillars.
- iv. Evidence of best-bet entry points for youth empowerment in selected livestock value chains.

5.4. Transition to SAPLING – What do we do, how and with whom?

Chicken value chain actors discussed and proposed what needs to be done, how and with whom while transitioning to SAPLING. A summary is presented below:

i. Farmers

What to be done	How	With whom
Mobilize stakeholders in the chicken value chain to ensure the availability of quality feed, DDOs and support access to finance	Capacity building Mobilize farmers to form/join chicken associations for easy access to finance Use media (ICT) to access information on different issues in the chicken value chain	Researchers (develop an affordable formula for quality feed mix) Feed millers (produce good quality feeds) LGA, poultry association Breeders

What to be done	How	With whom
Skills development (capacity development) for farmers on key issues around the chicken value chain (including biosecurity, vaccination, entrepreneurship, marketing, and farming business models)	Research to identify business and technology transfer models Train farmers to enhance skills in biosecurity, vaccination, entrepreneurship, and marketing Establish farmer field schools and poultry shows	Researchers Facilitators on different aspects
Nutrition education through behaviour change communication strategy	Community sensitization through theatre, indoor training, and community meetings Farm-to-school feeding activities (children lead chicken projects) Use media to create and communicate key nutrition messages	Shujaaz Primary schools Facilitators (nutrition experts)

ii. Vendors/service providers

What to be done	How	With whom
Capacity building (client portfolio – increase the number of clients buying from a vendor-customer or client mobilization skills), practical cost accounting for vendor's business, and vendors to be supported to transfer the same skills to poultry farmers	More training, workshops, bootcamps, coaching and mentoring sessions, learning visits and market exploration Digital content creation Training on biosecurity measures	Mentors (TACADECO, FacT & SUGECO) Input (chicks and feeds) Suppliers such as AIK Glitters, Silver-land Mama Kuku from Arusha (a demo farmer) Shujaaz
Vendors should be given financial support	Review of bankable business plans Project offers direct financial support Be given motorbikes or Bajaj to help them access more farmers	Local government authority LGA, TACADECO, FacT & SUGECO
Increase access to DOCs	Contractual agreement between vendors and suppliers Formation of vendors' association	Suppliers, vendors, project (ILRI), local government, TALIRI, FacT)

Figure 11: Brenda, a WIB vendor/service provider makes a presentation during a gallery walk session.



iii. Policymakers

What to be done	How	With whom
Creating an enabling environment for the private sector engagement in poultry multiplication business	Provision of incentives, i.e. tax reforms Simplification permits Put in place appropriate infrastructure Facilitative rules and regulations	Ministry responsible for livestock Private sector NGOs
Supporting organizations/associations/groups dealing with the poultry value chain	Linking them to financial institutions Provide funding to groups Technical support through extension services Promote collective action of poultry farmers	LGA Farmers NGOs International organizations MLF Meat Board
An adequate supply of affordable animal feeds	Promote production Establish grain reserve for animal feeds Review export policies to encourage local utilization of maize and soya used in animal feeds	Ministry of Livestock Ministry of Agriculture Private sector Farmers

iv. Researchers

What to be done	How	With whom
Digital feed solutions	Developing tools	Farmers Feed producers Technology partners
Nutrition Social Behavioural Change Communication (SBCC)	Training and capacity building Theatre and skits	Communities and other stakeholders
Transformative/responsive approaches to engage youth and elders	Male youth in the vending business Elders as norm gatekeepers and owners of assets	Communities and other stakeholders

Areas for consideration

- Feed App approach (feed mix app targeting individuals and households) – digital solutions.
- Black soldier fly and other non-conventional feeds, feed research (e.g. food safety and quality).
- Bundle servicing for scaling.
- How to address some of the financial and value chain problems (e.g. low number of vendors, farmers raising chicks from DOC to one month).
- Engaging youth, engaging supportive men and comparing the differences in implementation of business models and impact on women.
- Innovative financial solutions (e.g. diversifying funding such as mobile banking – also improving records) – addressing timing issues of payments, e.g. vendors unable to place new orders with suppliers until all chicks are sold.

-
- Nutrition – e.g. bio-fortification of eggs via improved feeds, nutrition education, e.g. limiting eggs
 - Value addition – e.g. freezing meat, market segmentation, e.g. selling only gizzards.
 - Producer linkages with vendors.
 - Include the elderly; norm gatekeepers and owners of assets like land, but can be effectively engaged to collaborate with youth and reached with information (transformative work for a variety of social relations); and engaging religious leaders.

6. Way forward

Alessandra Galiè and Amos Omore presented the process of transitioning to SAPLING. Galiè informed participants that the WIB approaches and vendor model will be adopted into the SAPLING framework, probably with some improvements. There will be an increase in the number of groups of vendors. In addition, given the integrated nature of SAPLING, Work Package 3 will introduce Women-Led Dairy Businesses. Efforts will be put into introducing gender dimensions in ICT and harnessing digital technologies.

Omore informed participants that the rationale behind the agribusiness and ICT interventions was to support the government in increasing access to extension services which have declined dramatically in the last decade. He further noted that there will be a close collaboration with the Ministry of Livestock and Fisheries to facilitate increased engagement of extension service providers in leveraging the various technologies, including ICT. In conclusion, Omore informed participants of a related workshop in early October which would bring dairy stakeholders together to contribute to developing priorities for the improvement of dairy herd health services.

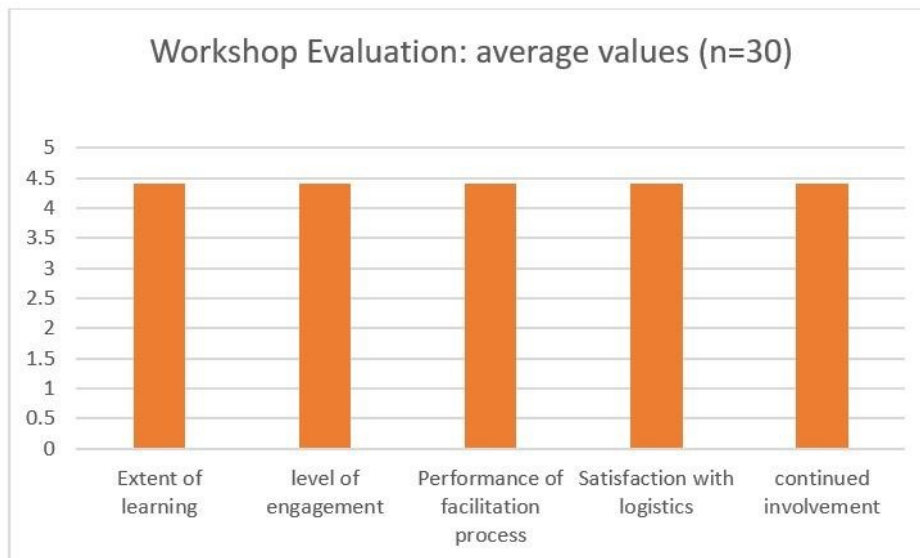
7. Evaluation

The participants were asked to evaluate the workshop based on:

- Extent of learning
- Clarity of presentation
- Level of engagement
- Facilitation process
- Satisfaction with logistical arrangements
- Readiness for continued involvement in the project

On a scale of 1 to 5, with 5 being the highest, participants indicated high satisfaction with all the aspects rated (Figure 12).

Figure 12: Workshop evaluation: Participant's rating.



8. Closing remarks

The closing remarks were made by Emmanuel Lema, Regional Livestock Advisor, Kilimanjaro. He expressed great appreciation to the organizing team, facilitators and participants for a highly successful meeting. He commended the project team for the effectiveness of the approaches employed and shared his conviction that the government will adopt some of the approaches. Lema assured ILRI of the government's support in the SAPLING initiative and readiness to work together. Lastly, he wished all participants well and encouraged those from outside Tanzania to visit some of the tourist attractions in the country.

Appendices

Appendix 1. Women in Business Closure Workshop – Program

Time	Activity	Responsible
DAY ONE – Monday 19 September		
12:00 – 12:30	Registration	Beauty Liundi -Secretariat
12:30 – 13:45	Lunch	All
13:45 – 13:55	Welcome Remarks	Amos Omore – ILRI Tanzania Country Representative
13:55 – 14:30	Ice breaking and Introductions	Facilitator
14:30 – 14:40	Participants expectations Ground rules/norms	Facilitator
14:40 – 15:00	Workshop Objective/Purpose Recap of Project Goals, ToC, activities & results	Alessandra Galiè and Amos Omore
15:00 – 15:50	Learnings – Team presentation on key issues of the project	Project Team & Facilitator
15:50 – 16:10	Tea/Coffee break	
16:10 – 16:30	Learnings – Team presentation on key approaches of the project	Consortium – FacT/TACADECO/SUGECO KIT – Immaculate Omondi and Alessandra Galiè Facilitator
16:30 – 17:30	Learnings from key actors of the project	Elizabeth Swai – AKM Glitters Chonya – DED Ruangwa District Emmanuel Lema Regional Livestock Advisor – Kilimanjaro Region Vendor - Representative
17:30	Announcements & Closure	Secretariat and Facilitator
DAY TWO – Tuesday, 20 September 2022		
09:00 – 09:30	Recap previous day: key learnings	Facilitators
9:30	Group work – Strategies to improve approaches in transiting to SAPLING	Facilitator
10:40 – 11:00	Tea/Coffee break	
11:00 – 12:30	Introductions to the new CGIAR Initiative SAPLING	ILRI SAPLING Team & Facilitators
12:30 – 14:00	Lunch Break	
14:00 – 16:00	Transition to SAPLING	Facilitators
16:00 – 16:10	Way Forward	Alessandra, Tadelle, Amos
16:00	Closing remarks	Secretariat

Appendix 2. Women in Business Closure Workshop – List of participants

S/No.	Name	Organization
1	Admasu Girma	Ministry of Agriculture – Ethiopia
2	Adolf Jeremiah	ILRI
3	Agnes M. Mahembe	Consultant
4	Aichi Kitalyi	FACT
5	Alessandra Galiè	ILRI
6	Aloyce K. Makoye	Farmer
7	Amos Omore	ILRI
8	Athuman Musa	Shujaaz Inc.
9	Beauty Liundi	IITA
10	Brenda G. Urassa	Vendor - HAI DC
11	Conjesta R. Pastory	DLO -SIHA DC
12	Elitruda V. Swai	Farmer
13	Emmanuel W. Lema	RAS - Kilimanjaro
14	Esther L. Achandi	ILRI
15	Ezekiel H. Goromela	TALIRI - Naliendele
16	Faustin P. Lekule	TANFEEDS
17	Frank Chonya	DED-RUANGWA
18	Fratern A. Mtiku	DLFO-HAI DC
19	Gloriana Ndibalema	ILRI
20	Godfrey Ngoteya	ILRI
21	Humphrey Jumba	ILRI
22	Immaculate Omondi	ILRI
23	Jacqueline D. Mbano	Vendor/Brooder
24	Kumlachew Geremzu	ILRI
25	Magreth A. Mbonea	Ruangwa
26	Manase E.M. Mrindwa	TPBA
27	Mang'ombi Kombo	RUANGWA DC (Driver)
28	Mariam Mwakibingwa	Kuku Project
29	Mary C. Shetto	Consultant
30	Mary David	Kuku Project
31	Neema S. Chijendi	DLFO – MTAMA DC
32	Neema Urassa	TALIRI – Dodoma
33	Paschal Tekwi	TACADECO
34	Queen Lekei	Brooder
35	Rabii Kinyogoli	Shujaaz Inc.
36	Revocatus Kimario	SUGECO
37	Rishiyael M. Mbise	TACADECO
38	Solomon Abegay Kebede	Private
39	Taddese Alemu Zerfo	ILRI/UoE
40	Tadelle Dessie	ILRI
41	Tekla B. Milanzi	Farmer
42	Truayinet Mekurian	EIAR
43	Upendo S. Ramadhani	Vendor/Brooder
44	Veronica Kebwe	ILRI
45	Zahara S. Makota	Farmer
46	Zahor A. Zahor	RABKA FARM
47	Zoe Campbell	ILRI

Appendix 3. Women in Business Closure Workshop: Pre-workshop activity – Questionnaire

Women in Business closure workshop: 19-20 September 2022, Dar es Salaam

Form description: Women In Business (WIB) project team is organizing a closure workshop on the 19-20 September 2022 to gather key learnings and create linkages with the new CGIAR initiative, SAPLING project. As one of the invited participants you are requested to respond to the questions on this Google form, a pre-workshop activity, to initiate the ground-setting. (*Timu ya mradi wa WIB wameandaa warsha tarehe 19-20 Septemba 2022, kwa lengo la kuhitimisha mradi wa WIB, kuainisha tuliyojifunza na kuchambua yale ambayo yanaweza kuendelezwa kwenye mradi mpya wa SAPLING. Ukiwa kama mmoja wapo wa washiriki, unaombwa ujibu maswali yaliyo katika fomu hii*)

Collecting email:

Full Name/Jina Kamili:

Institution/Taasisi/Kampuni:

Q1. Did you participate directly in the WIB Project implementation (*Je Ulishiriki kwenye utekelezaji wa mradi wa WIB*)?

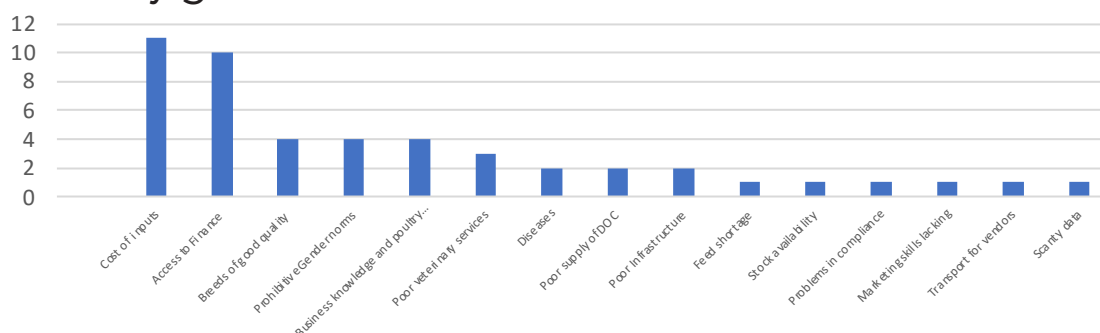
1. Yes/*Ndiyo*
2. No/*Hapana*

Q2. If yes, what role did you play? (*Kama jibu ni Ndiyo, ulikuwa na jukumu gani*)?

Q3. If no, what role do you play in poultry development in your country? (*Kama jibu ni Hapana unachangiaje katika maendeleo ya tasnia ya mnyororo wa thamani wa kuku*?)

Q4. What do you consider as the critical barriers to inclusive chicken business? (*Ni changamoto ipi unohana ni muhimu zaidi kwenye biashara ya kuku*?)

Appendix 4. Participants' views on critical barriers in chicken industry growth



Appendix 5. Women in Business Closure workshop 19-20 September 2022. Photo gallery



Photo credits: IITA/ILRI Gloriana Ndibalema.



INITIATIVE ON
Sustainable Animal
Productivity

CGIAR's Sustainable Animal Productivity for Livelihoods, Nutrition and Gender inclusion (SAPLING) is working in seven countries focusing on livestock value chains to package and scale out tried-and-tested, as well as new, innovations in livestock health, genetics, feed and market systems. SAPLING aims to demonstrate that improvements in livestock productivity can offer a triple win: generating improved livelihoods and nutritional outcomes; contributing to women's empowerment; and, reducing impacts on climate and the environment. Its seven focus countries are Ethiopia, Kenya, Mali, Nepal, Tanzania, Uganda and Vietnam.

