



# MAPPING THE ROADS TO CHANGE

WOMEN'S EMPOWERMENT,  
MAINSTREAMING AND NETWORKING  
TRACK RECORD 2008-2016

**WEMAN** 



**OXFAM**



### **Colophon**

This track record of Oxfam Novib's WEMAN programme is a synthesis based on reports, evaluations, project track records and case studies from implementation between 2008 and 2016. It was written by Thies Reemer. The author is grateful for the contributions by Harriet Mbabazi and Katja Koegler.

Picture front cover: fragment of a GALS diagram, CEFORD, Uganda 2016.

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## ACRONYMS AND TERMS

CEDAW	Convention on the Elimination of Discrimination Against Women
CEFORD	Community Empowerment for Rural Development
Champions	Women, men or youth who live in situations of poverty and inequality and who used the GALS methodology to change their lives and influence that of others towards gender justice
CSO	Civil Society Organisation
FAO	Food and Agriculture Organisation
HHM	Household Methodologies
GALS	Gender Action Learning System
IFAD	International Fund for Agriculture Development
MoFA	Ministry of Foreign Affairs
NGO	Non-Governmental Organisation
PALS	Participatory Action Learning System
PASED	Port Sudan Association for Small Enterprise Development
Peer training	Champions training their peers how to use the GALS tools to change gender relations, improve livelihoods and address social norms.
ToC	Theory of Change
Sida	Swedish International Development Cooperation Agency ...
WEMAN	Women's Empowerment, Mainstreaming And Networking



Figure 1: a couple in Rwanda showing their joint vision road journey. BAIR Rwanda, 2013.

## 1. IN A NUTSHELL

Gender equality and social inclusion are key to the Post 2015 development agenda and the Sustainable Development Goals. Numerous organisations in the development sector work on improving local economies, pro-poor value chains, rural finance and agricultural extension. It is estimated that less than one in 10 of these programs explicitly address gender inequalities<sup>5</sup>. The others could have more impact if they did.

In 2008 Oxfam Novib concluded from previous gender mainstreaming experience that gender audit tools, social performance management, gender traffic lights and rating initiatives are not enough. Effectively addressing gender inequalities requires people at all levels to feel the responsibility, ownership and urgency to do so. For this to happen, the realities of women, men and youth living in situations of poverty and inequality must be at the forefront. What started as a gender mainstreaming approach in Oxfam Novib's work on sustainable livelihoods, turned into a programme that mobilised thousands of people living in situations of poverty and inequality in Africa, Asia and Latin America to change gender and power relations and improve their livelihoods.

**WEMAN** stands for **Women's Empowerment, Mainstreaming and Networking** in economic development interventions. The WEMAN programme<sup>1</sup>, developed in 2008, is unique in its practical approach to mainstreaming gender and transforming power relations in economic development interventions. It engages with women, men and youth who live in marginalised rural communities and situations of poverty, and the actors they relate with. It uses the Gender Action Learning System (GALS), a community-led empowerment methodology. This begins by triggering change at household level. That is the basis for groups in communities to take collective action to address structural inequalities by negotiating with powerful public and private sector stakeholders. Between 2008 and 2016 WEMAN has gone through 3 stages:

- Piloting and consolidation (2008-2010)
- Scaling up and significant impact (2011-2015)
- Outreach and sustainability (2016-2017)

A small dedicated WEMAN team in Oxfam Novib worked with colleagues and partners in Africa, Asia and Latin America. Together they developed and integrated the WEMAN approach into sustainable livelihoods and economic development projects. Gender and social inclusion was put on the agenda in international debates.

The term Household methodologies (HHM) was launched by IFAD to identify empowerment methodologies that trigger and monitor changes up to the family sphere. HHM are now promoted by many public and private development to foster gender equality. They shift the focus from the individual to the household level, from things (assets, resources, infrastructure) to people, empowering all household members to realize their development potentials. Women's empowerment cannot be achieved without change at the household level involving all members, young and old, women and men. IFAD and Oxfam promote GALS as one of the most innovative, cost-effective and successful of these methodologies.

This track record is not a full report of all the activities and results of the WEMAN programme. Its purpose is to take stock of our experience with the GALS methodology between 2008 and 2016 as a basis for designing the Empower@scale initiative<sup>2</sup> to scale up its use in projects and programmes for rural transformation.

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<sup>1</sup> [www.oxfamnovib.nl/weman](http://www.oxfamnovib.nl/weman)

<sup>2</sup> The Empower@scale project in partnership with IFAD and Hivos.

## 2. BACKGROUND

In recent decades low-medium income countries have experienced rapid economic growth and declining absolute poverty but growing socio-economic inequalities. This threatens stability and sustained growth. Many development interventions in the agriculture sector address symptoms of poverty and overlook root causes – for example, focusing on technologies and crops rather than on people in complex livelihood systems. Interventions to strengthen the capacities of women rarely address the social change necessary for benefits to be sustained.

Women make crucial contributions as farmers, workers and entrepreneurs but their contributions remain largely hidden and undervalued. They often lack access to and control of natural resources and are excluded from local decision making and political participation. Women have a high risk of experiencing gender based violence.



*Figure 2: members of Women Development Centres supported by PASED in Red Sea State in Sudan drawing GALSD diagrams. PASED, 2008.*

Women's right to equal treatment is guaranteed by the Convention on the Elimination of Discrimination Against Women (CEDAW)<sup>1</sup>. Promoting gender equality is a development goal in its own right<sup>2</sup>. It is also key to achieving other development goals: failure to analyse and address gender inequalities results in misguided projects.<sup>3</sup> Social norms influence women's access to land, resources, markets and credit, impacting household security and ability to invest, scale up, and benefit from new opportunities. Frequently other target groups are unaware of the mutual benefits of addressing inequality.

Oxfam's "rights based approach" to economic development places special emphasis on gender equality,<sup>4</sup> as reflected in our global programmes<sup>5</sup> and country strategies<sup>6</sup>. We partner with CSOs that promote the rights of groups in vulnerable situations, including

women<sup>7</sup>. The context analysis that we performed jointly with partners before WEMAN concluded that:

- Projects need to enable individuals, households and groups in marginalised communities to promote gender justice: this is where the inspiration for change at other levels should come from.
- Organisations working on rural finance, agricultural extension and value chains need to view gender justice as a strategic issue, not as an add-on;
- Donors and investors need to value mutual benefits of gender justice and economic development, and adjust their funding/investment policies accordingly.

### 3. WEMAN

The programme vision is:

***A world where women and men are able to realise their full potential as economic, social and political actors, free from all gender discrimination, for empowerment of themselves, their families, their communities and global humankind.***

WEMAN aims to contribute to gender equality and in turn greater food and income security and sustainable livelihoods. It aims to enable women, men and youth who live in marginalised rural communities and situations of poverty, to articulate and follow through on their ambitions to address gender inequality and other root causes of poverty.

WEMAN starts from the idea that when gaining control of their own development process, rural communities become more resilient to socio-economic shocks. All WEMAN projects are aligned with three global outcomes:



Figure 3: Members of Poroporo MPC sharing achievements on gender equality and livelihoods improvement. Oxfam in Uganda, 2014

Outcome 1 (household/community level): Empowerment and improvements in livelihoods which are significant and sustainable for women, their families and communities, particularly from low income and vulnerable groups.

Outcome 2 (organisations and interventions): Gender mainstreamed in economic development interventions and organisations, including: financial services, livelihood and value chain development and economic policy and decision-making.

Outcome 3 (donor/investor level): Movement for gender justice in economic development interventions influences investment and programming.

WEMAN consists of a range of smaller and larger initiatives and projects that either apply the full WEMAN theory of change, or the core empowerment methodology GALS in one or more of their components.

## 4. CHOICE OF INTERVENTIONS

ON developed a generic Theory of Change (ToC)<sup>8</sup> to guide country offices and partner organizations to design the intervention logic for WEMAN programs, projects and services.

All WEMAN interventions are based on the premise that

*“by changing social norms and addressing gender and power relations at household, organizational and multi-stakeholder level, the rights of women are upheld and they are empowered; leading to more effective economic development interventions and poverty alleviation efforts; and the mutual benefits of gender sensitive wealth creation are valued and realized”.*

The **WEMAN** programme has three mutually reinforcing intervention strategies:

- (1) **empowerment** of women, men and youth through the GALS methodology for changes in households and community relations towards gender justice;
- (2) **mainstreaming** gender and social inclusion in organisations and interventions to embrace targeted collective action for addressing structural barriers to empowerment; and
- (3) **networking** for learning, innovation, creating evidence and influencing policy, programme design and implementation.

### Gender Action Learning System

GALS is a structured community-led empowerment methodology aiming at economic, social and political transformation. It seeks to address the root causes of inequality, giving women, men and youth more control over their lives to catalyse and support a sustainable movement for gender justice. It includes visual diagramming tools, peer learning mechanisms and models to integrate into interventions, all driven by a set of principles. The basic framework of the participatory tools is a “vision road journey” towards a vision for change. The road journeys are reviewed and updated regularly and used for: i) individual life and livelihood planning; ii) collective action and advocacy; and iii) institutional awareness raising and changing power relations with public and private sector stakeholders. Innovations within the programme have made it possible to integrate GALS in various organisations and interventions including market and value chain development, financial services and economic policy and planning.



WEMAN focuses on rural communities and income generating activities, which often involve agricultural activities and small scale trading. It starts with individual and collective visioning of changes that the participants want in terms of gender relations and livelihoods, before implementing activities at community level. Between 2008 and 2016 WEMAN has gone through 3 stages:

1. Piloting and consolidation (2008-2010)
2. Scaling up and significant impact (2011-2015)
3. Outreach and sustainability (2016-2017)

During these phases a small team of dedicated WEMAN staff in Oxfam Novib worked with Oxfam colleagues and partners in Africa, Asia and Latin America. Together they developed and integrated the WEMAN approach into projects on sustainable livelihoods and economic development, and put gender and social inclusion on the agenda in international debates. Many of these projects already existed and engaged with WEMAN because partners and colleagues were interested to learn, adapt and use the participatory, inspirational and visual WEMAN approach.

### ***Piloting and consolidation***

During the first phase, GALS as a specifically gender-focused action learning system linking individual, household, community and macro-levels was developed by Linda Mayoux<sup>9</sup> with local partners in Uganda, Sudan and India. The methodology brought together earlier gender tools and experience from the Participatory Action Learning System (PALS), and builds on a history of other participatory methodologies. Linda Mayoux and these partners played a major role in the design of the programme itself, to help Oxfam Novib to put women, men and youth living in situations of poverty at the centre of its gender mainstreaming approach instead of gender audits and gender traffic lights.

Particularly champions from Bukonzo Joint Cooperative Union and Mwana Mulho and other CBOs in the Rwenzoris in Uganda played a major role in the development of GALS. This was done through a series of pilot projects to try out visual diagramming tools for changing gender relations and livelihoods, social mobilisation techniques, peer learning mechanisms and ways to integrate in organisations. The Port Sudan Association for Small Enterprises Development (PASED) in Sudan combined microfinance with its Learning for Empowerment Against Poverty (LEAP) programme. Prior to the WEMAN programme they applied the Participatory Action Learning System (PALS) with support from Oxfam Novib and Linda Mayoux since 2004. PASED was successful in addressing gender issues and promoting social inclusion<sup>10</sup>, and became a resource organisation in WEMAN. Anandi, an NGO in Gujarat, India that had worked with Linda Mayoux before, provided their expertise on women's networking for social change.

With these sources of inspiration, Oxfam Novib promoted innovation on gender and social inclusion with partner organisations in Latin America, Asia and Africa. This was

funded by Oxfam Novib, the Dutch Ministry of Foreign Affairs and IFAD. Through regular international field-based WEMAN workshops hosted by partner organisations, the results of the development of GALS were shared. Partners from across the world were facilitated to develop action plans to adapt the methodology to their specific context, and/or use the evidence to put gender mainstreaming on the agenda in national networks of development actors in their countries.



*Figure 4: member of Green Home, Uganda, explaining an analysis of adultery and how to address inequality during the GALS pilot in 2007-2008.*

GALS has since been used as part of many initiatives, including in Hivos' coffee programmes in Eastern Africa and Indonesia. It has been implemented in IFAD-supported programmes in connection with IFAD's work on Household Methodologies (HHM) in many other countries.

### ***Scaling and significant impact***

The second phase (2011-2015) marked the replication and scaling up in ten countries in Sub-Saharan Africa and Asia<sup>11</sup> with compelling results. Typically, the programme consisted partly of projects applying the core methodology GALS in one or more of its components, and some projects that apply the full WEMAN Theory of Change. The global budget over the last 5 years was on average Euro 1 million per year. The back donors include the Dutch Ministry of Foreign Affairs (MoFA), the International Fund for Agricultural Development (IFAD), Food and Agriculture Organisation (FAO), German Federal Enterprise for International Cooperation (GIZ), European Union (EU), the Department of Foreign Affairs and Trade (DFAT Australia) and the Swedish International Development Authority (Sida). Innovation with the GALS methodology continued in this phase, resulting in a large number of knowledge products that were shared in the sector.

### ***Outreach and sustainability***

During the third phase from 2016 onwards the focus shifted from direct implementation for impact on the ground, to influencing how development actors design and implement projects and programmes, to integrate the methodologies and good practices of WEMAN.

*“The WEMAN approach shows the enormous potential that poor women and men in communities in developing countries have, to take control of their own lives with a lot of resourcefulness in the face of poverty. It enables them to articulate and act on their priorities for development and increase negotiation power towards large traders and government officials. This is exactly what we are looking for to put our pro-poor targeting and gender policy in practice in economic development.”*

**– Maria Hartl, Senior Technical Specialist, Policy and Technical Division,  
International Fund for Agricultural Development (IFAD)**

Guidelines, videos and case studies help local partners and other organisations to gain the necessary insights to adapt and replicate the programme in their own fashion. Strengthening the capacity of local partners in GALS, management, facilitation, planning, finance and administrative functions is important. By raising awareness of the benefits of gender equality among powerful stakeholders, they gain their support.

## **5. STAKEHOLDERS AND THEIR ROLES**

Between 2008 and 2016 WEMAN developed a number of stand-alone projects, and worked with many other projects to integrate the WEMAN approach to mainstream gender and social inclusion. A small global core team in Oxfam Novib maintained a coordinating and brokering role with partners, Oxfam offices and back donors in the different regions.

The membership of the Oxfam global confederation<sup>12</sup> connects Oxfam Novib with other Oxfam affiliates and country teams to shape the collaboration. Oxfam Novib supports south-south and triangular cooperation to integrate gender and social inclusion in projects. This includes capacity development and innovation trajectories for **CSO partners** to adapt GALS to local contexts; integrate GALS into their own services or projects; mainstream gender in their organisations; influence **public and private actors**; scale up and replicate results; and ultimately to function as a resource of experience for others. The CSO partners include associations, farmer groups, social enterprises and learning centres. Oxfam Novib also supports partners in areas of financial sustainability, monitoring, evaluation and learning and lobby and advocacy, where partners believe we can make a difference and strengthen their autonomy.

**Women, men and youth** living in marginalised communities and vulnerable situations appreciate the methodology, as it puts their issues on the front instead of issues pre-defined in project proposals. They play a key role as “**GALS champions**” in capacity development and innovation processes. They are the main actors innovating with the GALS tools and training their peers and the staff of the organisations they work with<sup>13</sup>.

An extensive **network of experts** and activists is linked to the WEMAN programme. Their role is to train others in the GALS methodology, and to advocate for the approach in their respective organisations and networks. They either work(ed) for one of the partners of the WEMAN programme, or they work as independent consultants. They often play a role in capturing and systematising innovations by participants in communities.

**Multilateral organisations and institutional donors** support the GALS methodology as a way to increase the pro-poor and gender sensitive impact of their food systems and economic development programmes. It complements decentralisation initiatives by

governments, strengthens local participation in the context of limited state budgets and personnel (e.g. in Rwanda in connection with a state programme on household-level development planning)<sup>14</sup>. As a result the appreciation for the methodology in local government is generally very high. It helps local government officials to see that causes of poverty are addressed in a holistic way.

## 6. RESULTS AND SUSTAINABILITY

### *Empowerment*

The programme introduced GALS to over **200,000 women, men and youth**. Most of these people were reached through peer learning: GALS champions who trained their peers how to use the tools for their empowerment process. The scale of peer replication varied per context, and only part of the peer replication was monitored and documented (the participants who are linked to CSO partners of the projects). In all projects participants came to see gender inequalities as key obstacles on the journey to their shared vision for a better life. Both women and men were enabled to articulate their most urgent issues, discuss constructively and make explicit, shared decisions and plans for gender equality and better livelihoods. Tangible changes in gender relations contributed significantly to empowerment.

For example: after three years of implementation of the IFAD co-financed GENVAD project in Uganda, Rwanda and Nigeria, 68% of the 38,000 women directly involved reported that productive and reproductive **labour was shared more equally** and that they had much more decision making power and control of assets<sup>15</sup>. Almost half of the women have more **secure access to land**, which indicated is a major change for them. Men benefitted from reducing excessive expenditures on alcohol and sexual affairs, to increase savings and invest in family welfare and businesses. These changes, combined with economic interventions, led to a significant increase in income for 70% of the women and 68% of the men.

Similar results were reported in other projects. In Zimbabwe over 80% of the women **gained decision making power** over expenditures and assets, leading to joint business investments and higher incomes<sup>16</sup>. In 90% of the households **domestic violence** reduced, and in 74% of the households women gained property rights. In 70% of the households with a previous disproportional high workload on women, productive and reproductive tasks are now equally shared.



*Drawing of sharing of labour burden from a GALS diagram in Uganda*

In Laos, Vietnam and Cambodia pilots led to similar changes, especially a more equal gender division of labour, a reduction in domestic violence and more equal decision making about income, expenditures and assets.

Generally, in the value chain development projects where GALS was integrated, the engagement of men led to a recognition of women's 'invisible' contributions to the value chain, and changes in roles (women integrating more in the monetary economy, men participating more in unpaid care work).

*“Community members laugh at us when they see us doing women’s roles. But it doesn’t matter because we are progressing and they are not.” Male GALS participant from West Nile, Uganda.*

In Sudan as part of an EU-funded project in 2014 and 2015 to enhance capacities of development actors in Red Sea State, the GALS methodology was introduced to youth and women in the suburbs of port Sudan, fisherfolks in rural Swakin, and local authorities. It

**strengthened the voice** of particularly women and youth in local area development<sup>17</sup>. The

attitude of local leaders towards youth and women

changed as they mobilised themselves to increase their say in development initiatives. Through GALS peer learning 7484 people were reached in less than two years, including 2732 youth, 2795 women and 1957 men.

The stories of change told by GALS champions reveal deep individual transformation processes, especially in terms of strategic capacity at household levels, as well as greater male participation in agricultural labour. In a supportive environment – favourable conditions for sustainable agriculture and trade, social norms supporting increased gender equality – those mental and social changes have good chances to last.

## **Mainstreaming**

The program’s practical approach to gender mainstreaming is designed to deliver long term benefits for people living in situations of poverty and inequality, and to be replicated, shared and taught. Hundreds of organisations have integrated the methodology into value chain development, rural finance, agricultural extension, adult education, youth projects, and NGO and private sector networking.<sup>18</sup> They also used the methodology to advocate for gender equitable practices in government, civil society and private sector actors, improving economic outcomes particularly where GALS was



*Figure 5: individual GALS diary with a plan for the future of a participant in Bokeo, Laos. Reemer, 2015.*

combined with other interventions supporting rural livelihoods, farmers' organisations and access to markets.<sup>19</sup>

During the **first phase** from 2008 to 2010, the GALS methodology was used in microfinance programmes of Thardeep Rural Development Programme (TRDP) and Sungi Development Foundation in Pakistan. They used the inspiring results to put **gender equality on the agenda** in the Pakistan Microfinance Network (PMN). In

Ethiopia it worked the other way round: The Association of Ethiopian Microfinance Institutions (AEMFI) worked with its member organisations to show how gender mainstreaming can be carried out in a cost-effective way by MFIs to help them strengthen outreach and sustainability. The International Network of Alternative Financial Institutions (INAFI) fulfilled similar roles in Africa, Latin America and Asia.



Figure 6: one of the women from the women's development association PASED worked with, presenting her achievements. PASED, 2015

*"We never realised these women were so intelligent!"*

#### **- MFI staff in Pakistan during a capacity building workshop on GALS**

In seven countries in Latin America (Peru, Nicaragua, Colombia, Ecuador, Bolivia, Costa Rica, Guatemala) organisations in the microfinance sector linked up to form a network to put gender on the agenda in their sector. They combined women's empowerment work on the ground using and inventing elements of GALS<sup>20</sup> with advocacy work to **influence debates** in sector fora such as the Microcredit Summit Campaign and the Village Banking Forum. They proposed **gender indicators for Social Performance Management** as a practical way to mainstream gender in services of MFIs.

Since the **second phase** from 2011-2016 a total of **78 partner organisations in 14 countries** have adopted GALS: Uganda, Rwanda, Nigeria, Zimbabwe, Mali, Niger Sudan, Bangladesh, Pakistan, Vietnam, Lao PDR and Cambodia. Funding was provided by donors including IFAD, FAO, GIZ, Netherlands MoFA, DFAT and the EU. The Netherlands MoFA supported programme development with matching funds in Sub-Saharan Africa and seed funding in Cambodia, Vietnam and Laos. Each country and intervention has its own unique social, cultural, legal, economic, political, demographic and environmental context, and its own challenges and opportunities. For example in the GENVAD project, ten local partners integrated the methodology into value chain development, rural finance, agricultural extension, adult education, projects

targeting youth, and NGO and private sector networking and advocacy<sup>21</sup>. They also shared the methodology with government, civil society and private sector actors. **Improved economic outcomes** were found in situations where GALS was combined with other interventions supporting rural livelihoods, farmers' organizations and improved access to growth markets (e.g. cocoa beans, maize, oilseeds and rice)<sup>22</sup>.

**Access to affordable loans** has improved as well, especially where GALS users have formed groups or registered organisations.



*Figure 7: participant of the LEAP project in Red Sea State in Sudan drawing a challenge action tree in front of other participants. PASED Sudan.*

Collaboration between people living in situations of poverty with development actors improved. For example, cattle farmers in Zimbabwe<sup>23</sup> used GALS to develop visions for household welfare and reflect why their self-help groups had been falling apart. This enabled them to **strengthen their groups** to rehabilitate a cattle sales pen and organise themselves to shift male-dominated, ad-hoc trading of cattle into an auction system accessible to both women and men. Farmers researched the livestock value chain, visiting abattoirs and supermarkets in Harare to learn about the quality, grading and pricing of beef. Buyers could see that the new cattle trading system reduced transaction costs and improved reliability and quality of supply. This case led to reforms in district council laws and national discussions on the competitiveness of this type of value chains – with women and men farmers more in control.

## **Networking**

A network of practitioners, facilitators, experts and supporters emerged naturally around the WEMAN programme, mainly triggered by the international sharing workshops that were regularly organised. This network was used as a resource base for exchange of knowledge, development of new initiatives and practical work on projects across countries and regions.

At least 15 UN-supported development programs implemented by national governments that have been influenced by WEMAN have integrated GALS at design and/or implementation phases. GALS has become part of a “household methodologies” toolkit promoted by IFAD for up-scaling throughout its programs. It has also been adopted in GIZ programs to support value chain development<sup>24</sup>. FAO and UN women have promoted GALS internally as a good practice<sup>25</sup>.

In Rwanda an additional joint UN project “Accelerating progress towards rural women economic empowerment” (JP RWEE)<sup>26</sup> to provide capacity development services to IFAD-supported programmes at national level on GALS made it possible to reach out to more CSO partners in collaboration with Oxfam and IFAD.

In 2016 the demand for scaling up GALS was discussed in a gathering at the IFAD headquarters in Rome with GALS practitioners, facilitators, experts and supporters from all over the world. This led to the Empower@scale initiative to scale up the use of GALS.

*“I did some presentations on the GALS methodology that I had learned in Uganda... I was part of the workshop organised by Oxfam Novib through the IFAD grant. To me, the tools were probably one of the main answers I was looking for in my work.”*

**– Judith D’Sousa - IFAD Implementation Support Specialist, Gender and Rural Sociology**



*Figure 8: GALS practitioners and experts holding hands to symbolise networking between countries during a programme development workshop in Chiang Mai, Thailand. Reemer, 2015.*

Knowledge management strategies include practical field-based learning, south-south exchange<sup>27</sup>, peer review, multi-media information documentation and dissemination. Oxfam Novib’s experiences in different countries are shared through the global network<sup>28</sup>, practitioner and expert meetings, manuals<sup>29</sup>, case studies and web resources<sup>30</sup> including videos in European languages. GALS has been featured in academic<sup>31</sup> and mainstream articles<sup>32</sup>. The Oxfam Confederation’s Knowledge Hubs capture knowledge and provide support and thought leadership on thematic programme areas<sup>33</sup>, and the WEMAN programme contributes lessons learned to the Knowledge Hub on Women’s Economic Empowerment in Agriculture.



## ***Sustainability***

The programme has had the intended and timely positive impact on people's lives and improved the position of women and girls, see annex I and II with the overview of previous and running projects. This is reflected in the stories of individual beneficiaries, changes in power relations, changes in policy and practices of duty bearers, and integration of GALS in partner programmes. These results have been documented in evaluations<sup>34</sup>, completion reports<sup>35</sup>, case studies<sup>36,37</sup>, fact sheets<sup>38</sup> and other material. Manuals<sup>39</sup>, a generic theory of change and web resources<sup>40</sup> have also been developed. See annex III for an overview of resources. In many instances results have exceeded expectations (i.e. number of programmes influenced) or deviated from those anticipated, reflecting the iterative and innovative nature of the community-led process. The approach has been recognised by development partners. Sustainability of results depended the willingness of local authorities and private companies to engage.

Sustainability of changes in gender and power relations is a key consideration in the design and management of WEMAN projects. The projects aim to enable stakeholders to adapt and integrate the methodology in their operations during the time the projects are running, and plan how to sustain it. Typically, the sustainability

- at community level means that champions who managed to create changes in their own lives share the change messages with others and train them how to use GALS for themselves. The "peer learning"<sup>41</sup> becomes a routine in community platforms and groups.
- at organisational level means that CSO partners integrate elements of the GALS methodology in their work and HR policies and share about it with others in their networks.
- at multi-stakeholder level means that GALS is taken up by the public and private sector actors beyond the project period, usually based on the changes and energy demonstrated in the community groups.

Experience shows that peer-to-peer training can be sustained in the operations of community members (such as farmer groups) and peer replication can continue beyond projects and without external funding. It is either done on a voluntary basis, or costs are covered from an agreed percentage of the annual collective profits<sup>42</sup> from sales or interest on internal credit of the farmer groups. Incentives for champions will help sustain GALS in the form of training opportunities, recognition through certificates, ongoing support, exchange visits and financial remuneration (e.g. facilitation fee).

A vibrant GALS-driven movement, sustained by organisations that have fully integrated GALS into their own practice can help communities to reach the 'tipping point' where broader norm change becomes acceptable. It would, however, be overly ambitious to expect such massive norms change from a 3-year project. Long-term work on gender justice, via GALS or other inclusive interventions, is needed to support lasting social norms change for greater gender justice.

Government staff often mention that the methodology helps them to achieve government policy objectives. Staff of private companies often say that it helps them to run the business more effectively. These actors continue supporting and encouraging people in communities to use GALS, which helps to sustain changes in gender and power relations beyond project periods.

Continued monitoring and support by gender-aware organisations can help maintaining the momentum for GALS implementation deep into individual households – arguably the key place where work on gender justice must begin.

## 7. LESSONS

### ***Equal power, better livelihoods***

By transforming gender and social inequalities in economic interventions, GALS strengthens their impact on households' income and food security and makes the interventions more sustainable. For example simply by addressing the diversion of household resources on alcohol at the cost of nutritious foods, health care and school fees. To address change issues like this requires changing intra-household gender relations and GALS provides a structured methodology for people to take that up. This also counts for power relations beyond the household or even group levels. In interventions for value chain upgrading, it helps to avoid that the governance of supply chains is taken over by a few (often male) privileged power holders.

### ***Context matters***

GALS is an iterative, cumulative and often “chaotic” process whereby each participant must be in the driving seat of his/her own development. Obviously the social-political context determines how quickly people who live in situations of poverty can mobilise themselves for change. In places where development organisations normally provide financial incentives for target groups to participate in project activities, it takes time for people to recognise how they can benefit from the process. Voluntarism and compensation standards need to be addressed from the start.

Capacities and norms in local organisations determine to a large extent how quickly impact can be reached with GALS. The planning of activities, the outreach and the training of CSOs need to be adapted accordingly. It is easier to introduce GALS in places with strong self-help initiatives and community organizations with democratic decision making structures. Contexts with highly authoritarian governments can also curb community self-mobilisation and self-organisation, results are obtained more quickly where civil society has more space.

A supportive legal environment in combination with a well-functioning administration and local authorities can increase the effectiveness of GALS. In Rwanda for example women's property rights have been well established both in laws and increasingly also in practice. This however does not mean GALS only works in such contexts.

### ***Organisational factors***

Pre-existing experience of local CSOs with participatory approaches is an enabling factor: these CSOs grasp the idea of facilitating an empowerment process more quickly. CSOs who are used to a service delivery, humanitarian or top-down approach can best learn GALS by first unlearning their common practice. Learners need an open attitude to accept that the best way to learn GALS is from women and men in poor communities who apply it in practice. Facilitators are encouraged to use GALS for their own personal life planning before facilitating others.

A high level of understanding and experience is needed to provide the required support to community members to facilitate the development of their informal champions networks. Community members or champions need to come to a stage where they plan and work together to finance their ideas. These are important things to consider when designing projects with GALS.

## ***About the costs***

Facilitating a truly *participatory community-led process* for sustainable change requires time, dedication and flexibility to adapt to priorities of the target group. GALS initially requires small groups where each learner receives individual attention<sup>43</sup>, sufficient time for hands-on practice to learn the distinctive principles of the methodology and there is intensive engagement between trainers and learners and frequent monitoring, coaching and follow-up. It also requires regular reflection and feedback both for participants and implementing organisations.

To enable large numbers of women and men to empower themselves, the initial investment is perceived relatively high by partner organisations and donors. This is needed in order for participants at all levels to:

- (i) learn to use the key principles and share a range of visual tools, and
- (ii) develop their ability to foster truly participatory processes (as opposed to classical, 'frontal' teaching), and
- (iii) develop strategies to overcome social resistance against norms change.

### **Key lessons from previous initiatives with GALS:**

- GALS is accessible to everyone to apply. The key principles, quality of facilitation and respect of human rights are key success factors for reaching scale and impact.
- If well-facilitated, the participants will gain control of their development process and will monitor it. The largest number of people are reached when GALS participants train their peers. This only happens when participants feel that they are 'on the driver's seat'.
- GALS makes it easy to talk about sensitive issues like domestic violence in a peaceful way. It engages men in gender changes in a positive and non-threatening manner.
- The change process is never linear and different in every context. Therefore manuals always need to be contextualised together with women and men in situations of poverty.
- GALS is a flexible methodology that can be integrated in a cost effective way into many different interventions. It is not a blueprint and it requires creativity and experience.
- Facilitating a participatory community-led process for sustainable change requires deep personal commitments. With this commitment, sustainable change is possible at scale within project time frames.
- Peer replication in communities is an important component for scaling-up, as well as replication in organizations and uptake by government and private sector.
- "External" monitoring and impact assessment needs to be harmonised with "community-led" and self-sustaining methods for monitoring, evaluation and learning.
- At the project level, GALS should to be institutionalized, for example by incorporating GALS in the job profiles of project staff and policies.

After community ownership is created, less external intervention and funding is needed and if well facilitated there is a very large replication effect. This peer to peer replication of the GALS training makes the methodology cost-effective for the many organisations who use it.

## ***Where to integrate in***

GALS is a flexible methodology that can be integrated into many different interventions. It is not effective as a blueprint and it needs to be adapted to the implementing organisation, the theme they work on and the local context. In some interventions GALS can work particularly well. Community-managed microfinance or saving groups proved to be “good hosts”. It literally helps participants to see what they are saving money for. Marketing cooperatives or other types of self-help groups – particularly those involved in agricultural extension and value chain development – have also been very good starting points. If no such groups exist in the project, GALS can be adapted for social mobilisation to help people to organise themselves around shared visions. Once participants come to see how they benefit themselves from training their peers (family members, friends, business relations and neighbours) to use the GALS methodology, the outreach can grow significantly.

GALS requires both careful planning and flexibility to adapt to changing circumstances. Innovation is a key feature of the programme’s ability to adapt to new thematic areas and address challenges encountered during implementation. For example, pilots called for streamlining the tools framework and process guide<sup>44</sup> so the methodology was revised and a new manual, “[Rocky Roads to Diamond Dreams](#)” authored by Linda Mayoux was published in 2014<sup>45</sup>. The new framework enables a stronger link between behavioural change (norms and relations at household and community level) and impact on livelihoods, and enables quicker scaling up in communities through peer replication.



*GALS participants analysing financial, emotional and power relations in their lives, Bokeo, Laos. Reemer, 2015*

## Partnerships

Collaboration and partnerships between civil society organisations, government agencies and private sector is the way forward to promote empowerment. Government agencies and companies are needed to go to scale, while civil society organisations are essential as human rights “watchdogs”. To get buy-in from private companies the added value needs to be shown and how the benefits outweigh the costs.

## Challenges

- From the first GALS activity, changes in gender relations can start to occur. These changes can also be expanded and sustained. However it requires a concerted and sustained effort by a team of dedicated and skilful people, working within the right conditions. GALS targets *change “from within”* rather than from external support. This means that professionals who are used to models of service delivery and transfer of knowledge, a change in mindset is needed.
- Externally driven monitoring and impact assessment needs to be harmonised with “community-led” and self-sustaining methods for monitoring, evaluation and learning. Truly participatory monitoring whereby individual GALS data are aggregated into community-level analysis can help maintaining a focus on poverty reduction on gender justice. More robust monitoring and learning processes based on field practices and experiences to identify and determine the best balance between time and resources needed.
- The best way to learn GALS is from women, men and youth living in situations of poverty who use the methodology. This means that learning needs to happen in the field, hosted for example by CSOs. However this role is new to most CSOs, who



Figure 9: Participant of a GALS workshop in Nam Dhin province, Vietnam. Reemer, 2013.

normally focus on self-help initiatives and advocacy. They need to be supported to fulfil this role.

- GALS practitioners usually keep their experience within project teams and share only the 'official' information with others and not the practical experiences that are most useful for others.
- Peer learning is central to GALS. In some cases the GALS "champions" tend to be "used" by organisations as trainers who do not need to be paid. There is a tricky balance between peer learning based on self-interest (I train you because that will in the end benefit me too), and compensating or paying champions to train others "for the project", e.g. outside of their own social networks.



*Figure 10: youth participants of a project in Bokeo Province, Laos, showing a vision road journey.*

## ANNEXES

### **ANNEX I. Overview of WEMAN and GALS in IFAD grants**

GALS has been developed under ON's Women's Empowerment Mainstreaming And Networking (WEMAN) programme since 2008. Its use in value chain development was first piloted by ON and partners in Uganda through a small IFAD grant (USD 200,000) from 2009-2011 (co-financed by ON to the tune of USD 164,000)<sup>3</sup>. The experiences were rolled out by ON with local partners in Uganda, Rwanda and Nigeria from 2011-2015 with the support of an IFAD large grant (USD 1.4 million) (with ON co-financing of USD 848,000)<sup>4</sup>. The ON GENVAD grant was assessed in almost all performance indicators as one of the best performing PTA-managed programmes in 2013 and 2014. With a budget of €2,003,600 (IFAD: €1,245,000; Oxfam Novib: €759,600) between 11/11/2011 to 31/12/2014, in total 57,572 people (67% women) from marginalized communities have acquired action learning skills and platforms for empowerment. Around 158,000 people benefitted indirectly. Improvements in gender relations and livelihoods were reported by 70% of the women. Marginalised groups targeted were vulnerable widows, co-wives in polygamous households, ex-abductees, non-literate

#### **Results from IFAD funded project grants ( R-1161 and IR 1307 Oxfam and grant 2000000501)**

- Over 65,000 people directly reached by the projects in Uganda, Rwanda, Nigeria, Rwanda, Burundi and DRC developed visions, plans and strategies for gender equality and improving their livelihoods.
- Seventeen CSO partners directly working with the target group, as well as staff of IFAD-supported projects in Rwanda, Uganda, Nigeria, Sierra Leone, Ghana, Burundi, DRC and Madagascar, Chad were trained in the use of GALS.
- A direct relationship was found between gender equality and livelihoods improvement. Higher productivity, better access to services and markets and increased household assets (livestock, cattle, bicycles, motorcycles, farm equipment, radios, and improvements on the house) were attributed to GALS by the target group. They report increased investments in education for boys and girls and a reduction in the food insecure months. The increased incomes and savings are used to rent land for farming, to hire casual farm labour, to buy improved seeds and boost small trade.
- Some of the key areas of change that made this possible include reducing alcohol abuse and domestic violence, and men taking up domestic chores like fetching water and firewood, cooking food. This reduced women's workload and enabled them to spend more time on business or leisure. Women can now openly discuss with male family members about family planning, decisions about expenditures and new enterprises. Women also take up leadership positions and increasingly acquire, own and control property.
- The common visions developed at group and cooperative levels led to collective businesses, stronger community organisations and better links with buyers and input suppliers.

<sup>3</sup> Small grant R-1161 with project title "Gender Justice in Pro-Poor Value-Chain Development", with a total amount of USD 199,000 with co-funding by ON to the tune of \$164,000; starting date 1 June 2009, project completion date 30 June 2011 and closing date 31 March 2012.

<sup>4</sup> Large grant IR-1307 with project title "Community-led Value Chain Development for Gender Justice of Pro-Poor Wealth Creation, with a total amount of USD 1,400,000 (USD 1 million from PTA and USD 200,000 each from WCA and ESA) to roll out the methodology that was developed during the pilot from 2011-2014, with co-funding by ON to the tune of USD 848,000; starting date 11 November 2011, project completion date 31 December 2014 and closing date 30 June 2015.

adults and youth with war trauma. These were included in functional groups linked to value chains, and acquired leadership roles.

As a result of GENVAD, 22 CSOs integrated empowerment methodologies into their work, and 76 associations of marginalised women and men have a more respected voice in value chains. Local governments and businesses have responded by promoting empowerment of marginalised groups in economic planning and supply chain management.

Through another IFAD supported grant project “Integrating household methodologies in agricultural extension, value chains and rural finance in Sub-Saharan Africa” (grant 2000000501, IFAD grant of USD 1,000,000 project duration 2015-2018 co-financed by ON to the tune of USD 620,000) implemented in Rwanda, DRC and Burundi, the project aims to contribute to an increase in food, nutrition and income security of poor households in rural districts of Rwanda, DRC and Burundi.

It aims to enable 13,000 women of which 30% are youth and 9,000 men of which 30% are youth from marginalised rural communities to make and implement household plans to address gender inequality, steer the enhancement and diversification of their livelihoods, and find best practices to make these more resilient to socio-economic shocks, with nutritious food available in households.

And it will improve the effectiveness of programmes and projects by local CSO partners and IFAD-supported operations using a selection of Household Methodologies to integrate gender transformative tools, social change strategies and participatory decision making into agricultural extension, rural finance and value chains, for a more demand-driven and inclusive approach reaching out to poor rural households. By replicating and scaling up proven Household Methodologies this new project contributes to more inclusive targeting and pro-poor impact of IFAD’s activities, in line with IFAD’s Policy for Grant Financing<sup>2</sup>. The project implements activities in three countries: Rwanda, DRC and Burundi and gathers evidence of effectiveness of HHM in the local context. It will involve IFAD-supported projects from at least six countries in the sharing of lessons and guidelines to support the wider scaling up in Sub-Saharan Africa, particularly Francophone countries. In addition, the project will strengthen in-country partnerships between local civil society organisations, local private sector actors and government agencies linked to IFAD operations. The project directly develops skills of rural women and men to advocate with public and private actors for their economic rights and position in value chains.

Based on the latest 2016 reports, around 7000 rural people are currently directly using GALS for improving gender equality and their livelihoods, leading to increases in productive assets, secure access to land, increased savings and better incomes. An indicative outreach number amounts to 60,000 individuals reached indirectly. Totalling the direct outreach via the IFAD grants so far 64,572 and indirect outreach 218,000.



## **ANNEX II. Track record overview: Oxfam projects with GALS**

### IN IMPLEMENTATION PHASE IN 2016

<b>Grant project</b>	<b>Donor</b>	<b>Project period</b>	<b>Amount</b>	<b>Countries</b>	<b>Scope</b>
Integrating household methodologies into agricultural extension, value chains and rural finance in sub-Saharan Africa	IFAD and Oxfam Novib	15 February 2015 – 31 March 2018	USD 1 million IFAD grant and USD 600K co-financing	Burundi, Rwanda, DRC	Gender equality and livelihoods improvement , integration of HHM in extension, VCD and rural finance
Marriage: No child's play	Save the Children. Back donor: MoFA (Dutch Ministry of Foreign Affairs)	1 January 2016 – 31 December 2020	EUR 7,8 million of which EUR 2,6 m for GALS	Mali, Niger, Pakistan	Prevention of child marriage and empowerment of early married girls
Empower Youth for Work (EYW)	IKEA Foundation	1 July 2016 – 30 June 2021	EUR 20,8 million of which EUR 544K for GALS component	Indonesia and Pakistan (Bangladesh and Ethiopia)	Empowerment of adolescent girls to have equitable access to employment opportunities and benefits from (self) employment
Women's Economic Empowerment through Agriculture Value Chain Enhancement (WEAVE)	Australian Department of Foreign Affairs and Trade	1 June 2016 – 31 May 2018	2,5 million AUD approx. 800K AUD for WEMAN	Vietnam	improving the negotiation position of marginalised women in value chains
Gender Transformative & Responsible Agribusiness Investments in South East Asia (GRAISEA)	The Swedish International Development Cooperation Agency (SIDA)	1 December 2014 – 31 March 2018	5,5 million USD of which approx. 400K USD for GALS	Indonesia, Vietnam, Cambodia, Myanmar, Philippines, Thailand	More responsible and gender sensitive sourcing of shrimps by private companies, better negotiation position for marginalised women.

### CLOSED PROJECTS

<b>Grant project</b>	<b>Donor</b>	<b>Project period</b>	<b>Amount</b>	<b>Countries</b>	<b>Scope</b>
WEMAN Latin America	MFS/Dutch Government	2008-2010	EUR 311,000	Latin America: Peru, Nicaragua, Ecuador, Colombia, Bolivia, Costa Rica, Guatemala	Agenda setting and advocacy on gender in the microfinance sector with the Microcredit Summit campaign and Village Banking Forum. GALS pilots in microfinance <sup>46</sup> , gender indicators in microfinance and Social Performance Management

GALS pilots in Uganda	MFS/Dutch Government	2007/2008	EUR 100,000	Uganda	GALS methodology drafted with Bukonzo Joint Cooperative, Greenhome and Linda Mayoux.
WEMAN ECM	MFS/Dutch Government	September 2009 – February 2010	EUR 261,272	Georgia and Azerbaijan	Adaptation of GALS in Georgia and Azerbaijan, microfinance/ rural finance <sup>47</sup>
WEMAN Pakistan	MFS/Dutch Government	01/12/2009 - 30/11/2010	EUR 140,000	Pakistan	Adaptation of GALS in Pakistan rural finance
Gender Justice in Pro-Poor Value-Chain Development	Small IFAD grant	2009-2011 <sup>5</sup> .	USD 200,000 + 164,000 (co-financed by ON )	Uganda	Adaptation of the Gender Action Learning System (GALS) as a community-led VCD methodology, aiming at pro-poor wealth creation and Gender Justice.
Networking for capacity development in FAO Member Countries for gender equality	FAO	2011-2012 (1 year)	USD 51,461	International with focus on Sub-Saharan Africa	Design and contribution to mobilizing a network of gender experts able to undertake capacity development in agriculture, food and nutrition security and rural development in Sub-Saharan Africa
Community-led strengthening of farmer organisations for gender equality in rural development in Zimbabwe: adapting the Gender Action Learning System.	GIZ	Pre-pilot 07-12-2012-08-03-2013	50,000	Zimbabwe	Evaluation of the potential of the GALS approach as a means of utilizing participatory principles and community-led gender action learning methodologies in the design and implementation of agricultural and rural development programmes and projects by BMZ/GIZ.
Rural Value Chains and Gender; strengthening negotiation power of vulnerable value chain stakeholders	GIZ	Pilot 15-10-2013- 15-11-2014	105,000	Zimbabwe	Increased evidence and knowledge base of the effectiveness of the Gender Action Learning System (GALS) for gender sensitive and pro-poor rural / VCD programmes and projects supported by BMZ/GIZ.
First exposure GALS ADRA Huila	MFS/Dutch Government	March-June 2014	EUR 11,500	Angola	First introduction of GALS in Angola with the aim to further adapt and integrate the methodologies into projects and programmes
Community-led Value Chain Development for Gender Justice of	IFAD	November 2011 to December 2014	USD 1.4 million with 848,000 (ON co-financing)	Uganda, Rwanda and Nigeria	Contribution to sustainable pro-poor wealth creation, and value chain upgrading in Uganda, Rwanda and Nigeria through empowerment of women and

Pro-Poor Wealth Creation					men from the poorest and most vulnerable households and the establishment of equitable participatory processes for economic decision-making at all levels.
Enhancing the capacities of local development organizations in Red Sea State	EU (NL-2007_CRS-2711154571)	2014-2015	Eur 706,000	Sudan - Red Sea State in two localities of Port Sudan and Swakin	Contribution towards poverty reduction and to improve policies and practices that lead to attaining sustainable development for the Red Sea State



Figure 11: participants of programmes of Fundación Manuela Ramos in Peru trying out the GALS tools. Fundación Manuela Ramos, Peru, 2010

### **ANNEX III. List of GALS events<sup>6</sup>**

*Note: local level GALS events/workshops are not included in this list. These are considered as part of the core implementation of the projects mentioned in the previous chapter, and too high in number to mention here.*

#### **As part of IFAD grant R1141 in Uganda**

- “Promoting gender justice through value chain development: community-led gender action learning” – capacity building workshop for IFAD-supported projects, Oxfam and partners. Uganda, 23 September – 2 October 2010.
- “Making value chains work for women and men” – dissemination workshop on GALS organised by IFAD and Oxfam, Italy, Rome, 18-19 May 2011.

#### **As part of IFAD grant for GENVAD - IR 1307-Oxfam in Uganda, Rwanda and Nigeria**

- GENVAD planning workshop for GALS, Kampala-Uganda from the 28<sup>th</sup> - 30<sup>th</sup> September 2011.
- International GENVAD Inception Workshop for Oxfam and partners from Uganda, Nigeria and Rwanda and IFAD supported projects from the region, January 2012, Uganda
- Two parallel learning routes on GALS, organized by PROCASUR in collaboration with Oxfam, were held in Uganda and Rwanda September and October 2012. The Learning Route “boosting the contribution of value chain development to gender justice and pro-poor wealth creation: the gender action learning system” (see section 2.1.5) also provided an opportunity to communicate about the project: The call for participation was published on websites of Agri-ProFocus, Procasur<sup>7</sup> and Microlinks – USAID. An IFAD Social Reporting Blog was written about the event: <http://ifad-un.blogspot.nl/2012/09/a-learning-route-in-rwanda-and-uganda.html>
- GENVAD Mid-term review workshop and introduction of GALS Mainstreaming Phase for Oxfam and partners from Uganda, Nigeria and Rwanda and IFAD supported projects from the region, September 2013, Arua, Uganda.
- “Designing a GALS learning system”, Oxfam and IFAD, Western Uganda, June 4<sup>th</sup> - 8<sup>th</sup> 2014
- National review workshops on GALS in Rwanda over the period 2012-2014
- GALS business tools pilot workshop in September 2015 in Muhanga, Rwanda
- Workshop for project planning and GALS introduction with the Burundi team, hosted by BAIR in Rwanda, December 2015
- GALS sustainability workshop workshop for Oxfam and partners from Uganda, Nigeria and Rwanda and IFAD supported projects from the region. July 2014, Muhanga Rwanda.

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<sup>6</sup> The list below reflects workshops organized by Oxfam often organised in collaboration with CSO partners. Local community based workshops and technical missions (either by Oxfam the Hague staff or by consultants) are not included in this list and can be found the CSO reports

<sup>7</sup> <http://africa.procasur.org/our-routes/boosting-the-contribution-of-value-chain-development-to-gender-justice-and-pro-poor-wealth-creation-the-gender-action-learning-system-gals/>

### **As part of the HHM grant 2000000501 in Rwanda, Burundi and DRC**

- International inception and financial capacity building workshop in May 2015 in Kigali, Rwanda
- Additional inception and capacity building workshop for the Burundi team in February 2016 in Bukavu, DRC
- HHM reflection meeting in Gisenyi Rwanda September 2015
- Capacity development and design workshop in September 2015, including capacity development for staff of IFAD supported projects and supporting design and experimentation in HHM, in Gisenyi Rwanda As a result of the reflection meeting and HHM workshop in September in Rwanda, IFAD representatives from countries outside this project, were interested (Ethiopia) and engaged through action plans (Chad, Niger, Mali, Madagascar) in learning and implementing GALS
- Introductory Participatory Gender Review (PGR) workshop in Muhanga, Rwanda From 13-17 June 2016
- Technical support mission on the PGR in DRC, October 2016
- International Participatory Mid-term and planning workshop, Muhanga, November 2016
- GALS Phase II workshop Muhanga Rwanda, March/April 2017

### **International level**

- Annual global WEMAN events from 2008-2010 in Uganda, for sharing of experience, co-development and learning on GALS for Oxfam and partners from Latin America, Africa, Eastern Europe and Asia.
- The GALS in the coffee value chain case study was presented by Thies Reemer from Oxfam Novib in collaboration with researcher Cathy Farnworth, Judith Ruko from the IFAD-financed District Livelihoods Development Programme and Clare Bishop Sambrook from the Policy and Technical Division in IFAD, at the “Joint Biennial Workshop of the United Nations Inter-Agency Network on Women and Gender Equality (IANWGE) and the OECD DAC Network on Gender Equality (GENDERNET)” in Addis Ababa, 31 January – 1 February 2012<sup>8</sup>.
- The same case study was presented by Thies Reemer and Cathy Farnworth during the GIZ gender week in March 2012, and used in Oxfam Economic Justice campaigns.
- The WEMAN team in Oxfam Novib supported the development of a book “Challenging chains to change, Gender equity in agricultural value chain development” by contributing a case study about GALS and co-funding a workshop and documentation process by KIT, IIRR and Agri-ProFocus. The book provides hands-on case studies, and an overview of approaches and tools that can be used for mainstreaming gender in value chain development. The book can be downloaded or ordered at <http://www.kit.nl/kit/Publication?item=3289>

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<sup>8</sup> - Gendernet, 2012. KEY MESSAGES AND SUMMARY RECORD1. FOOD SECURITY AND LAND RIGHTS: EMPOWERING RURAL WOMEN. Joint Biennial Workshop of the United Nations Inter-Agency Network on Women and Gender Equality (IANWGE) and the OECD DAC Network on Gender Equality (GENDERNET). Addis Ababa, 31 January – 1 February 2012



Figure 12: participants in a workshop on gender in the pork value chains in Lao Cai Province in Vietnam organized by Oxfam in Vietnam. 2014.

## Other

- Networking for gender capacity development in agriculture, food and nutrition security, a consultation workshop Nairobi, Kenya July 2012, Oxfam Novib in collaboration with FAO
- A range of workshop as part of the pre-pilot with GIZ funding “*Community- led strengthening of farmer organizations for gender equality in rural development in Zimbabwe: adapting the Gender Action Learning System (GALS)*”, 2012/2013.
- A range of workshops as part of the-pilot in Muzarabani in collaboration with Oxfam CSO partner FACHIG, GIZ funded, 2013/2014.
- Workshop on the community-led gender action learning system (GALS) in Laos, May 2013
- Introduction to the WEMAN programme and the community-led gender action learning system (GALS) in Ninh Tuan Province, Vietnam, December 2013
- GALS workshop with PASED project staff and key change makers took place during the period in Zimbabwe hosted by FACHIG Trust<sup>9</sup> and presence of Oxfam Novib and partner organization Bukonzo Joint Cooperative Uganda, <sup>†</sup> May 2014

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<sup>9</sup> FACHIG Trust: is a community based organization operating in Muzarabani District of Mashonaland Central Province since March 1999. It focuses on providing technical and financial support to its members “the smallholder farmers” with 73% women. FACHIG is implementing an Agricultural Value Chain and Gender (AVG) development program since 2012 in partnership with Oxfam Novib.

- GALS phase II workshop Vietnam Lao Cai December 2014
- Gender Transformative & Responsible Agribusiness Investments in South East Asia: GRAISEA Inception Workshop with GALS sessions, 2 - 6 March 2015
- Nigeria GALS Workshop where PASED from Sudan participated, April 2015 Nigeria
- GALS PGR workshop PASED, Sudan May 2015
- Presentation on GALS during the Oxfam Women's Economic Empowerment Knowledge Hub meeting, Nairobi November 2015
- GALS introduction workshop for the Vietnam Women's Union, Vietnam, July 2015
- GALS Participatory Gender Review workshop for the Vietnam Women's Union, Vietnam, December 2015
- GALS Phase II workshop for the Vietnam Women's Union, Vietnam, April 2016
- International Inception workshop MTBA in Niger, April 2016
- Forum on Empowerment through Household Methodologies, IFAD headquarters, Rome, Italy, June 2016, co-organised by Oxfam and Hivos
- GALS introduction workshop in Mali as part of MTBA, August 2016
- GALS introduction workshop for Oxfam and partners in Pakistan as part of the MTBA, October 2016
- GALS follow-up workshop for Oxfam and partners in Pakistan, Nepal February 2017



*Figure 13: participants of a global WEMAN meeting hosted by Bukonzo Joint Cooperative Union in Uganda, 2009.*

- GALS PGR workshop in Mali for Oxfam and partners and Save the Children as part of MTBA, March 2017
- GALS introduction workshop in Niger for Oxfam and partners and Save the Children as part of MTBA, March 2017
- GALS Catalyst Phase workshop for youth representatives, Oxfam and partners as part of the EWY project in Indonesia, April 2017



*Figure 14: role play on decision making power between women and men, Muzarabani District, Zimbabwe. FACHIG, 2014.*



## ***ANNEX IV. Key links and resources on HHM and GALS***

- Concept note, manuals, cases, videos, 2-pagers etc. [www.oxfamnovib.nl/weman](http://www.oxfamnovib.nl/weman)
- Rocky Road to Diamond Dreams <http://bit.ly/28NEide>
- GALS overview guide of phase 1 and phase 2 <http://bit.ly/28MlcRE>
- Case study GALS in the cattle value chain in Zimbabwe <http://bit.ly/28Nqi63>

### Videos:

- Gender Action Learning System [https://youtu.be/Wnk\\_vCtyB1k](https://youtu.be/Wnk_vCtyB1k)
- Empowering communities with the gender action learning system, Documentary about GALS in Uganda, 2015 [https://youtu.be/jK\\_y9yeOMws](https://youtu.be/jK_y9yeOMws)
- Gender action learning system with Duhamic-Adri, Video about GALS in Rwanda, 2014 <https://youtu.be/CEWwFpC2C3I>

### Instruction videos for GALS tools:

- Multilane Highway <https://youtu.be/KYaXolihb1g>
- Vision journeys <https://youtu.be/mf2QzpwVY9w>
- Gender balance trees <https://youtu.be/MiWu4jihFUy>
- Social empowerment maps <https://youtu.be/Zpuwa77nUow>
- Land Impact Tree <https://youtu.be/pP35tzegcCk>
- Masika Elisabeth's plan <https://youtu.be/SGmofAu05C0>
- Masika's father <https://youtu.be/Zc3kYN74IDQ>
- Transforming gender roles at the family level, Documentary about an adaptation of GALS in Cambodia, 2013 <https://youtu.be/UyF0PGuvbGg>
- Documentary about gender in the coffee value chain in Uganda, 2009:
- Balanced trees bear richer fruits (Part 1) [https://youtu.be/Wnk\\_vCtyB1k](https://youtu.be/Wnk_vCtyB1k)
- Balanced trees bear richer fruits (Part 2) <https://youtu.be/HcyGLZ8e1M0>
- Mapping the road to change, Documentary about GALS in Western Uganda, 2009 <https://youtu.be/gVllrnAUcE>

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- Mayoux, L. C. (2009b) 'Forging the strongest links: Gender justice for "quadruple win-win"', *Broker Magazine*, forthcoming
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- *Balanced trees bear better fruits Community-led development of agricultural value chains for gender justice and pro-poor wealth creation: A collaboration between Oxfam Novib and IFAD*, Thies Reemer, 2013

## ENDNOTES

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<sup>1</sup> United Nations. 1979. The Convention on the Elimination of All Forms of Discrimination against Women (CEDAW). Retrieved March 15, 2015, from [www.un.org/womenwatch/daw/cedaw/cedaw.htm](http://www.un.org/womenwatch/daw/cedaw/cedaw.htm)

<sup>2</sup> Millennium Development Goals (MDGs) - Goal 3: Promote gender equality and empower women.

<sup>3</sup> See Worldbank, FAO and IFAD. 2009. Gender in Agriculture Sourcebook. Retrieved August 2, 2015, from <http://siteresources.worldbank.org/INTGENAGRLIVSOUBOOK/Resources/CompleteBook.pdf>

<sup>4</sup> We organise our programmes around five such rights, which are based on the Universal Declaration of Human Rights: (1) the right to resources for a sustainable livelihood; (2) the right to basic social services; (3) the right to life and security; (4) the right to social and political participation; and (5) the right to an identity.

<sup>5</sup> Oxfam Novib's Gender Justice Programme Objective 2. The promotion of women's transformative leadership and the mainstreaming of gender equality.

<sup>6</sup> Oxfam. 2015. Oxfam in Laos, Country Strategy - 2015-2019; Oxfam in Cambodia, Country Strategy – 2015-2019; Oxfam in Vietnam, Country Strategy – 2015-2019.

<sup>7</sup> Civil Society Organisations: civil society actors at national and/or sub-national level (i.e. various forms of association, club, or organisation, network or forum that function independently from government and provide channels for collective action).

<sup>8</sup> Oxfam Novib. 2015. WEMAN Theory of Change.

<sup>9</sup> See <https://gamechangenetwork.org/>

<sup>10</sup> Kapadia Rahat, Shahnaz, 2009. Learning for Empowerment Against Poverty (LEAP) Phase II Evaluation Report, Oxfam Novib.

<sup>11</sup> Uganda, Rwanda, Nigeria, Zimbabwe, Sudan, Bangladesh, Pakistan, Vietnam, Lao PDR and Cambodia

<sup>12</sup> Oxfam Novib is the Dutch affiliate of Oxfam International, a confederation of 18 non-profit organizations working together with partners in more than 90 countries around the world. Oxfam has been active since 1956. Oxfam Novib manages grants from a range of institutional donors including EU, IFAD, FAO, the National Postcode Lottery, American Foundations and bilateral government donors (i.e. DFAT).

<sup>13</sup> See for example: the award won by Bukonzo Joint Cooperative Union in Uganda in 2015 <https://sca.coffee/sustainability-award-winners>

<sup>14</sup> Raab, M. and Stuppert, W. 2014. External evaluation of IFAD GENVAD 2011-2014. Oxfam Novib. Community-led value chain development for gender justice and pro-poor wealth creation in Uganda, Rwanda and Nigeria.

<sup>15</sup> GENVAD end of project Participatory Gender Review – December 2014.

<sup>16</sup> Makanza, M. and Reemer, T. 2014. Having a vision. Towards a gender equitable business partnership in the cattle value chain in Muzarabani, Zimbabwe. Oxfam Novib Case Study.

<sup>17</sup> Makanza, M. 2015. Gender Justice Review Final Report. Commissioned by Oxfam Novib and PASED for the EU-funded project "Enhancing the Capacities of Local Development Organizations in the Red Sea State".

<sup>18</sup> Raab, M. and Stuppert, W. 2014. External evaluation of IFAD GENVAD 2011-2014. Oxfam Novib. Community-led value chain development for gender justice and pro-poor wealth creation in Uganda, Rwanda and Nigeria.

<sup>19</sup> IFAD. 2015. Gender and Value Chain Development (GENVAD). Community-led value chain development for gender justice and pro-poor wealth creation. Grant Factsheet.

<sup>20</sup> [https://www.medellin.gov.co/sicgem\\_files/BodyPart\\_7027b99e-27d5-4ee9-bb0b-5259075951c8.pdf](https://www.medellin.gov.co/sicgem_files/BodyPart_7027b99e-27d5-4ee9-bb0b-5259075951c8.pdf)

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- <sup>21</sup> Raab, M. and Stuppert, W. 2014. External evaluation of IFAD GENVAD 2011-2014. Oxfam Novib. Community-led value chain development for gender justice and pro-poor wealth creation in Uganda, Rwanda and Nigeria.
- <sup>22</sup> IFAD. 2015. Gender and Value Chain Development (GENVAD) Community-led value chain development for gender justice and pro-poor wealth creation. Grant Factsheet.
- <sup>23</sup> Oxfam. 2014. Rural value chains and gender: innovation pilot in Zimbabwe. Final report mid-October 2013 – mid-November 2014 (GIZ grant No. 81165715).
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- <sup>25</sup> Farnworth, 2011. Gender-Aware Value Chain Development. Expert paper, UN Women
- <sup>26</sup> JP RWEE is a joint programme with a coalition between UN Women, FAO, IFAD and WFP (collectively referred as the Participating UN Organizations) is expected to generate synergies that capitalize on each agency's mandate, comparative advantage and institutional strength for more lasting and wider scale improvements in the livelihoods and rights of rural women, including young women.
- <sup>27</sup> [http://www.ifad.org/south-south/pub/sstc\\_web.pdf](http://www.ifad.org/south-south/pub/sstc_web.pdf)
- <sup>28</sup> Oxfam Novib. 2014. International Fund for Agricultural Development - Grant Design Document: Integrating household methodologies in agricultural extension, value chains and rural finance in Sub-Saharan Africa. Oxfam Novib.
- <sup>29</sup> Mayoux, L. and Oxfam Novib. 2014. Rocky Road to diamond dreams: GALS Phase 1 Visioning and Catalysing a Gender Justice Movement Implementation Manual, V1.0 – March 2014. Retrieved August 2, 2015; [http://www.oxfamnovib.nl/redactie/Downloads/English/SPEF/140701\\_RRDD\\_manual\\_July\\_small\(1\).pdf](http://www.oxfamnovib.nl/redactie/Downloads/English/SPEF/140701_RRDD_manual_July_small(1).pdf)
- <sup>30</sup> <http://www.wemanglobal.org/>
- <sup>31</sup> Institute for Development Policy and Management, University of Manchester, UK <http://www.tandfonline.com/doi/full/10.1080/01436597.2015.1024436> and GALS in microfinance <http://www.crjournals.org/CRJEGS/pdf/2014/September/Gobezie.pdf> (does not work)
- <sup>32</sup> Reemer, TB. 2015. Examining pathways towards engendered change; involving men and women in care work in West Nile, Uganda. Oxfam International. <http://policy-practice.oxfam.org.uk/publications/case-study-an-innovative-approach-to-value-chain-development-235172> and <http://www.sei-international.org/mediamanager/documents/Publications/SIANI-Gender-Africa-book/SIANI-2013-Transforming-Gender-Relations-Chapter5.pdf> and [http://www.ruralpovertyportal.org/country/voice/tags/uganda/uganda\\_household](http://www.ruralpovertyportal.org/country/voice/tags/uganda/uganda_household) and
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- <sup>39</sup> Mayoux, L. and Oxfam Novib. 2014. Rocky Road to diamond dreams: GALS Phase 1 Visioning and Catalysing a Gender Justice Movement Implementation Manual, V1.0 – March 2014. Retrieved August 2, 2015, from

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[http://www.oxfamnovib.nl/redactie/Downloads/English/SPEF/140701\\_RRDD\\_manual\\_July\\_small\(1\).pdf](http://www.oxfamnovib.nl/redactie/Downloads/English/SPEF/140701_RRDD_manual_July_small(1).pdf)

<sup>40</sup> <http://www.wemanglobal.org/>

<sup>41</sup> Peer learning is an integral part of the GALS methodology. The implementing organization pilots the basic methodology with a selected group of participants for adaptation to their context. Based on the experiences, the community participants develop their own visual diaries for analysis, change planning, and tracking of progress. They also use this for peer training. The organisation develops its own manual for staff.

<sup>42</sup> See Farnworth and Akamandisa, 2011. Mayoux, 2012.

<sup>43</sup> Raab, M. and Stuppert, W. 2014. External evaluation of IFAD GENVAD 2011-2014. Oxfam Novib. Community-led value chain development for gender justice and pro-poor wealth creation in Uganda, Rwanda and Nigeria.

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<sup>46</sup> <http://www.manuela.org.pe/wp-content/uploads/2010/06/57220796-SistemaAprendizaje-GALS1.pdf>

<sup>47</sup>[http://mfc.org.pl/mfc\\_old/en/content/gender-mainstreaming-tools-practitioners](http://mfc.org.pl/mfc_old/en/content/gender-mainstreaming-tools-practitioners)