

Case study

Chiefs and Traditional Leaders, Zambia

Gender, targeting and social inclusion



Case studies illustrate the kinds of interventions (from IFAD and other development agencies) that have used household methodologies effectively, highlighting the way each methodology has worked in a particular context.

The **case studies** are “living” documents and will be updated periodically based on new experiences and feedback. If you have any comments or suggestions, please contact the originators.

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Zambia – Village head person and community members doing group work on access to and control over resources in Mpika District

Chiefs and Traditional Leaders, Zambia

Section 1: Overview of the methodology

Name of the methodology	Chiefs' and traditional leaders' involvement in social and economic empowerment of rural communities
Country/region of implementation	Eastern Province of Zambia
Start/end date	April 2013 - June 2016
Lead organization sponsoring the development and implementation of the methodology	Women for Change (WfC) is a Zambian NGO working with communities, especially women and children, in rural areas to contribute to sustainable human development using popular education methodologies. While WfC initially developed the approach, other organizations have since become involved in developing community-based organizations of the chiefdoms and in working with them on various projects. The Zambian National Men's Network is one such organization that is working with selected chiefs and church leaders.
Purpose of the methodology	The methodology aims to promote the active participation of chiefs and traditional leaders to foster inclusive human development in rural communities of Zambia. WfC believes that traditional leaders can be powerful agents of change in rural areas. They live with the people and know their problems better than elected leaders do. They can, therefore, be powerful drivers of development because of the influence and respect they have among the citizens. However, chiefs and traditional leaders can also perpetuate negative aspects of the culture that hinder the rights of women and men. Engaging with them in gender sensitization activities gives a sense of ownership of development programmes and enhances the promotion of people's rights.
Contribution of the methodology to wider organizational/ project goals	WfC's goal is to achieve gender equity and women's empowerment, and to increase food security through agriculture-led inclusive market access of smallholder farmers. The methodology supports both men and women to boost their economic opportunities through equitable capacity-building and development.
Target group	The target group comprises chiefs, traditional leaders and smallholder farmers in four districts of Eastern Province in Zambia. The selection criteria are the following: <ul style="list-style-type: none"> ▪ They should live in the project area ▪ They should have at least 5 hectares of land ▪ They should be involved in one of the six value chains targeted by the project (maize, groundnuts, sunflower, soybean, tomatoes and onions).

Section 2: Implementation arrangements

Implementing partners	WfC collaborates with staff from the Ministry of Agriculture and Livestock, the Ministry of Gender and Child Development, other government agencies and NGOs. One key partner is the Mfumbeni Development Association, a community-based organization, which is under Senior Chief Nzamane's chiefdom.
Selection of facilitators/mentors	WfC partners select a number of people from among the chiefs, traditional leaders and, sometimes, local community leaders.
Training of facilitators/mentors	WfC staff and a consultant train the trainers for seven days. The trainers then roll out the training to their community members and produce reports for WfC. WfC monitors and backstops the training together with staff from its partners.

Section 3: Engaging with chiefs and traditional leaders

Step 1: Engaging with leaders	<ul style="list-style-type: none"> ▪ The chiefs and traditional leaders are trained and involved in gender analysis and awareness-raising, human rights, children's rights and HIV/AIDS programmes. ▪ During the training of trainers, they receive information, education and communication materials that they use to sensitize their communities.
Step 2: Community training	<ul style="list-style-type: none"> ▪ The trained chiefs and leaders run one-day community workshops. There may be follow-up meetings depending on the issues to be addressed and the availability of resources. ▪ There is an open invitation to attend the meeting. Usually about 40 to 60 people attend. If the number is too large, they are divided into smaller groups for effective communication and participation. ▪ Couples are encouraged to attend together. A wife and husband are invited to attend the community training together so that they obtain information at the same time. Where there is no spouse – such as in a single-headed household – participants are encouraged to attend with an adult of the opposite sex. ▪ Some of the exercises used to promote greater equality among the couples are based on the Gender Analytical Tools from the Harvard Gender Framework (including the activity profile and triple role framework to raise awareness of the gender division of labour and roles in the community, and access to and control over resources and benefits). ▪ After the one-day workshop, the lessons are shared to influence behavioural changes. When households adopt the new technologies and approaches, the improvements in their livelihoods and harmony in their homes attract other households to follow suit. ▪ The approach to target adult members of the same household is also used for farmer field schools, study cycles and field days, and by farmer business advisors.
Average length of the implementation cycle	One cycle of activities (from training the chiefs and leaders to implementing the activities in one community) takes on average three to six months depending on whether it involves training or is linked to production for agriculture value chain development.

Section 4: Monitoring and indicators

Monitoring process	Project staff and partners conduct periodic field visits to the community and develop reports.
Indicators	<p>Indicators are developed in consultation with implementing partners, who are in charge of conducting the monitoring as they implement the project. The indicators capture the number of women and men who have participated in the workshop and have life-changing stories as a result of their involvement in the project. They include:</p> <ul style="list-style-type: none"> ▪ number/percentage of women in leadership positions ▪ percentage of women owning land ▪ number/percentage of women and men accessing credit for investments ▪ workload balance between women and men.

Section 5: Results

Number of beneficiaries reached/ planned to be reached	<p>The overall project aims to reach 200,000 beneficiaries by June 2016, of whom at least 30 per cent should be women.</p> <p>At least 80 per cent of the serving chiefs were targeted. Among the village head persons (people in a position of authority over the affairs of their village), 30 per cent were women who were leaders of community groups and clubs or spouses of head persons.</p>
Main changes that can be attributed to the methodology	<p>Changes among chiefs and traditional leaders:</p> <ul style="list-style-type: none"> ▪ Active participation in the social and economic development of their communities ▪ Mobilizing development activities in their chiefdoms ▪ Appointing more women to decision-making positions ▪ Increased interaction among traditional leaders for peer learning ▪ Increased interaction with their communities ▪ Acting as good role models, mentors and coaches for community members ▪ Making by-laws that ban negative practices such as early marriages, spouse inheritance, forced property grabbing, etc. ▪ Increased protection of women and children's rights. <p>Changes at the household level:</p> <ul style="list-style-type: none"> ▪ More equitable sharing of gender roles in the households and communities ▪ An increase in the number of women having control over productive resources such as land, water bodies and improved technologies. This occurred as a result of women claiming their land rights and receiving positive responses from chiefs and village head persons who had been sensitized through the training ▪ Sensitization on HIV and AIDS ▪ An increase in market access by women and vulnerable households.

Key success factors and strengths of the methodology	<ul style="list-style-type: none"> ▪ Active participation by chiefs and other opinion leaders gives legitimacy to the methodology and processes. ▪ Chiefs act as coaches and mentors for community members, which enables positive behavioural changes to take place. ▪ Since chiefs and traditional leaders are the key agents of change in this process, they do not face any language barriers or other socio-cultural barriers. ▪ The methodology encourages couples to be open about themselves and what they feel and believe. It helps household members pool their resources and capabilities to address their needs. ▪ Participating couples are motivated to do their best as a result of informal competition with other couples.
Challenges	<ul style="list-style-type: none"> ▪ Internalized negative cultural practices require time to be eradicated. ▪ The targeting of couples reduces the number of households reached if space is limited at the community workshops. ▪ Rural communities can be excluded from development activities and decision-making as a result of poor transport and communication infrastructure.
The way forward: potential improvements	<ul style="list-style-type: none"> ▪ A separate budget for this activity would facilitate activities, including monitoring and evaluation. ▪ Case stories and experiences should be shared with other communities. ▪ Exchange visits and field tours should be conducted.
Sustainability	<ul style="list-style-type: none"> ▪ The success stories from the first chiefs' workshop heightened interest and increased demand. There has been positive response from cooperating partners to sponsor more workshops for other chiefs in other provinces and the Southern African Region. ▪ After the successes of the WfC programme with chiefs and traditional leaders, a number of chiefs actively took up the development agenda of their chiefdom by: <ul style="list-style-type: none"> ▪ establishing development NGOs ▪ designing strategic plans and submitting project proposals to fund community development activities ▪ lobbying for development with government and donors ▪ actively participating in other government development programmes ▪ banning negative cultural practices. ▪ The capacity to carry out activities is developed within the communities and continues beyond the time frame of project interventions. ▪ Costs are limited because most of the activities are carried out within the district/ chiefdom/communities.

Section 6: Resources

Budget	The cost of one round of training of trainers for 30 participants is approximately US\$9,000, including meals and snacks, accommodation, transport, stationery and facilitators' fees.
Resources	Akamandisa, V.M. 2013. Engaging Traditional Leadership for Women's Rights in Zambia. In <i>Transforming Gender Relations in Agriculture in Sub-Sahara Africa</i> , eds. C. Farnworth, M.F. Sundell, A. Nzioki, V. Shivutse and M. Davis. Stockholm Environment Institute: Swedish International Agricultural Network Initiative http://www.sei-international.org/mediamanager/documents/Publications/SIANI-Gender-Africa-book/SIANI-2013-Transforming-Gender-Relations-Agriculture-Africa.pdf



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