Manual
GALS
(Gender Action Learning for Sustainability)
Community Action Learning

Happy Family Happy Coffee
by
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Based on Linda Mayoux’s work on GALS
Semende, December 2016
BASIC CONCEPT

Gender:
Women and Men from different generations treat each other as equal human being, with equal rights and responsibility, equal respect, equal benefit and for all human kind.

- Right 1: freedom from violence
- Right 2: equality of property ownership
- Right 3: equality of decision-making
- Right 4: equality of work and leisure
- Right 5: freedom of thought and association
Community Action Learning

Community action learning is reflection and assessment of progress.

The community action learning process consists of 3 levels:

- Individual level
- Community level
- Institutional level

The aim of the Community Action Learning is empowerment. Aggregation should be a guide and motivation for change. Based on honest sharing of challenges as well as successes.

Making the aggregation fun requires development of facilitation skills and integration of fun activities and energizers.

**Individual level**

*Individual level* progress and tracking is done by the champions on the diagrams and *Multilane Vision Plan* in their notebook diaries as a personal learning process to achieve their vision. The champions mark their achievements by putting red circles around what they have achieved.

Individual targets achieved are circled in red
Community level

The main aim is empowerment and enabling the champions and those whom they share the methodology to reflect on and document what they need for their own empowerment. Then they share this with other group members as part of collective learning – including the quantification on the group diagrams.

**Community level** Group meetings for sharing and comparing progress and experiences to brainstorm and give support on strategies to accelerate progress. The achievement journey is used for this process. Original champions can lead this process with those farmers they have trained in GALS tools to track achievements in terms of productivity, gender and outreach. This should be done every six months, in June and in December. This should be done after the session with all the champions on their own Achievement Journeys, facilitated by the ICS staff (see under organizational level), at least for the first time, so the champions learn to facilitate the process. See guidelines on the achievement journey below. ICS staff can support the process, and give advice on how challenges may be overcome based on experience of other champions. They can also respond to and support collective action needs arising from the process through eg. making links with other stakeholders.

Achievement journey with champions and farmers in Babatan
ORGANISATIONAL LEVEL

The aim is to collect both qualitative and quantitative information on the GALS process, not only for champions’ own records and learning, but also to demonstrate to the champions that their progress is being valued and followed by the organisation. And to pick up on any challenges before they become problems. Documentation should be integrated into the meetings as “light” a way as possible. Information should always be collected through GALS diagrams. This requires experience, and can only really be learned through supervised practices as part of the GALS capacity building in the organisation.

Organisational reflection and learning based on the qualitative (case studies), quantifying achievements with champions and quantitative analysis (Monitoring format and KPIs and ICS database) and follow up on the outcomes from the community meetings facilitated by champions with other farmers:

- **Case studies** A qualitative analysis is done through collection of case studies with the original champions. The champions are followed from the start of the GALS process in April 2016 to the completion of the process in April 2019.

At the start in April 2016, information was collected on

- Composition of the household, educational level and age of champions

And from the following GALS tools:

- Increase income challenge action tree
- Happy Family Tree
- Multi Lane Vision Plan
When visiting champions, staff can make pictures of their multilane vision plan in their note books (with red circles) and “achievements”, such as house built, business started, etc.

- **Achievement journey with champions** After 6 months 2 ICS staff (preferably 1 female and 1 male) facilitate a session with champions, which are followed in the case studies, using the Achievement Journey at the Farmer Training Centre. Champions should bring their notebooks and flip charts, where the individual information is on their Multilane Vision Plan. Information on coffee produced (top lane), gender changes (middle lane) and outreach (bottom lane). This process should be repeated in June and December of each year of the project duration, until April 2019. See also manual Achievement Journey.

<table>
<thead>
<tr>
<th>The process is as follows:</th>
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<tbody>
<tr>
<td>▪ Start day by singing one of the songs</td>
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<td>▪ Staff explain the purpose of the day</td>
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<tr>
<td>▪ Champions are asked to reflect on their achievements, and add red circles in their notebooks, if they have not done so yet</td>
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<tr>
<td>▪ Champions share with each other on achievements in pairs</td>
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<tr>
<td>▪ Staff ask champions to draw achievement journey on flipchart in front of the class (should be large enough to include the information from all champions)</td>
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<tr>
<td>▪ One champion gives one achievement over the last six months (start in top lane).</td>
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<td>▪ She/he asks who else got this achievement. She/he counts, and put the number next the achievement.</td>
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<td>▪ The next change is given by another champion, and counted again. This continues until all achievements have been summarized in all three lanes.</td>
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<td>▪ One staff member puts all the information in the summary sheet.</td>
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</table>
- Review the steps with the champions, and ask them to write at the back of their notebook
- Make schedule for community days, where champions facilitate farmers with tracking their achievements using the Achievement Journey tool
- Close meeting with a song

ICS staff summarize champions’ achievements in December 2016

• Monitoring format - Quantitative Analysis will be done by the ICS staff based on the information collected in the case studies and from the achievement journeys of the champions and with farmers in the communities. See sample format for collecting
the data from the champions.

- **KPIs in summary sheet** – On the basis on the Monitoring format, ICS staff summarize the achievements in the Summary format.

The summary of the monitoring format is given in the table below.

### CHAMPIONS WITH ACHIEVEMENTS IN

- coffee production
- gender changes:
  - obligatory KPI: opinion about role in household activities
  - obligatory KPI: opinion about role in decision making
  - reduction in costs (reduction in smoking, phone credit for men, cosmetics, clothes for women, for children, food)
  - increase in savings
  - establishment of other business for additional income
  - children’s education
  - house renovation or new house
- outreach by champions and farmers (first, second and further tiers)
See format filled in as per December 2016 below.

<table>
<thead>
<tr>
<th>Gender</th>
<th>Changes in</th>
<th>dec-16</th>
<th>dec-17</th>
<th>dec-18</th>
<th>dec-18</th>
<th>dec-18</th>
<th>dec-18</th>
<th>dec-18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gender</td>
<td>3 couples</td>
<td>5 couples</td>
<td>5 couples</td>
<td>5 couples</td>
<td>5 couples</td>
<td>5 couples</td>
<td>5 couples</td>
<td>5 couples</td>
</tr>
<tr>
<td>Households</td>
<td>2 couples</td>
<td>2 couples</td>
<td>2 couples</td>
<td>2 couples</td>
<td>2 couples</td>
<td>2 couples</td>
<td>2 couples</td>
<td>2 couples</td>
</tr>
<tr>
<td>Children</td>
<td>1 motorbike</td>
<td>1 motorbike</td>
<td>1 motorbike</td>
<td>1 motorbike</td>
<td>1 motorbike</td>
<td>1 motorbike</td>
<td>1 motorbike</td>
<td>1 motorbike</td>
</tr>
</tbody>
</table>

**Internal Control System** – Based on changes made by the champions, information can be collected through the ICS, to gather data on impact by all farmers who have been in contact with GALS and compared with farmers.
who have not been in contact with GALS. Additional questions to be asked are given below. This information is collected once a year for all farmers, who are in the Semendo 2 project, in particular all farmers who are part of the Rain Forest Alliance certification are visited as part of the internal inspection process. The internal inspections are done by the ICS staff and the data is aggregated in the ICS database. Analysis can be done for reporting to IDH.

- **IDH KPI Guidance Protocol for Coffee Field Level Implementers** requires yearly reporting on Gender and Youth Involvement and household decision making. In the KPI guidance protocol for coffee field level project implementers on page 20 guidance is given for the gender and youth indicators. The type of indicator is qualitative. Page 22 and 23 give sample questions for the two indicators: involvement in household activities and role in decision making about household activities. In April 2016 through the Happy Family Tree (gender balance tree) 19 champions were asked their involvement in household activities, and their role in decision making. Champions were also asked what they want to change. In December 2016, 8 months after the GALS training, champions reported changes in both areas. It would require discussion with IDH whether the reporting proposed in this document would qualify for their obligatory reporting. Otherwise changes may be necessary.
ICS

Unit of Interviewing

Wife, husband, children (m/f) 16 years and above

Basic data, add

- Village
- Village where GALS is being implemented
- Name both husband and wife, male/female child age 16 and above
- Gender (female, male)
- Price per kg obtained (estimate).

Additional questions on GALS in five villages where GALS is being implemented Muara Danau, Pulua Panggang, Datar Lebar, Tebing Abang, Babatan.

- Have you been trained in GALS? Yes, No. If yes, are you GALS champion?
- Have you been trained in GALS by champion or other villager or by ICS staff?
- If trained by champion or other, what tools have you been trained in?
  - Vision
  - Vision journey
  - Happy family tree
  - Challenge action tree
  - Change leadership map
  - Multilane vision journey
- Who is participating in GAPS training?
  - Husband
  - Wife
  - Other
- Include list of GAPS. Ask: Are GAPS are being applied? Yes, no. (tick if yes) If yes, who in household applied (husband, wife, other family, labourers, others)

Impact

- Reduced expenses on
  - Cigarettes
  - Phone credit
  - Cosmetics
  - Clothes
  - Food
  - Children’s expenses (snacks, phone credit, etc.)
- Increased savings for (same as investments)
  - Where saved: own house, moneylender, bank, other
- Investments in
  - Children’s education
  - House improvements or new house
  - Other business
  - Other, specify...
- Opinion about involvement in household activities? (see IDH protocol page 22)
- Opinion about role in decision making (see IDH protocol page 23)

The questions can be asked in villages where GALS has been introduced, and villages where there has not been any gender training, to compare the effects of GALS.
Basic Narrative:

The achievement journey (review) follows the same steps as the (multilane) vision plan, and this reinforces the same concepts. The only difference is that we now look back from the present to the past, instead of from the present to the future.

The achievement journey can be done for any issue once the principles have been learned. It can be done through marking off activities and achievements of milestones on the Multilane Vision Plan. Ideally this will have been tracked as people go along, but this session aims to consolidate this and share and quantify the process. In many cases, it is likely that tracking will not have been so systematically because it takes time to build a culture of reflective learning and planning. So, this session brings everyone up to speed and highlights the usefulness of tracking on subsequent Vision Plans.

In this case, we are particularly interested in what was happened since starting GALS, the Change Catalyst Workshop and the Community Workshops. This will involve reflecting over different time periods, depending on the participants and when they joined the GALS process.

Aims for participants

1. To assess and appreciate actions and achievements.
2. To identify targets which were not achieved and whether this was due to the activities not done and/or unanticipated challenges.
3. To reassess the opportunities and challenges which may be relevant for the next road journey.
4. To share experiences with others and ways of addressing challenges.
Aims for companies

1. Quantification of achievements since starting GALS
2. Better understanding of other opportunities and constraints outside the program.
3. Better understanding of the company’s role in relation to these other factors.
4. Potential use of these journeys later for sampled follow up and detailed case studies and retrospective impact assessment.

Draw Achievement Journey

1. Ask participant to review the Multilane Highway Steps at the flip chart paper, but in the third step, they draw the milestones and one-year target’s circle. (see the Achievement Journey Steps on the box)
2. Ask participant to reflect their journey since they start GALS. Ask them to mark their achievement and action they done with the red circle on their book. Then ask them to draw their achievement journey step by step on the flip chart paper as a group’ Achievement Journey. Ask them to do the group work interactively and participatory. Quantify the numbers on each symbol.
   1. First lane: all achievements and actions related to coffee production.
   2. Second lane: all achievements and actions related to gender issues.
   3. Third lane: all achievements and actions related to outreach.
3. If the participant has difficulties to identify their achievement that are not on their Multilane Highway, ask questions to them, for example, what do they feel are the differences or changes in their life, especially related with gender relation and gender equity.
4. Make the conclusion of the process and give them appreciation.
Steps on Achievement Journey:

1. **Vision:** Red big circle on right top of paper.
   The vision must still be at the top of the page to inspire for future, even if they think things have gotten worse. Put the symbols in the vision circle from their Multilane Highway’ vision circle (keep the different lanes). They can change to the original vision if they want.

2. **Starting Point:** Small black circle on the bottom left of paper—represent the starting point at the beginning of GALS. Join the two circles up with two outside lines for the road and draw two more lines in the middle to divide the road into three lanes. Put symbols of the current circle on the Multilane Highway as the starting point in each lane. They can change the symbol if it was not accurate.

3. **Milestones targets reached:** which milestones targets have they reached? (circle in red)
   Look at the milestones on the Multilane Highway that they circled in red and draw the symbol on Achievement Journey. They can also put the achievements reached in August, when the previous review was done. Circle those they have not achieve in green. Have they achieved anything they did not predict? Put them on too.

4. **Reasons, key Opportunities and Challenges:** draw the opportunities and strengths above the road and challenges or weaknesses below. Mark with smiley face for those on which opportunities was taken and mark with sad face those opportunities which were missed or constraints which remain.

5. **Implications and Actions taken:**
   Look on the Multilane Highway the action has taken by the time of this workshop. Circle with red and draw the symbol on the Achievement Journey. If there was anything they did not predict, draw the symbols and mark them. Put a green circle on actions they still should take.