



GALS CATALYST PHASE 1

GENDER

ACTION

LEARNING

SYSTEM

Overview

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GALS @ Scale in Brief

Why Gender?

Gender inequalities are a key cause of economic inequalities at national, enterprise and household level, leading to poverty for men as well as women and children. In coffee production in Uganda and Tanzania, research has shown that unequal land ownership and division of labour are key causes of poor coffee quality and productivity. Women do at least 70% of the work. However because men own the coffee land and trees, they also control the income. They use much of the income for alcohol and women in town. Women have to 'steal' coffee to pay for school fees and food for their children. The rush for each person to get the coffee before the other leads to selling of unripe and bad quality coffee. Attempts by coffee traders to improve coffee quality have very limited success. Even if men get training, they leave the work to their wives. Women prefer to divert their labour and money to crops where they can control more of the income.

Why GALS?

GALS (Gender Action Learning System) is a cost-effective and sustainable community-led planning methodology. It helps women and men to have more control over their lives and work together on a basis of shared visions and values of equality. The methodology uses participatory techniques and adapted versions of four diagram types: Road Journeys, Trees, Circle Maps and Diamonds. People draw their diagram plans in locally available notebook diaries which they themselves buy.

People begin by developing their individual visions for change, with achievable targets and road maps to move towards these visions. A key focus is analysing and breaking through gender-based barriers at individual level and within the family and personal networks as challenges that prevent men as well as women from achieving their vision. They continually review and track their own progress as a process of reflexive learning based on their own planning needs. The same basic tools are then further developed as business and livelihood plans within which gender is mainstreamed.

People identify other people in their own families and support networks with whom they have a self-interest in sharing the gender messages and GALS methodology. The methodology thus scales up through voluntary 'pyramid marketing'. The most effective voluntary community trainers are later paid from the additional profits and resources they generate for an organisation through training in new organisations and communities.

Hivos GALS@Scale programme

GALS tools and participatory processes originated in work by Linda Mayoux for Hivos in Uganda and with micro-finance practitioners in Latin America and elsewhere. Under a global process called WEMAN GALS has been implemented with other development agencies, particularly Oxfam Novib and IFAD as well as Hivos, to reach over 60,000 women and men worldwide.

Under the Hivos GALS@Scale programme the methodology will be adapted to the needs of private sector companies, large cooperatives and governments. This will start with coffee trading partners Ecom and Armajaro in East Africa (Tutunze and CMS in Tanzania, SMS in Kenya and Kawacom in Uganda).

Using GALS as a long-term business investment strategy to increase the skills and resources of women and men with whom they work, they will be able to generate increased profits and outreach. This means that they can also be the motors for widespread change in gender relations as a win-win strategy to make a significant contribution to national development and global economy.

For further information on GALS@Scale see www.wemanresources.info.

GALS@Scale Aims

GALS@Scale Phase 1:

- introduces the basic GALS change planning process: the 'life road journey' framework where people develop a vision for change with SMART 'milestones', analyse opportunities and constraints, commit to actions and track progress over time.
- initiates and then reinforces discussion of gender issues using Gender Balance Trees and then Gender Diamonds
- introduces analysis of challenges and ways of moving forward through use of Challenge Action Trees
- sets up the skills and networks for pyramid peer upscaling using Empowerment Leadership Maps as the basis for sustainability of subsequent gender justice mainstreaming and movement-building in GALS Phases 2 and 3.

Aim 1: to reach and benefit at least 6,000 GALS participants - women and men - a large percentage (60%?) of whom:

- have drawn a Vision and Vision Journey and are making good progress towards this vision, including improvements in coffee quality and quantity delivered to the partner organisations
- have drawn a Gender Balance Tree to analyse for themselves the negative consequences of gender inequality for their ability to achieve this vision and achieved at least 5 significant changes within their households
- have drawn an Empowerment Leadership Map and identified at least 5 people they can help through sharing what they have learned
- are tracking their progress and that of those they hope to help or change
- know the GALS songs
- have participatory leadership skills for scaling up within their own communities

Aim 2: to lay a solid basis for ongoing sustainable upscaling through:

- developing a core of certified community trainers who have changed their own lives and taught a significant number of people in their own communities to a good quality standard, and who have participatory skills to be paid as trainers in upscaling to other communities and regions.
- establishing the business case for gender justice and GALS
- identifying the implications of the community-led process for gender mainstreaming and integration of gender justice and relevant GALS tools and processes into other organisational interventions.
- establishing indicators and structures for ongoing quantitative monitoring of change and outreach
- qualitative and/or multimedia documentation on issues arising to feed into gender strategies and advocacy.

How is it done?

Activities

In GALS@Scale Phase 1 consists of three implementation milestone events in each of the four partner organisations and locations where they are initiating a process over 1 year:

1: Change Catalyst Workshop/s (CCW): Mapping Life's Rocky Road

2: Gender Reviews (IGR): Assessing Progress and next planning

These events are linked by a process of community action learning in leadership groups that continue to track progress of members and address challenges arising through regular meetings. These are mainly self-manages, but some are attended by staff of implementing partner organisations.

Who is involved?

Community champions and facilitators

The main drivers in all GALS processes are GALS practitioners or 'champions' - women and men in communities who use the methodology to change their own lives, and share what they learn with others through pyramid peer sharing.

The Community Catalyst Workshop develops the skills and catalyses changes for around 20 women and men 'GALS champions' from the most disadvantaged groups in communities served by the partner organisations. Some, but not all, of these champions are people who really need the methodology to change their lives. They may include Promoter Farmers, local leaders and field staff of partner organisations, but also farmers who are far from model farmers but representative of the type of farmers the partners would eventually hope to reach. By the end of Phase 1 (1 year) the pyramid peer sharing should have reached at least **3000 other women and men** in the networks of the original champions in each partner organisation.

Process catalyst staff team

The catalyst process is initiated, supported and monitored by a very small core of 'process catalysts' - senior and core implementing staff, guided by Linda Mayoux as international consultant. The consultant progressively delegates Phase 1 activities to the champions, staff and any local consultants who together form a facilitation team. At the end of Year 1 the situation will be reviewed and decisions will be made about whether and how the process will proceed to Phases 2 mainstreaming and which other national organisations might be involved.

GALS global network

The GALS@Scale process is also linked to the global WEMAN network to learn from and contribute to other processes and increase collective voice for gender advocacy. Details and links to GALS resources can be found at: www.wemanresources.info

Box 1: Phase 1 Implementation Overview	
Selection of first champions Aug-Sept 2013	Selection of initial 40 champions(20 Tutunze Kilimanjaro and 20 CMS Mbinga) by partner staff based on their understanding of initial project document and overall project upscaling plan for GALS@Scale.
Community Catalyst Workshops October 2013: Tutunze Same and CMS Mbinga June 2014 Tutunze Mbinga then Kigoma SMS Kenya and Kawacom Uganda	Workshops (residential or 'drip drip' integration into staff activities) in each region that introduce: <ul style="list-style-type: none"> • Vision Journey Tool • Gender Balance Tree Tool • Empowerment Leadership Tool • Coffee Challenge Action Tree Tool • Distinctive GALS facilitation methodology • Writing songs for dissemination <p>Followed by a series of 1-day follow-up meeting in the community where each champion brings 3-5 family or friends to share the methodology and plan their process.</p>
Organisational planning meetings February and June 2014	Introduction of methodology to senior management and staff Clarification of partner vision, goals and empowerment and outreach targets for the process as a whole Plan for scaling up and sustainability to guide the initial selection of communities and champions, including plan for the certification and incentive structure for community trainers and integration in other activities Agreement on timing of Gender Reviews and timeframe for initial Community Action Learning
Community Action Learning	<ul style="list-style-type: none"> • Reinforces the above tools and continuation of individual tracking • Quantifies progress on the Coffee Challenge Action Tree tool in leadership group meetings • Quantifies progress on peer upscaling per champion • Uses Challenge Action Tree to identify ways forward on challenges arising
Gender Reviews and Livelihood Trainings June 2014 CMS Mbinga Tutunze Same February 2015 Tutunze Mbinga SMS Kenya Kawacom Uganda followed by Tutunze Kigoma	5 day process with the lead champions in each location: <ul style="list-style-type: none"> • Discusses progress, opportunities and challenges identified through the Community Action Learning • Deepens discussion on gender through use of Gender Diamond and Gender Challenge Action Trees and reinforces these with participatory songs and theatre • Shares the livelihood tools as the part of the next steps for championsDay 4: Uses Leadership map to aggregate and examine the process of peer sharing and examines issues to be addressed in accelerating upscaling • Introduces the Multilane Highway for more in-depth monitoring for the next Phase <p>The process reinforces the participatory facilitation skills of champions to equip them as certified trainers who will be able to replicate the methodology in new locations outside their own communities. Champions train other staff who will be involved in monitoring upscaling.</p>
Gender Justice Annual Review Workshop???	Workshop or gender event linked eg to an AGM. Process and participants to be decided depending on progress at the time of the Interim Review to: <ul style="list-style-type: none"> • further deepen analysis and change process on gender • valorise and certify the best champions as community trainers • introduce organisational GALS tools to be used in Phase 2???