

Tool 20

C2) Livelihoods analysis of organizations to be strengthened (maximum of 2 pages) Capital assets

Type of capital	Strengths	Weaknesses
Human	<p>Training in organizational, technical and financial management of men and women's associations. The different categories of poverty represented in MA and WA associations.</p> <p>Members of women's associations</p> <p>On the whole less poor than members of MA: less poor = 20 % of members of the MA but 66 % of those of WA. Poor = 60 % of the members of the MA and 24 % of those of WA. Very poor = 10 % in the WA but 20 % in MA</p>	<p>Greater workload for members of WA: 30 min/week consecrated to their organizations compared to 1 to 2 days consecrated each week by the members of MA.</p> <p>Men and women of MA and WA are also prisoners of social stereotypes which decides on the social roles of everyone even if this reduces their livelihoods (especially the men)</p> <p>Deep-seated illiteracy and training in organizational and financial management not applied by MA and WA</p>
Social + Access to information, communication, decision-making, supplies and marketing	<p>Fishermen's conflict resolution mechanisms/ Functional women fish processors</p> <p>Social mutual assistance mechanisms in the MA and WA and between the poor and the less poor</p> <p>Common production activities are irregular for MA</p>	<p>The 3 associations have no legal recognition. Their statutes are not applied. Meetings and reports are irregular. Planning and monitoring and evaluation are rudimentary. WA are more weakly structured than MA and have less experience in sustainable and equitable management of community infrastructures.</p> <p>Weak credibility of WA as a joint guarantee structure for access to credit.</p>
Natural	<p>Equal access of fishermen and women fish processors of the three women's associations to the fisheries resources of the community.</p> <p>Lakeside spaces used from time to time together with the MA and the equivalent community ground used for the smoking centre of WA.</p>	<p>Barely sustainable exploitation techniques by the WA and MA.</p> <p>Less access of the poor to the resources in the WA and MA</p> <p>Low participation of WA in UNAPECAB's Departmental Committee for sustainable fisheries co-management.</p>

B) PROJECT AGREEMENT (1 page)

Title: Strengthening of technical, organizational and management techniques of male, female and mixed organizations in Agbodjedo

Costs shared among partners: 15 770 US \$ on the basis of 5 257 US \$ for male, female and mixed organizations being 26 %, and 14 230 US \$, being 74 % for the SFLP

Partners' obligations: Each partner should have finished its action plan and its support plan integrating the common gender strategy with its participatory monitoring and evaluation system and should have shared it with all the other stakeholders. Each partner should have opened a special account with at least 20 % of its contribution in cash before the commencement of the Project, being around 650 000 FCFA for all the 3 associations. Each community partner should have provided details on the steps taken to ensure the regular entry of contributions and reduction of the excess workload of the women representing their associations in the Project Monitoring Committee.

C) LIVELIHOODS SITUATION OF MALE FEMALE AND MIXED ORGANIZATIONS

C1 General background of the community (presentation narrative: 0.5 – 1 page)

In 1982, there were 1686 men and 1576 women mainly from the Toffin tribe, in Agbodjedo. Agbodjedo is in the periphery of Cotonou bordering Lake Nokoué. It is part of the 3rd district of Cotonou city and has more recently been selected as a major district participating in the Cotonou City Town Council. 70 % of the families in Agbodjedo are poor and 20 % are very poor earning 7 times less income than the 10 % non poor families who, among others, own their own boats. The men live on over 75 % of the money they make from catching shrimps, crabs and fish. With the decline in fish resources, the fish caught occasionally is mostly consumed by the family. The men are affected more by unemployment, under-employment and rural exodus of youths than the women because they have no land to undertake alternative activities during the bad fishing season. Although the fisheries-related activities of women are more vulnerable to risks of market saturation in good fishing seasons than those of men, their incomes are less vulnerable because their activities are much more diversified (food catering, petty trading, marketing of smoked shrimps and fish in markets within the region during the low fishing season, ...) then diversification practiced by male associations (male associations were created 17 years ago). The use of these ovens has only just started Etc ...

Tool 20

C2) Livelihoods analysis of organizations to be strengthened (maximum of 2 pages)

Capital assets

Type of capital	Strengths	Weaknesses
Human	<p>Training in organizational, technical and financial management of men and women's associations.</p> <p>The different categories of poverty represented in MA and WA associations.</p> <p>Members of women's associations</p> <p>On the whole less poor than members of MA: less poor = 20 % of members of the MA but 66 % of those of WA. Poor = 60 % of the members of the MA and 24 % of those of WA. Very poor = 10 % in the WA but 20 % in MA</p>	<p>Greater workload for members of WA: 30 min/week consecrated to their organizations compared to 1 to 2 days consecrated each week by the members of MA.</p> <p>Men and women of MA and WA are also prisoners of social stereotypes which decides on the social roles of everyone even if this reduces their livelihoods (especially the men)</p> <p>Deep-seated illiteracy and training in organizational and financial management not applied by MA and WA</p>
Social + Access to information, communication, decision-making, supplies and marketing	<p>Fishermen's conflict resolution mechanisms/ Functional women fish processors</p> <p>Social mutual assistance mechanisms in the MA and WA and between the poor and the less poor</p> <p>Common production activities are irregular for MA</p>	<p>The 3 associations have no legal recognition. Their statutes are not applied. Meetings and reports are irregular. Planning and monitoring and evaluation are rudimentary. WA are more weakly structured than MA and have less experience in sustainable and equitable management of community infrastructures.</p> <p>Weak credibility of WA as a joint guarantee structure for access to credit.</p>
Natural	<p>Equal access of fishermen and women fish processors of the three women's associations to the fisheries resources of the community.</p> <p>Lakeside spaces used from time to time together with the MA and the equivalent community ground used for the smoking centre of WA.</p>	<p>Barely sustainable exploitation techniques by the WA and MA.</p> <p>Less access of the poor to the resources in the WA and MA</p> <p>Low participation of WA in UNAPECAB's Departmental Committee for sustainable fisheries co-management.</p>

Tool 20

Physical	Fish smoking centre, sheds, improved ovens and storage space for the WA and community toilets managed with the members of MA	WA and MA have no experience in sustainable and equitable management of community infrastructures
Financial	Each year the MA mobilizes 500 000 F profit from the joint exploitation of watercourses shared out among members	Low rate of contributions by the 3 associations. Limited access of WA to credit because of their low credibility with credit institutions. No local possibilities for members of MA to access credit.

Synthesis of major strengths: Members of the WA and MA have equal access to the natural capital of the community. Both WA and MA manage their own income by themselves. This nascent unity could be exploited by WA and MA, and possibilities exist for mutual strengthening that could translate into a strength for the associations: the WA are less poor than the MA. The MA has more experience in the sustainable management of community resources and infrastructures like the fish smoking centre that has just been constructed by the WA.

Synthesis of major weaknesses:

The technical, organizational and management capacities of women's associations are less developed than those of men's associations. Insufficient access and control of men and women's associations' over the financial assets required to diversify their livelihoods strategies. Low involvement of WA in the management of existing community infrastructures (fish smoking centre and toilets). Lack of gender monitoring and evaluation indicators for the results of the livelihoods strategies undertaken to reduce poverty in the families in the community.

Linkages between the assets of the asset pentagon: equitable strengthening of the technical, organizational and management capacities of the associations (social and human capital) affects the strengthening of the financial, physical and natural capital assets that they prioritized.

Tool 20

Practical Training in gender approach

Current livelihoods strategies and results of the associations to be strengthened

MA priorities: Access to credit (40 million), training and outlets for alternative IGA, construction of a fishing equipment store, cleaning of the lake, increased IEC on responsible fisheries and institutional support (CARDER, Fisheries Department).

Priorities of the 2 WA: Access to credit (5 million), diversification of IGA, dissemination of improved ovens and improved fish smoking technologies, strengthening of organizational, technical and indigenous financial capacities, IEC on responsible fisheries.

Influence of the vulnerability context on equitable organizational development of men's association when compared to women's associations

Synthesis of the major constraints:

The current organizational fabric of men and women of the community is too fragile. To impact on poverty reduction, both men and women should have more influential networks of men and women's organizations that can satisfy their capacity building needs more efficiently.

Synthesis of the major opportunities: the opening up was more beneficial to men who have a means of transportation and control over the income they generate; but it was also beneficial to women who now have more opportunities to transport their products to the market, and to stock up for the house. Their best participation in the management of community activities (gender strategic need envisaged by the strategy) can start with their greater involvement in the management of community transportation means (boats, taxis, road infrastructures) in line with the practical and immediate gender-specific needs that they saw more clearly before dealing with the changes expected in their roles and responsibilities in managing the declining fisheries resources.

Tool 20

Influence of inequalities in men/women relationships on equitable organizational development of the men's associations as against women's associations

Synthesis of major constraints: The strengthening of the relative decision-making capacities of WA when compared to MA will be negatively affected by the fact that both women and men are still restricted in their choice of livelihoods and the social roles that the society has set for them, even if these roles are no longer realistic: in spite of the fact that men are more affected than women by the reduction of fisheries resources, and by extension more affected by their ability to contribute to their households, men still dominate the decision-making in families and in the community.

Synthesis of major opportunities: The beginning of the partial reciprocal control of supplies (in the hands of men) and finances (in the hands of women) that characterizes men/women relationships in the community will help to promote an equitable organizational development that will seek to improve the relative control of the assets of the WA as compared to men. The fact that men in this community are not only more available to invest in the development of their organizations, but that they are also willing to sustain the WA and work alongside them to seek solutions aimed at reducing the greater structural workload of women promotes equitable organizational development, sustainable and equitable management of resources, and poverty reduction in the community. In Agbodjedo, it is very encouraging to note that, faced with the growing uncertainty of the livelihoods of men (going by the statements made by the men in the MA), at least 20 % of men are already ready to assist their wives to space out their child-bearing in order to get the best from the loans they take.

Vital linkages between inequalities in the organizational profile, vulnerability context and men/women relationships in the community:

Where men can give between 30 to 60 % of their time to their associations, women can hardly give 10 %. The excess structural workload of women in the community is an unacceptable constraint to the equitable development of these men and women's organizations. As long as women are forced to act as substitutes for the institutional financial mechanisms that men's activities cannot provide, without any meaningful guarantee to back up their gesture, it will be difficult for them to sustainably escape poverty and strengthen the financial assets of their WA when they understand why it is important to do so.

Tool 20

Practical Training in gender approach

PIPs		
PIP	CONSTRAINTS	OPPORTUNITIES
Local	Everyone intervenes in the reduction of gender inequities with its own strategy without any shared indicators to ensure better efficiency and synergy of interventions Corruption and gender?	A diversified network of institutional support promoting gender issues and the strengthening of the natural, social, human, financial and physical capital of the community: NCU/SFLP, Social Centre, CARDER, ID, Health Centre, Schools ... The emergence of decentralized authorities with new opportunities for local development, good governance and poverty reduction
Meso		Special expertise in gender M&E can be mobilized through OXFAM Québec and other various development partners
National	Institutional weakness of UNAPECAB and ANM as sustainable co-management support structures of the resources	Policies to promote women, sustainable management of resources, poverty reduction actions that will help to reduce gender-specific inequities at local and community level.

Priorities for the equitable development of MA and WA:

1. Equitable strengthening of the intervention capacities of MA and WA.
2. Equitable access of the 3 associations to a global credit fund of 10 million to be jointly sourced to support IGA diversification for men and women.
3. Equitable and sustainable management of the fish smoking center and the community toilets and popularizing the improved ovens
4. Setting up a gender-sensitive participatory monitoring and evaluation system

Tool 20

D) THE COMMUNITY PROJECT TO BUILD UP THE TECHNICAL, ORGANIZATIONAL AND MANAGEMENT CAPACITIES OF THE AGBODJEDO BASED COMMUNITY ORGANIZATIONS

D1) Justification of the project: Problems to be resolved:

1. The technical, organizational and management capacities of the associations, especially the men's associations, are not enough.
2. The relative access and control of men and women's associations to the internal and external financial resources they need to ensure equitable diversification of their livelihoods strategies.
3. Insufficient involvement of WA in the management of existing community infrastructures (fish smoking centres and toilets).
4. Lack of indicators to monitor and evaluate the results of the actions undertaken by the men and women's associations to reduce poverty in organizations, households and the community
5. Excess structural workload of women when compared to men

Beneficiaries: All the men and women's associations that currently exist and are to be created during the 3 years lifespan of the Project.

Expected results:

- R1. The technical, organizational and management capacities of men and women's associations are strengthened in an equitable manner.
- R2: Male and female members have less unequal access to a wider and more varied range of activities, credits, technical backup, training or the strategic support they need to diversify their sustainable livelihoods strategies of their choice.
- R3: New participatory approaches for women and men to participate in the sustainable management of community infrastructures tested, evaluated and disseminated.
- R4. Functional participatory monitoring-evaluation mechanism for the Project result

Linkages with the CCRF:

The gender strategy will contribute towards implementing article 6.2 of the CCRF which suggests that fisheries management should promote the maintenance of quality, diversity and availability of fisheries resources in sufficient quantity for present and future generations, within the context of food security, poverty reduction and sustainable development.

Linkages with the expected outcomes of the SFLP

- Outcome 2: The capacities of fishing communities and their partners to participate in planning and in the sustainable and equitable management of fisheries strengthened with a view to improving their livelihoods
- Outcome 3: Ecosystems and resources strengthened
- Outcome 4: Increased economic and social benefits derived from small-scale fisheries

Tool 20

Implementation strategies:

This project was prepared with the 3 representatives of the MA and 3 representatives of each WA who participated in the appraisal used in the joint preparation of this Project, from analysis to the identification of priority actions and implementation strategies focusing on building on their strengths, opportunities and the following:

- **Social capital:** sustain the formalization of two associations, the preparation of the appropriate statutes and applied by members, and the cooperation between associations with a view to mutual strengthening of capacities
- **Human capital:** to support the equitable development of the Human Resources of MA and WA: adult literacy, awareness –raising, family planning, education, training in improved fish smoking and fisheries technologies, in management open to the 2 sexes
- **Physical capital** to facilitate the development of successful management experiences in the fish smoking centre, toilets and community boats by MA and WA and for their sustainable use by women and men, poor and non-poor. To help to capitalize on the achievements and to make provisions for them in the service supply contracts to be negotiated with the new decentralized local administration on the sustainable and equitable management of community infrastructures
- **Financial capital:** to strengthen the indigenous financial assets of the 3 associations and facilitate equitable access to credit for men and women organized in their midst. To support the development of self-managed sustainable credit oriented towards the transformation of the unequal men/women relationships in the families of beneficiaries
- **Strategies linked to the natural capital and small-scale fisheries:** To strengthen equitable access/control of MA and WA to natural capital and facilitate the acquisition of a title deed for the land on which the fish smoking centre is located.
- **The improvement of the monitoring and evaluation of the results of the livelihoods strategies implemented by men and women's associations:** participatory systems for the planning, management and M&E of gender and poverty; activities and functional associations to document and facilitate the dissemination of the achievements obtained at PIP level.

Primary beneficiaries: The primary beneficiaries of the priority actions to be undertaken through these strategies are the members of the three socio-professional associations in the community (Nonvighè, Allodo and Agbannoukoumè) that existed when the Project commenced, and their families.

Secondary beneficiaries: Other male, female or mixed associations that the Project should promote. Support partners that are more efficient and perform better thanks to better synergy. Men and women in the households of members of community organizations that have been strengthened have a more equitable relationship among themselves, and with those around them.

Tool 20

D2) Description of the project

Objective of the Project in 10 years : To contribute to the sustainable and equitable reduction of gender-specific poverty in the Agbodjedo community

Objective of the Project in 3 years :

To make it easier for men and women's associations to organize themselves into well-articulated networks for :

1. Mutual strengthening of capacities,
2. Sustainable livelihoods improvement of their members, whether men, women, poor and less poor, and
3. Gender-specific poverty reduction in Agbodjèdo

Expected results and indicators in 3 years:

1. The social, human and financial assets of 75 % of the men and women's associations in the area have been strengthened;
2. At least 40 women and 60 men who are members of these associations are involved and associated (at least 50 % of whom are poor) and have mobilized enough of their personal resources to raise a total sum of 10 million francs worth of credit from various institutions to support the improvement of their sustainable and equitable livelihoods strategies;
3. 90 % of credit mobilized have been repaid regularly on due date
4. The individual profits realized from implementing these credit facilities have been revalued by at least 25 % per annum for $\frac{3}{4}$ of the women as well as male beneficiaries and they have contributed in a tangible way to reducing men/women inequalities in the households of beneficiaries.
5. The threats posed by the increased vulnerability of men faced with insufficient credit facilities to support the diversification of their IGA have been reduced (to be specified with the associations).
6. At least 75 % of the associations involved and associated have built up their capital, social, human and financial assets considerably.
7. The Agbodjèdo community has built up its physical capital assets and tested more sustainable and equitable management strategies on its community infrastructures, which might be of interest to other municipalities (fish smoking ovens, toilet, stores ...)
8. Some improved technologies for a more sustainable exploitation of fisheries resources have been introduced and are being used by both men and women in the community.
9. National policies for the sustainable co-management of fisheries, women's promotion and gender policy of MAEP (Ministry of Agriculture, Livestock and Fisheries) are better applied by local technical and financial support structures in Agbodjèdo. These experiences have been shared and standardized, and the lessons drawn disseminated at higher levels.

Tool 20

Major Activities (contribution of the activities to the outcomes) see logical framework

Financial and material resources

distributed as follows

- Contribution of men, women and mixed organizations
- Contribution of SFLP

Timing of execution (activity, when, who, how §)

to be fine-tuned later with all the stakeholders

The Logical Framework of the Project to build up the intervention capacities of men and women's associations in the Agbodjedo fishing community (provisional: to be reformulated/fine-tuned with the concerned parties at the workshop to harmonize the different action plans that could not be organized on the field for lack of time)

OBJECTIVE in 3 years: To contribute to the sustainable and equitable reduction of gender-specific poverty in the Agbodjedo community

Impact indicator in 3 years: Over 300 poor and less poor men and women in the community are working on various initiatives within their associations to reduce poverty and to participate in fisheries co-management.

STAKEHOLDERS

At community level: Women's associations in Allodo and Agbannoukoumè and men's associations in Nonvigbe and other interested associations thereafter.
At the level of support partners: NCU, NGO - Initiative et Développement, CARDER, Social Centre, NGO - ID Pêche, Fisheries Department

(optional parts)

Tool 20

Outcomes in 3 years to be fine-tuned with the concerned parties	Activities to be fine-tuned/reformulated with the concerned parties	Period to be fine-tuned with concerned parties			Indicators to be fine-tuned with concerned parties	Suppositions to be developed with the concerned parties	Indicators of suppositions to develop with the concerned parties
		2003	2004	2005			
R1. Technical, organizational and management capacities of men's and women's associations equitably strengthened	<p>1.1. Fine-tune and deepen the gender appraisal of each association to update/establish the statutes and internal regulations based on the real aspirations of members and the specificities of each subgroup.</p> <p>1.2. Improve the organizational and financial management of associations and the Local Monitoring Committee.</p> <p>1.3. Hold the 2003-2006 joint strategic planning workshop between associations, the Local Monitoring Committee and the support partners to clarify details on the gender inequities to be reduced, measures to be put in place to achieve this, and the monitoring-evaluation system they can afford, to effectively reduce gender inequities</p> <p>1.4. Establish the support platform, the performance indicators for the different types of support provided and the monitoring and evaluation systems of the performances</p> <p>1.5. Conclude the different strategic technical and financial support partnerships</p>				<p>Statutes and internal regulations corresponding to the real aspirations of the male and female members</p> <p>Organizational and financial management of the men and women's associations and the Local Monitoring Committee has been improved</p> <p>The technical, organizational and management capacities of the men and women officers of the associations have been strengthened.</p> <p>Planning, execution, management and monitoring-evaluation of activities and partnerships have improved</p>	(at the level of outcomes)	

Tool 20

Outcomes in 3 years to be fine-tuned with the concerned parties	Activities to be fine-tuned/reformulated with the concerned parties	Period to be fine-tuned with concerned parties			Indicators to be fine-tuned with concerned parties	Suppositions to be developed with the concerned parties	Indicators of suppositions to develop with the concerned parties
		2003	2004	2005			
R2: Men and women members have more equitable access to a variety of activities, technical support and training, or to the strategic support they require to diversify the sustainable livelihoods strategies of their choice.	<p>2.1. Make available to the members of the different associations, services that will receive, inform and orient them to profitable business, market information, prices, profitable technologies, costs, credit possibilities and conditions, profitability, repayment modalities...</p> <p>2.2. Prepare an equitable and common strategy to mobilize savings and to distribute credit facilities corresponding to the different capacities and aspirations of each and everyone.</p> <p>2.4. Make available to members, support services to enable them set up their own savings scheme before or after the credit and to jointly establish credit guarantees</p> <p>2.3. Assist associations to carry out a gender analysis on the credit applications and in planning the expected impacts of the credit on the redistribution of workload, assets and the results of the credit utilization in families</p> <p>2.4. Sustain credit beneficiaries in the participatory evaluation of the impact of the credit facilities on their activities and in sharing out costs, assets, results and decisions in their homes.</p>				<p>Poor and less poor men and women participate equitably in mobilizing more local savings to the tune of at least 2 million, and in jointly setting up credible guarantees.</p> <p>About one hundred of them have been put in contact with different institutions, depending on their policies</p> <p>80 % of the beneficiaries of these credit facilities have paid back on due date</p> <p>50 % of these loans have produced the results originally expected by enhancing the equitability and sustainability of the livelihoods of men and women in the families of beneficiaries.</p>	(at the level of outcomes)	

Tool 20

Outcomes in 3 years to be fine-tuned with the concerned parties	Activities to be fine-tuned/reformulated with the concerned parties	Period to be fine-tuned with concerned parties			Indicators to be fine-tuned with concerned parties	Suppositions to be developed with the concerned parties	Indicators of suppositions to develop with the concerned parties
		2003	2004	2005			
R3: New approaches to improve the participation of men and women in the sustainable and equitable management of community infrastructures tested, evaluated and disseminated.	<p>3.1. Prepare a sustainable and equitable management strategy for the fish smoking centre and the toilets by the 3 associations</p> <p>3.2. Evaluate the experience and capitalize on its achievements</p> <p>3.3. Prepare Project Documents to mobilize new funds for the dissemination of the improved ovens</p> <p>3.4. Prepare Project Documents to mobilize new funds for the dissemination of the toilets and for the joint exploitation of transportation means</p> <p>3.5. Prepare a Project file for financing the construction of a store to distribute fishing gears and fish processing equipment, or to supply raw materials for the alternative activities they have diversified to</p> <p>3.6. Develop/participate in actions to lobby and advocate for the 'application of fisheries legislation' and for the application without concession of the sanctions against violators of the fisheries legislation as provided for in the Fisheries Code.</p> <p>3.7. Participate equitably in fisheries co-management with other communities and support institutions at different levels.</p> <p>3.8 Respect the sustainable exploitation and management principles of the lake</p>				<p>Economic, financial and technical profitability of ovens when compared with the traditional ovens have been carefully evaluated.</p> <p>Impacts of the use of improved ovens on the ecologic, economic and social profitability of processing activities established</p> <p>Functional costs (including management sub-contracts paid to the Local Monitoring Committee and rent paid to the community) and depreciation of equipment covered by the contribution of the users of the ovens</p> <p>Reduction of the cost of using the equipment granted to the members of community associations</p> <p>30 % of women are in the committees for the sustainable management of resources at all levels.</p>	(at the level of outcomes)	

Tool 20

Practical Training in gender approach

Outcomes in 3 years to be fine-tuned with the concerned parties	Activities to be fine-tuned/reformulated with the concerned parties	Period to be fine-tuned with concerned parties			Indicators to be fine-tuned with concerned parties	Suppositions to be developed with the concerned parties	Indicators of suppositions to develop with the concerned parties
		2003	2004	2005			
R4. Functional participatory evaluation-monitoring mechanism of the results of the Project	<p>4.1. Ensure strategic and operational management in the execution of the Community Project and the institutional, technical and financial support for its implementation</p> <p>4.2. Monitor, control and regularly evaluate the implementation of the activities and improve the strategies and results obtained as it progresses</p> <p>4.3. Disseminate the positive experiences recorded through the PIP</p>				<p>1. Self-monitoring and evaluation system is functional</p> <p>2. Participatory monitoring system backed up by all the active support partners</p> <p>3. Experiences capitalized and replicated at various levels.</p>	(at the level of outcomes)	