

Case study

Family Life Model, Uganda

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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Family Life Model, Uganda

Section 1: Overview of the methodology

Name of the methodology	Family Life Model (FLM)
Country/region of implementation	Northern and South-western Uganda
Start/end date	July 2012 - December 2016
Lead organization sponsoring the development and implementation of the methodology	FLM was developed and is being implemented in the context of the Community Connector Project, a five-year USAID Feed the Future project. The lead organization delivering this project is FHI 360 (formerly Family Health International), a non-profit human development organization.
Purpose of the methodology	FLM is a methodology which shapes the way that activities are conducted and messages passed on from the community/group to households and families. FLM uses the “triple A” approach to stimulate households and communities to Assess, Analyse and Act to address their challenges and to achieve their aspirations in the context of food and nutrition security and socio-economic well-being (“food, health and wealth”).
Contribution of the methodology to wider organizational/project goals	FLM is based on the principle of holistic support to household development needs. It supports households to explore development constraints that prevent them from realizing their aspirations and strives to address them in a participatory manner. FLM aims to change the attitudes of communities, empower them with knowledge and skills, and enable them to understand and address their problems.
Target group	All members of vulnerable households targeted by the Community Connector Project

Section 2: Implementation arrangements

Implementing partners	<ul style="list-style-type: none"> ▪ FHI 360 is the principal partner and supports the nutrition component. ▪ Self Help Africa leads the livelihoods components of the project. ▪ Communication for Development Foundation Uganda leads behaviour change communication activities. ▪ Building Resources Across Communities (BRAC) leads the savings and microfinance systems development portfolio. ▪ Grameen Foundation leads the monitoring activities (using mobile e-tools).
Selection of facilitators/mentors	<p>Facilitators are selected on the basis of their experience in working with grass-roots communities. There are three types of facilitator associated with FLM:</p> <ul style="list-style-type: none"> ▪ Community Connector officers – project field-based officers, each in charge of a sub-county,¹ who are employed and paid by the project ▪ Community knowledge workers – community-based volunteers identified and trained by the project to support project activities. Each is in charge of a parish and reports to the Community Connector officers. They profile households, mobilize communities, facilitate community-based dialogue, provide training in village savings and credit schemes, and report on project data using e-tools (e.g. smart phones). They receive a stipend of UGX 60,000 (approximately US\$22) per month, paid on achievement of deliverables. ▪ Group promoters – community-based volunteers who work at the group level. They are the group contact person and responsible for conducting training using the FLM approach and guiding the activities of group members.
Training of facilitators/mentors	<p>Community knowledge workers are trained by the Community Connector Project trainers and specialists in the relevant thematic areas of the project, including the FLM guidelines.</p>

¹ A parish is a small administrative unit; several parishes make up a sub-county and several sub-counties a district.

Section 3: FLM at the group level

FLM implementation steps	<p>FLM is used in the context of training in saving with a purpose, behaviour change communication, nutrition and addressing gender disparities in rural communities.</p> <p>Community knowledge workers, group promoters and government subject matter specialists based at the sub-county level facilitate group sessions using the FLM training guide and principles. Sessions are assigned to different facilitators based on their experience and expertise.</p> <ul style="list-style-type: none"> ▪ A livelihoods analysis is conducted at the district/sub-county/community levels. Production opportunities and bottlenecks are explored together with community aspirations, wealth ranking and core household development challenges. ▪ Focus group discussions with key informants are held using set guidelines and checklists to gather information and design appropriate locally based responses. ▪ Training materials to address the challenges identified are developed on the basis of the FLM. ▪ Community knowledge workers are trained in the use of the FLM guide by project trainers and thematic specialists. ▪ Group promoters are supported to train and/or facilitate sessions in groups to foster change. ▪ Regular monitoring and evaluation is conducted by community knowledge workers.
Average length of the implementation cycle	<p>Average length of the FLM training/facilitation cycle: six months to one year.</p>

Section 4: Monitoring and indicators

Monitoring process	<p>Community knowledge workers track and report data using mobile e-tools, capturing lessons learned and behaviour changes in the communities and among individuals.</p> <ul style="list-style-type: none"> ▪ The Community Connector Project uses the Individual Household Methodology (IHM) to track changes at the household level for impact evaluation and informed decision-making. IHM, developed by Evidence for Development, collects data on individual household food consumption, income, asset acquisition, etc., over a period of time. Findings from individual households can be aggregated into entire village/community reports.
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Indicators	<p>Indicators are set by the project, in consultation with USAID. They include:</p> <ul style="list-style-type: none"> ▪ percentage of women reporting increased involvement in decision-making on how their savings are spent in a household ▪ percentage of women with increased savings ▪ number of women with an increase in the total value of assets they own ▪ percentage of households that make joint decisions on issues related to the three pillars of their families: wealth, food and nutrition, and health. <p>Additional outcome/impact indicators monitored for FLM using IHM at the household level include:</p> <ul style="list-style-type: none"> ▪ at least four pawpaw trees, an avocado tree and pumpkins ▪ toilet, rubbish pit, utensil drying rack and hand-washing facility with running water ▪ vegetable composting pit ▪ neat and clean compounds ▪ family savings account ▪ livestock (chicken, goats, apiary) ▪ income-generating activities ▪ production assets ▪ food reserves to last at least three months ▪ family (husband and wife) work together on farm and household tasks.
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Section 5: Results

Number of beneficiaries reached/ planned to be reached	<p>The project seeks to reach 81,000 beneficiaries by the end of 2016. As of 30 September 2014, a total of 67,500 beneficiaries had been reached.</p>
Main changes that can be attributed to the methodology	<ul style="list-style-type: none"> ▪ Alcoholism reduced in some households ▪ Improved communication between husbands and wives relating to issues of family health, food and wealth creation ▪ Improved savings and household incomes due to careful budgeting and joint prioritization by husband and wife ▪ Improved nutritional status of children ▪ Increased ownership of productive assets that increase opportunities for income generation.

Key success factors and strengths of the methodology	<ul style="list-style-type: none"> ▪ Active engagement of communities in “dialogue meetings” encourages open dialogue among community members and between women and men in groups. ▪ FLM provides a mechanism to address negative issues at the household and community levels. ▪ Active male engagement in the sessions and activities enables male “buy-in” and avoids conflicts. ▪ Capacity development of community knowledge workers through continuous coaching and working with subject matter specialists facilitates the development process of their communities.
Challenges	<ul style="list-style-type: none"> ▪ FLM involves a thorough understanding of community behaviour, norms and practices through the livelihoods analysis. This often requires more time and incurs higher costs than originally planned in order to effectively engage all in the community in discussions and open sharing. ▪ FLM is a continuous training process; it requires experienced, well-motivated and self-driven community knowledge workers who should be able to provide holistic and continuous support to community groups whenever necessary. Since facilitators are volunteers, this can be challenging, especially as FLM implementation sometimes requires a lot of the facilitator’s time, which may hinder his/her personal work.
The way forward: potential improvements	<p>Costs would be reduced if government extension systems adopted FLM.</p>
Sustainability	<p>The sustainability of FLM comes from the process of empowering individuals. FLM builds peoples’ skills and knowledge towards a realization that everyone has the power to do things differently and change their own situation for the better. It builds people’s capacity to explore their own environment and look for opportunities for adopting changes that can have a lasting impact.</p>

Section 6: Resources

Budget	<p>Total cost of implementing FLM per community/group is approximately US\$500</p>
Resources	<p>FLM guide for community knowledge workers See: http://www.commconnector.org</p>



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