

Community-led value chain development for gender justice and pro-poor wealth creation

GRANT RESULTS SHEET



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The programme **empowered** more than 100,000 vulnerable men and women to negotiate a better position for themselves in value chains

Goal and objectives

This programme set out to empower 35,000 vulnerable women and men in rural value chains directly and another 65,000 indirectly through direct and peer capacity-building and action learning to negotiate a better position in value chains and achieve sustainable and equitable “win-win” collaboration between value chain stakeholders.

The programme aimed to adapt and integrate participatory action learning methodologies into the policies and practices of at least 10 civil society organizations (CSOs) and to disseminate them through e-forums and capacity-building events then to be taken up by other relevant IFAD and Oxfam projects, in countries such as Ghana, India and Sierra Leone. Knowledge institutes also contributed to participatory planning and gender mainstreaming in value chain research and training.

These objectives were pursued through three main groups of activities:

- Adaptation of the Gender Action Learning System (GALS) and capacity-building in communities and institutions for gender sensitive interventions
- Community-led action research and win-win negotiation for gender justice in value chains based on cereals, oilseeds, fruits, cocoa and vegetables
- Development and dissemination of materials and models of integrating GALS to support the scaling up of the approach in other IFAD and Oxfam programmes.

Beneficiaries

Given that empowerment requires a holistic approach to: i) change women’s and men’s consciousness and gender relations; ii) increase access to and control over services and resources; iii) change social norms and beliefs as well as formal rules/policies that reproduce inequality, Gender in Value Chain Development (GENVAD) targeted a range of stakeholders:

- 35,000 vulnerable and marginalized women (67 per cent) and men (33 per cent) were targeted in value chains in Nigeria, Rwanda and Uganda. These included vulnerable smallholder farmers, landless farm workers and small-scale (barter) traders, the majority living on less than a dollar per day.



Facts at a glance

Grant implementing agency

Oxfam Novib

Theme

Gender and value chain development

Benefiting countries

Nigeria, Rwanda and Uganda

Total programme cost

US\$2,232,000

IFAD contribution: US\$1,400,000

Cofinancing Oxfam and partners:
US\$832,000

Partners

ACORD, BAIR, CEFoRD, CREAM, Duhamic-ADRI, ESAFF, FADU, NANTS, PELUM, VEDCO and IFAD-supported projects in Congo, Rwanda and Uganda

Effectiveness and duration

November 2011 – December 2014

Linkages to IFAD investment projects

- **Uganda:** National Agricultural Advisory Services; District Livelihoods Support Programme; Vegetable Oil Development Project
- **Rwanda:** Kirehe Community-based Watershed Management Project; Support Project for the Strategic Plan for the Transformation of Agriculture; Project for Rural Income through Exports
- **Nigeria:** Rural Finance Institution Building Programme (RUFIN); Value Chain Development Programme (VCDP); Community-based Natural Resource Management Programme, Niger Delta (CBNRMP).
- Sierra Leone and Mozambique were actively involved in introducing GALS into ongoing projects. Ghana, Lao People's Democratic Republic, Liberia, Nepal and South Sudan expressed an interest in their project design.

- More powerful private and public value chain stakeholders were engaged to change attitudes and behaviours, and integrate GALS in their planning processes.
- Local CSOs and staff of IFAD-supported programmes were involved in capacity-building to use GALS for gender transformative and pro-poor value chain development (VCD).

Main results

The project contributed to sustainable pro-poor wealth creation and value chain upgrading in Nigeria, Rwanda and Uganda through empowerment of women and men from the poorest and most vulnerable households and the establishment of equitable participatory processes for economic decision-making.

Community-level: empowerment

The overall total of 57,557 GALS trainees, 36,356 women and 21,201 men, exceeded the planned number of 35,000. More than 26,000 women reported notable changes in **more equal sharing of labour, women's decision-making power** and **control of assets**, while 49 per cent of the women also reported **more secure access to land**. Fathers started including daughters in wills so that they can inherit property. For about 70 per cent of the beneficiaries, these changes translated into significant income increases; around 60 per cent increased **savings and resources** for productive investments, with better production and marketing, attributed to more equitable win-win collaboration with buyers.

By **reducing alcohol abuse** and domestic violence, families were able to increase investments in education for boys and girls and reduce food insecurity. Men support each other to challenge norms, carrying out domestic chores (culturally seen as women's work) like fetching water and firewood, and cooking food. This reduced women's workload and improved communication in the family. By recognizing formerly invisible and unrewarded work, marketing associations included asset-poor co-wives in polygamous marriages and widows. Evidence of self-replication without external support from the programme demonstrates the sustainability of these changes.

Organizational level: capacities

As a result of the capacity-strengthening trajectory, 76 associations of marginalized women and men have a more respected voice in value chains. Twenty-two CSOs have integrated GALS into organizational procedures and economic interventions beyond the programme's time frame. Reviews show increased capabilities to empower marginalized and discriminated groups, especially by changing gender relations and social norms, embedded in livelihoods programmes.

Eight IFAD-supported programmes integrated GALS in design documents or workplans, and six of these programmes actively piloted GALS during the project period. GENVAD has been a major driver in IFAD to promote the use of "household methodologies" for more pro-poor targeted policies, social inclusion and gender transformation in sub-Saharan Africa.



Example of a win-win tree for rice developed by farmers, traders, input dealers and large-scale buyer

GALS reveal deep individual transformation processes, especially at the household level

Lessons learned

- Gender roles, relations and inequalities need to be included as strategic issues in VCD programmes, not as add-ons. Programme designers and implementers need to view gender justice and social inclusion as prerequisites for translating VCD into poverty alleviation and local economic growth.
- Community-led approaches to transform gender relations and norms can be brought to scale within project time frames. Although it requires a concerted effort using the right approach with appropriate resources, increased costs are compensated by deeper impact, peer replication and potential uptake, and strengthened sustainability.
- VCD programmes have the potential to address root causes rather than symptoms of inequality and disempowerment. The advantages of combining GALS with these programmes lie in personal capacity development and empowerment, joint decision-making, changing power relations and focus on sustainability.
- Involving IFAD-supported investment programmes effectively requires engagement at different levels. By involving programme staff and resource persons from the first capacity-building event onwards, they can learn from each of the capacity-building phases and appreciate the process of practical implementation. At country level, linkages and exchange on GALS between CSO partners and IFAD projects worked well at the local level, but efforts at higher levels is needed in order to support scaling up.
- The “tension” between community-led and extractive monitoring, evaluation and learning (MEL) required good management skills. GENVAD prioritized information needs of the target groups, based on lessons from programmes where primary target groups were excluded from accountability measures. In GENVAD, it was challenging to combine community-led impact measurement and accountability to management and donors because of the number of community groups. Aggregating the changes at programme level requires more space for the differences between contexts and groups.

Way forward

GENVAD led to a number of innovations, including a more streamlined methodology, the practice of participatory gender reviews at local and national levels, developed a community-led methodology for reviewing progress on gender/livelihoods changes, and published new manuals for phase 1 (2014) and 2 (2015). Development and monitoring of multi-stakeholder win-win strategies has shown to be an effective way to involve a variety of

actors and create more balanced income growth.

An external evaluation concluded that the stories of change told by GALS “champions” **reveal deep individual transformation processes**, especially in terms of strategic capacity at household level, as well as greater male participation in agricultural labour. Long-term work on gender justice, via GALS or other inclusive interventions, is needed to support lasting social norms change for greater gender justice. The sustainability of GENVAD lies in the following dimensions:

- peer learning and integration in community-level platforms and group meetings
- successful champions recognized at community level
- CSO partners have integrated GALS into their core work, organizational manuals and design of new projects
- Local authorities continue GALS beyond the project period. Also private-sector actors started supporting the GALS process. Buyers report promoting GALS with other community groups because it makes business sense to them.

A sustainability workshop held in 2014 gathered lessons and recommendations for the sustainable use of GALS and integration in the core business of the functional groups at community level, and in the organizational policies of CSOs, local governments and service providers. All participants developed GALS sustainability plans using the Multilane Highway tool, focusing on VCD, gendered behaviour change and community learning and peer-sharing. Monitoring and support by gender-aware organizations can help **maintain the momentum for GALS implementation deep into individual households**.

Knowledge generated

Tools

- **Rocky Road to Diamond Dreams (Catalyst phase) GALS phase 1 Manual**, [http://www.oxfamnovib.nl/Redactie/Downloads/English/publications/140701_RRDD_manual_July_small\(1\).pdf](http://www.oxfamnovib.nl/Redactie/Downloads/English/publications/140701_RRDD_manual_July_small(1).pdf)

Videos

- **Documentary Uganda:** Empowering communities with Gender Action Learning System (GALS): https://www.youtube.com/watch?v=jK_y9yeOMws
- **GALS phase 1 Gender Justice Review:**
Instruction video 1: Multilane Highway Framework
Instruction video 2: Transferring to Vision Journeys
Instruction video 3: Gender Balance Trees
Instruction video 4: Social Empowerment Maps
Example: Participatory quantification land impact tree
Example: Masika Elizabeth’s multilane highway
Example: Masika’s father

Case studies

- Case study CEFoRD, Uganda
 - Case study CREAM, Uganda
 - Case study ACORD, Rwanda
 - Case study Duhamic, Rwanda
- These can be found at <http://www.oxfamnovib.nl/weman> -> impact

Articles

- **Addressing gender division of labour in Uganda by changing gender norms and relations:** <http://policy-practice.oxfam.org.uk/publications/examining-pathways-towards-engendered-change-560344>
- **Learning routes on GALS in cooperation with Procasur:** <http://procasur.org/biblioteca/index.php/catalogo/learning-routes/learning-routes-1/2012/boosting-the-contribution>.



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