

GALS CATALYST PHASE 1

Community Action Learning

GALS@Scale
Facilitator Resources
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GENDER
ACTION
LEARNING
SYSTEM

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Community Action Learning linking the CCW and GJR 3-6 months

The Community Action Learning process consists of 3 levels:

- **individual** level progress and tracking on the diagrams and Multilane Highway in their Notebook Diaries as a personal learning process to achieve their vision
- **group** meetings for sharing and comparing progress and experience in order to brainstorm and give support on strategies to accelerate progress. This includes some quantification of individual achievements and challenges on group diagrams as the basis for collective support and action
- **organisational** reflection and learning based on quantitative and qualitative analysis and follow-up on the outcomes from the group meetings

Advising on design of the Community Action Learning is a key task of the lead GALS expert, based on outcomes from the CCW and the existing activities and skills of the rest of the team - all in the context of the longer term sustainability plan.

All this can be done just through using the 3 tools presented in the initial workshops with particular focus also on the fun dimensions of developing songs and theatre. The schedule for group meetings should be adapted and agreed at the end of Session 6 of the CCW, based on expressed needs of the participants. A suggested schedule for 2 weekly 2 hour meetings over 3 months for consolidation of the tools and changes is given in Box 4 below. But this can be adapted to the time availability and priorities of participants. **It is THEIR process (champions and those they bring in), owned by THEM to support THEIR progress.** If the process is to be sustainable and dynamic in the longer term, it is crucial at this stage that participant needs are at the centre of the design and not organisational or donor needs.

If the length of time until the Gender Justice Review is more than 3 months, then the initial Road Journey in the CCW should reflect that time frame. The schedule should be changed and adapted as time goes on if new priorities arise. Meetings 1-3 and/or Meeting 4 can be repeated. Alternatively some meetings could also look at other cultural issues etc. Or introduce some new tools in advance of the Review - for example Challenge Action Trees on specific issues arising.

As part of the first the gender review it is suggested that the participants are introduced to the Multilane Highway for their own individual tracking. And that this is then adopted from then onwards as an easier way of quantifying and tracking progress at all levels.

Videos on the Multilane Highway can be found on the video links on the [wemanresources](http://wemanresources.org) website.



Individual level process

Immediately after the Change Catalyst Workshop - after the first session, or after they get home from the residential workshop - the champions start to:

- work towards their **personal visions**
- implement **gender changes** in their lives to progress towards their vision
- share what they have learned with others through **pyramid peer sharing** as part of their **leadership development**

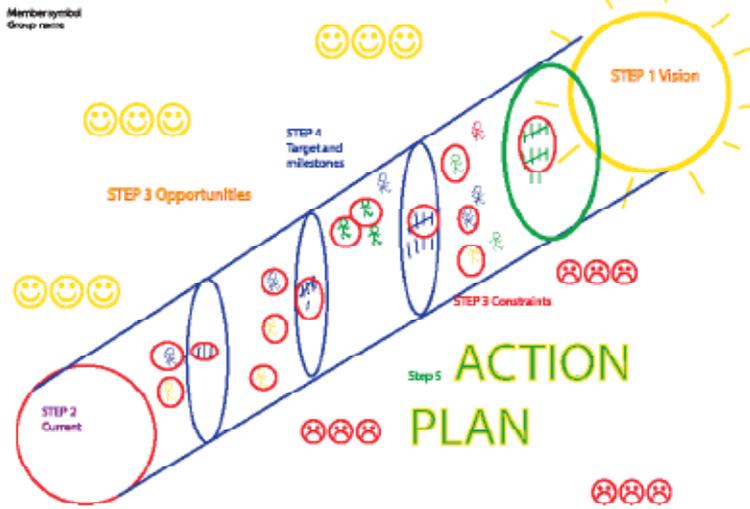
SOME CHANGES NEED TO HAPPEN IMMEDIATELY eg changes in division of labour and decision making.

The Community Action Learning process reinforces progress towards the vision through:

- **consolidating understanding of the tools** through practising and reviewing them in turn
- **tracking progress** on the original diagrams in the notebook diary as red rings around:
 - actions and milestones achieved on the vision road of the multilane highway.
 - ripened fruits and tubers on the gender balance tree
 - people reached on the social empowerment map
 - ideally also achievements and actions transferred to tracking on all 3 lanes on the multilane highway in preparation for the GJR.
- **sharing** of individual experiences, opportunities and challenges at group meetings and discussing ways to progress.
- **encouraging practise** of the tools and leadership development through pyramid peer sharing and discussing any challenges or adaptations that might be needed for the particular context

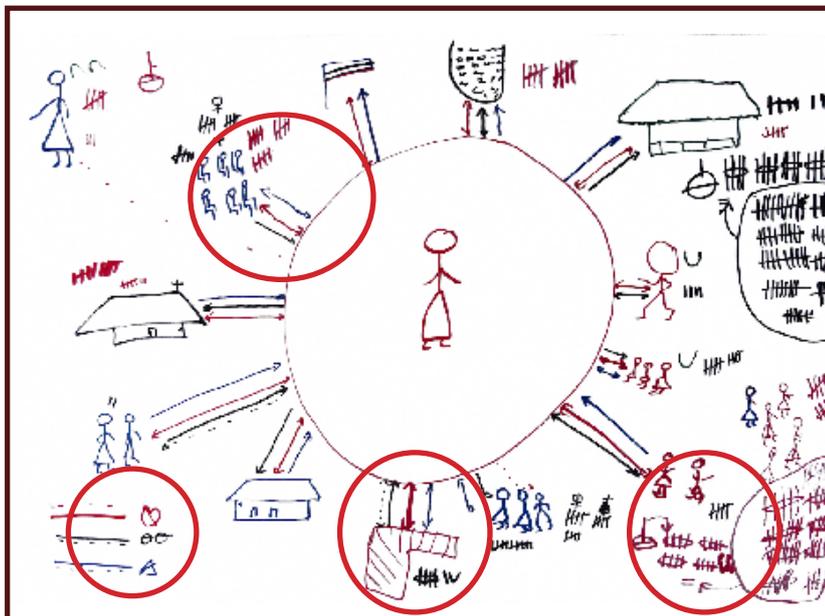
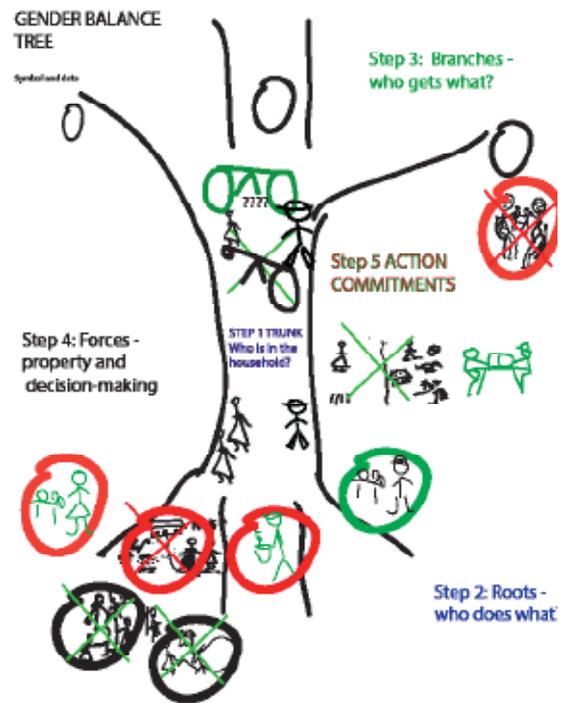
The CAL starts to tackle longer term and more difficult changes eg changing land ownership documents **BUT THE EXCUSE OF SLOW CHANGE OFTEN MEANS NO CHANGE**. The steps towards these longer term changes also need to be mapped and tracked from the start eg how people will get the necessary documents for land and take them to the first offices.





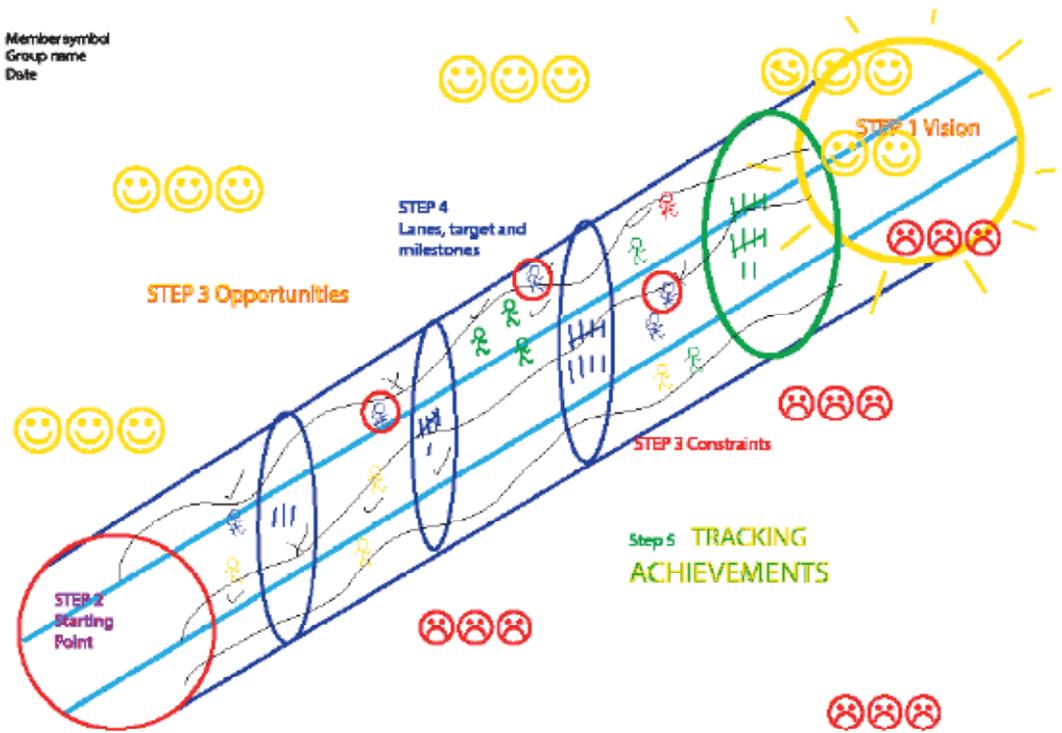
Simple Tracking on the original daigrams

- Vision Journey,
 - Gender Balance Tree
 - Empowerment Leadership Map
- with achievements ringed in red.

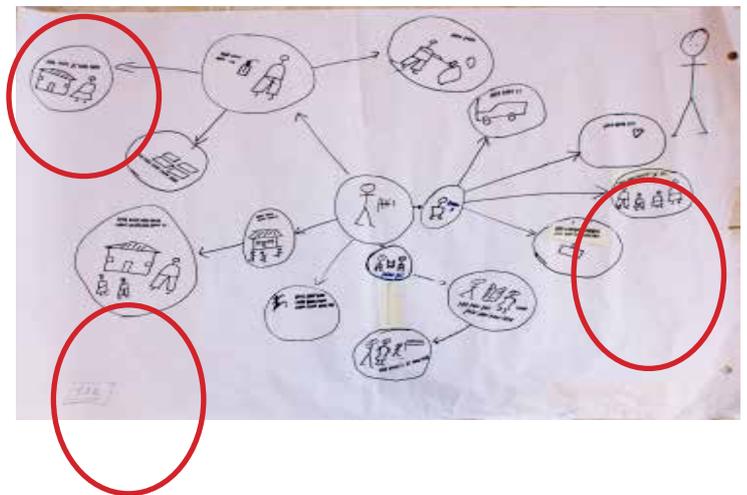




Membersymbol
Group name
Date



Achievements at each level transferred to individual Multilane Highway



Individual leadership tracking third tier on social leadership map - ringing achievements in red



Group meetings

The 'cement' of the Community Action Learning process are the series of group meetings. These meetings are ideally integrated into existing activities eg savings and credit meetings. Or new GALS groups may need to be formed from the peer sharing networks of the original GALS champions. Champions and those they bring into the process through the pyramid peer sharing meet regularly to exchange experiences and ideas on progress on the Multilane Highway. They share:

- progress towards the vision on the top lane of the MLH
- changes in gender relations in the middle lane
- progress and benefits of pyramid peer sharing on the bottom lane of the MLH

The CAL process must move as quickly as possible towards a structure which can be ultimately self-sustaining in the longer term as the basis for subsequent GALS Phases. The basis of sustainability is the enthusiasm and commitment of participants. All meetings must clearly and constantly demonstrate the self-interest benefits of planning and sharing in terms of helping people progress towards their visions. ALL meetings must be fun - people are giving up their spare time. People attend social events because they want to go, as part of the social fabric and to meet friends. GALS meetings should be events which people want to attend and invest time and energy in. So it is important to discuss with participants what they want to do, rather than imposing too rigid a structure as long as the basic objectives of learning and sharing for change are met.

At the same time it is important from the first to minimise costs and reinforce the culture of 'participation means responsibility' and 'no free lunch'. As far as possible the process should be self-financing. Subsidies for inputs like diaries, pens, and even food and transport should be kept to an absolute minimum - if people can afford a bottle of beer, they can afford to pay for participation in a process which is helping them and bring their own food.

Where possible meetings should be **integrated into existing activities** eg savings and credit meetings (as in Bukonzo joint). Or new support groups may need to be formed by champions together with those they are training (as in Gumutindo).

Location of meetings should be convenient in terms of the type of other activities in which people are already involved and should minimise travel costs.

Timing and length of meetings should be convenient in terms of the type of other activities in which people are already involved and people should provide their own refreshments.

If subsidy continues at this stage then the process will not be sustainable in the longer term. Resources will be wasted which could be put to much more productive use. Any subsidies should be reserved for those few people who are too poor, encounter too much resistance in the family and/or live very far away - as a special case for ongoing organisational support agreed with other participants.



In order to continually involve the new people coming into the process and maintain continuity and depth of discussion it is likely that there will need to be a combination of:

- **frequent small local meetings** where all those involved locally can attend. These meetings should be small enough (maximum 20 people) to be facilitated by the champions and enable full participation, free discussion and make sure new people get the support they need. But people coming to the meetings should already have learned the tools and have the tools already in their notebooks through the pyramid peer sharing. Otherwise these meetings will become boring for people who have already learned the tools, and the necessary sharing and discussion for progress will not take place.

linked by:

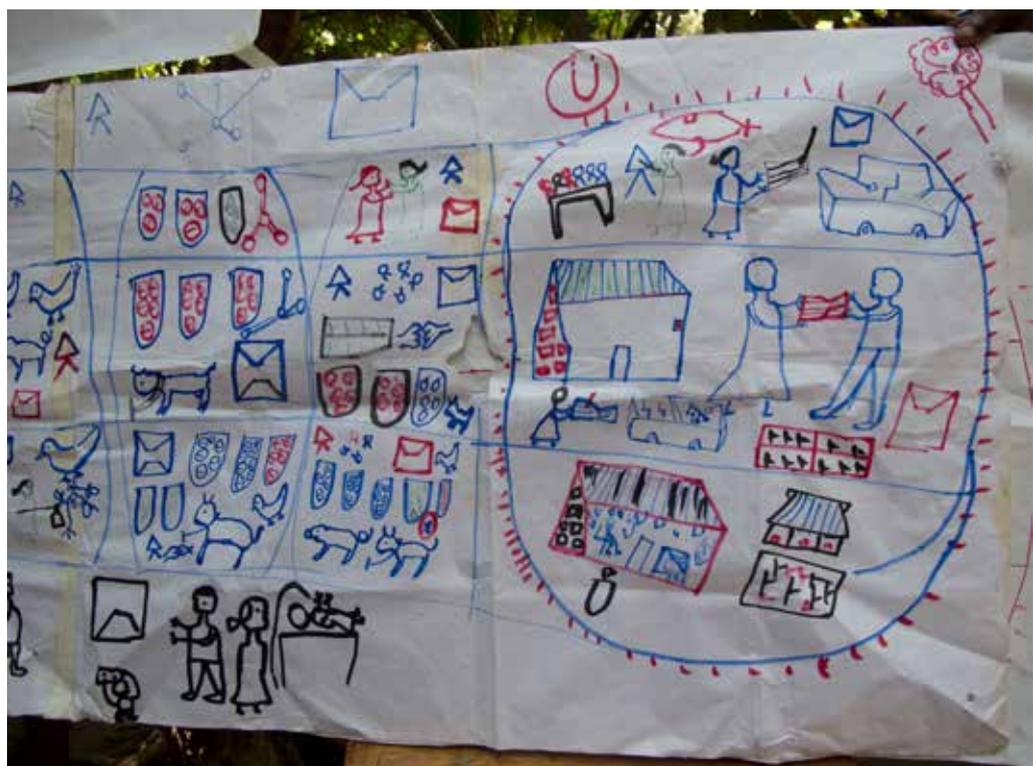
- **periodic larger meetings** where group representatives attend and then feed back. These are facilitated by one of the core team members with co-facilitation from participants to develop their facilitation skills. It is advisable that these representatives are rotated between participants in the smaller groups so that leadership and knowledge is continually shared rather than becoming concentrated in a few people. One way of rotating representation while maintaining the depth of discussion and advanced skills learning at the representative meetings would be require representatives to have trained a minimum of 5 other people. Representation at this level then becomes the basis for consideration later as a certified GALS community trainer.

NOTE It is important that documentation does not dominate over the fun empowerment objectives. These are essential parts of longer term sustainability of the changes and process.

The main priorities at this stage are that:

- changes are tracked in the individual notebook diaries for participants' own learning
- information on what works and what does not work is shared as a learning process
- pyramid peer sharing is continually expanding as part of participant leadership development

Group meetings should start to develop the skills and discipline of quantifying changes because this is very important for the learning and progress of participants within the process. But the rigour and reliability of documentation can be tightened up later at the GJR and Phase 2.





Suggested Meetings until the first Gender Review Meeting

<p>Meeting 1 Vision Journey 1</p>	<p>Sharing visions in pairwise discussion</p> <p>Quantification of visions on the top lane of the vision circle of the MLH and current situation</p> <p>Making sure everyone has understood the Vision Journey tool and review of steps and how this relates to the multilane highway</p> <p>Individual work to fill in changes on Vision Journey since the CCW plus any changes on the other 2 roads.</p> <p>Group discussion of progress on the Vision Journey since the CCW, sharing opportunities and challenges and ideas on ways forward</p> <p>Filling in the milestones and activities on the Vision Journey top road of the 3 month Road Journey.</p> <p>Sharing experience of pyramid peer sharing of Vision Journey</p> <p>Register of participants with key background information, whether they are happy with progress and numbers of women and men with whom they have shared the information</p> <p>Reviewing and refining the song for the Vision Journey</p> <p>Homework to make sure their diaries are clear. And to follow up on progress of those they have trained and extend the network.</p>
<p>Meeting 2 Gender Balance Tree 1</p>	<p>Sharing the changes they put on the Gender Balance Tree in pairwise discussion</p> <p>Quantification of gender change visions on the middle road of the vision circle of the MLH and current situation</p> <p>Making sure everyone has understood the Gender Balance Tree Tool and review of steps and how this relates to the multilane highway</p> <p>Individual work to fill in changes on Gender Balance Tree since the CCW</p> <p>Group discussion of progress on the Gender Balance Tree since the CCW, sharing opportunities and challenges and ideas on ways forward</p> <p>Filling in the milestones and activities on the GBT centre road of the 3 month Road Journey.</p> <p>Sharing experience of pyramid peer sharing of Gender Balance Tree</p> <p>Register of changes on GBT or aggregated group GBT</p> <p>Reviewing and refining the song for the Gender Balance Tree</p> <p>Homework to make sure their diaries are clear. And to follow up on progress of those they have trained and extend the network.</p>
<p>Meeting 3 Social Empowerment to Social Leadership Map</p>	<p>Sharing the changes they put on the Social Empowerment Map in pairwise discussion</p> <p>Quantification of visions on the bottom lane of the vision circle of the MLH and current situation</p> <p>Making sure everyone has understood the Social Empowerment Map Tool and review of steps and how this relates to the multilane highway</p> <p>Individual work to fill in changes on Social Empowerment Map since the CCW</p> <p>Group discussion of progress on the Social Empowerment Map since the CCW, sharing opportunities and challenges and ideas on ways forward</p> <p>Filling in the milestones and activities on the SEM bottom road of the 3 month Road Journey.</p> <p>Sharing experience of pyramid peer sharing of Social Empowerment Map</p> <p>Register of changes on SEM</p> <p>Reviewing and refining the song for the SEM</p> <p>Homework to make sure their diaries are clear. And to follow up on progress of those they have trained and extend the network.</p>





Meeting 4	Review of changes since meeting 1 with focus on reinforcing champion's tracking of own progress, opportunities and strategies to overcome challenges.
Vision Journey 2:	Quantified aggregation of progress on the MLH for participants Discussion of progress for those learning through pyramid peer sharing Vision Journey song
Meeting 5	Review of changes since meeting 1 with focus on reinforcing champion's tracking of own progress, opportunities and strategies to overcome challenges.
Gender Balance Tree 2	Quantified aggregation of progress on the MLH for participants Discussion of progress for those learning through pyramid peer sharing Vision Journey song
Meeting 6	Review of changes since meeting 1 with focus on reinforcing champion's tracking of own progress, opportunities and strategies to overcome challenges.
Social Leadership Map	Quantified aggregation of progress on the MLH for participants Discussion of progress for those learning through pyramid peer sharing Vision Journey song

Group monitoring

Simple monitoring through quantification of key achievements on collective diagrams should over time be possible at the more frequent local meetings, with the outcomes then fed back to the larger representation meetings. The way in which quantification can be progressively improved as numbers of participants grow will need to be decided as things develop - based on the recommendations and capacities of participants.

Quantification should not dominate meetings, but serve as the basis for reinforcing individual progress and tracking and discussion on strategies to accelerate progress.

The tools are essentially the same as the diagrams for the CCW, but participants will be different. As they are now members of the same group who meet regularly this can form a group for more systematic monitoring of change - bearing in mind that new members will join, so later diagrams should have more participants.

NOTE: The important point is to make sure to put the group symbol, date and total number of women and men at the top of each group diagram.

The facilitation process for each tool is essentially the same so that people get used to certain participatory norms.

A suggested process for a group of 20 people:

Step 1: Pairwise discussion separating women and men and single and married people to mark on cards the 3-5 key changes they wanted to see. It needs 4 colours of cards: women are given cards of one colour, and men cards of another colour and different colours for single and married so differences will be clear.

Step 2: The 3-5 changes from each pair are then shared in the group and put on the diagram in the relevant place - only placing new cards for new issues, but putting similar cards on top of each other.

Step 3: When all the cards have been placed then people vote on the changes they themselves have actually experienced - using one colour pen for women and one colour pen for men.

If meetings are long enough, then these discussions are placed in the context of the MLH. But it is more important to have fun with songs and dances, than focusing too much on the quantitative monitoring. This can be done later at the GJR - though the GJR meeting may need to be longer in order to accommodate this.



Organisational Support for the Community Action Learning

During the Community Action Learning process meetings are led by the champions but **supported by the core team who monitor and document the progress**, and give advice on how challenges may be overcome based on experience of other champions or other processes elsewhere.

As far as possible this staff support should be integrated into existing meetings and activities. It is important that costs are minimised as far as possible from the start eg by location and timing of meetings to minimise food and travel costs for participants. After the first champions participants should buy their own local diary notebooks and pens.

Any monitoring and documentation in the CAL should be very light and should not be pushed if it starts to discourage or overload people. At the same time quantification of individual and group diagrams helps to maintain momentum and a sense of progress.

The key is to strike a balance based on the information needs of the champions.

The main aim is empowerment and enabling the champions and those with whom they share the methodology to reflect on and document what they need for their own empowerment. Then share this with other group members as part of collective learning - including some quantification on the group diagrams. This information can then be aggregated at organisational level for more rigorous analysis as part of the Gender Justice Review stage.

If time permits staff and/or the GALS consultant may conduct some more qualitative and/or multimedia documentation on issues arising.

A key aim in this stage is video and photo documentation of the process for use in dissemination and scaling up.

A key role of staff is to respond to and support collective action needs arising from the process through eg making links with other stakeholders around land and property issues.





Organisational Quantitative Monitoring

Once the groups are solid enough and quantification of each tool has been established, then as numbers of participants grow it will be important to develop some sort of representational structure where group representatives bring the quantified diagrams for discussion and aggregation at meetings facilitated by the core GALS team.

It is likely that this will be possible from Meeting 4 of the meetings suggested above.

a) participatory quantification of information shared at group meetings

following on from or in parallel to Meetings 4, 5 and 6 of the CCW. The main focus is:

- the degree to which people have been able to achieve their visions
- the gender changes which have taken place in division of labour, incomes, assets and decision-making
- leadership development and outreach through the pyramid peer sharing process and assess quality of the peer capacity-building and scaling up
- issues arising and any necessary changes to the tools and pyramid peer sharing

If the CCW has been conducted as envisaged in this Manual, then staff or group leaders can aggregate the information from the individual diaries during the group sharing process as indicated for each individual tool below.

BUT THE AIM OF THE CAL IS EMPOWERMENT, NOT MONITORING. AGGREGATION SHOULD BE JUST A GUIDE AND MOTIVATION FOR CHANGE, BASED ON HONEST SHARING OF CHALLENGES AS WELL AS SUCCESSES. AT NO POINT SHOULD IT BECOME BORING POLICING BY THE ORGANISATION.

Making the aggregation fun requires development of facilitation skills and integration with fun activities and energisers. If the aggregation starts to detract from empowerment, then the quantification is best left until a bit later in the process eg after the Review meeting itself and facilitators have more skill.

Participatory quantification from CAL group meetings

Individual diagrams	Multilane Highways of individual change tracked for 3 months
	Social leadership map for pyramid peer sharing
Organisational aggregation in quantitative database (eg Excel)	Register of women and men attending meetings with background information on gender, literacy, marital status and initial poverty indicator
Meeting 4	Vision Journey: categorised targets and 3 month achievement
Meeting 5	Gender Balance Tree: categorised targets and 3 month achievement
Meeting 6	Social Leadership Map: numbers of women and men reached through levels 1-3 of pyramid peer sharing and numbers of women and men for whom some change has occurred with figures on particular indicators eg land agreement, men cooking, joint decision making

Songs and theatre on gender issues integral part of group meetings and local culture



Monitoring and documentation for the organisation

Qualitative and quantitative assessment of progress over the 3-6 month period is part of the Participatory Review. But it is necessary for the organisation to track certain basic information - not only for its own records and learning, but also to demonstrate to the champions that their progress is being valued and also followed by the organisation. And in order to pick up any challenges arising before they become problems. Comparing information between groups also enables incentive systems to be set up eg for the best performing groups and members.

Documentation by the implementing organisation should be integrated into the meetings in as 'light' a way as possible. Information should always be collected through the GALS diagram tools, aggregating these as group diagrams. Like Session 6, this does require experience and can only really be learned through supervised practice as part of a GALS capacity building in an organisation. Detailed guidelines are not given here.

Which information is recorded for use by the organisation will depend on the precise aims of the GALS process, and any indicators required as condition of funding etc. Also depending on any existing Management Information Systems and whether or not staff are trained in participatory monitoring, electronic databases etc.

A possible monitoring form is shown below, keeping information to a minimum at this stage. An Excel file of this can be downloaded from the [wemanresources](http://wemanresources.com) website.

Meeting No		Title				Date	
Member name	M/F	Education	Number of meetings attended	Changes achieved	Changes in process	People trained	Key challenges
						Men	Women
Member 1							
Member 2							
Member 3							
Member 4							
Member 5							
Member 6							
Member 7							
Member 8							
Member 9							
Member 10							
Member 11							
Member 12							
Member 13							
Member 14							

Note: The information should be collected using collective versions of the tools as the meeting: vision journey, gender balance tree and social empowerment map. Make the process of collecting the information as participatory as possible, with lots of celebration of achievements. Ideally this form should be downloaded from the [wemanresources](http://wemanresources.com) website and filled in on a laptop by one of the catalyst team - delegating facilitation of the meeting itself to one of the champions. The person documenting should fill in as much qualitative information as possible for each member on their achievements.



Qualitative research by members and/or core staff and/or the lead expert

to investigate patterns emerging. Alongside, and complementing, this participatory quantification there should be some qualitative research by members and/or core staff and/or the consultant. This qualitative research will also require skilled researchers, but these researchers could be members themselves using video cameras and interviewing each other. The aim is to understand a number of levels:

1) Best cases models to show what is possible

showcased examples of the most successful champions which can be used in dissemination and promotion of the methodology, training for scaling up as well as mutual learning between members. These members should be purposely selected as part of a system of social incentives to inspire champions to continue and succeed.

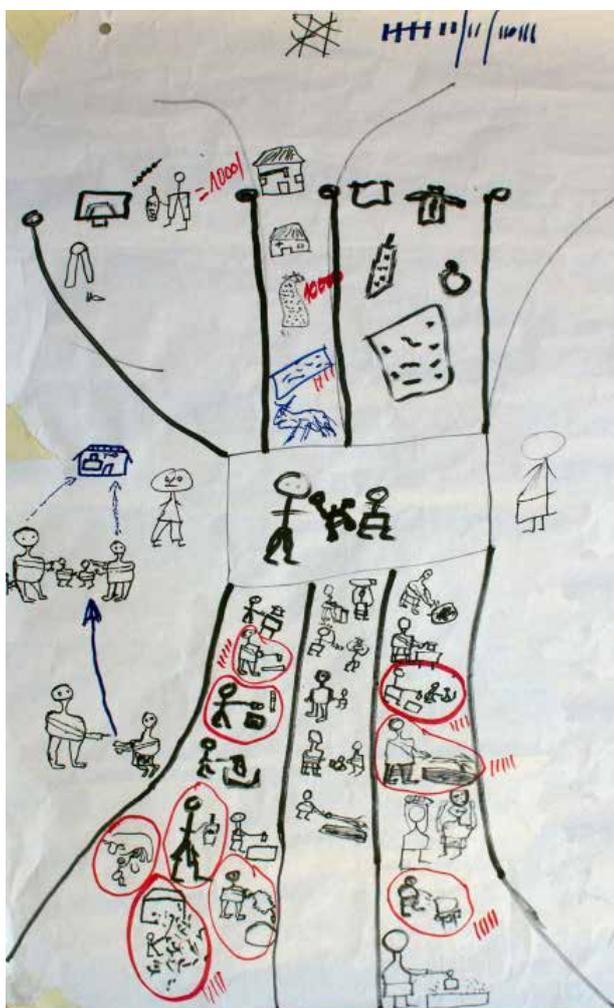
2) Quality check on pyramid peer sharing to improve methodology

to identify any adjustments which might be needed to the methodology for more effective impact and scaling up. A random sample of 20 - 30 women and men should be chosen from the list of names given on the Social Leadership Maps. If it is found that the information from the qualitative investigation for the random sample confirms that on the maps, and there is good impact, then one can reasonably conclude that much of the information in the other maps is accurate.

3) Exit cases

If the methodology is to significantly upscale through pyramid peer sharing, then it is important that this is as effective as possible and also the energies of the champions is carefully targeted where it is most likely to be successful. For this reason as many exit cases as possible should be followed up by the champions themselves or programme staff/the consultant.

Qualitative research	
Best case models	Case studies of 10 - 20 purposively selected women and men champions who have achieved most changes and/or taught most other people. Particularly people who started off very poor and disadvantaged. Video footage and photos.
End of chain cases	20 - 30 women and men chosen at random from level 3 of the pyramid peer sharing process to see how that was done, how effective it was and how it can be improved.
Exit cases	Follow up of as many exit cases as possible to find out the reasons - whether this can be reduced through improvements in the methodology, or better targeting of the peer sharing or other complementary support.



Advanced diagrams from the participatory monitoring system in Bukonzo Joint showing quantitative information collected and aggregated by members themselves on coffee quality, women's land ownership and division of labour for thousands of members.



Anticipated outcomes

If the process has been fun and dynamic, on the basis of experience and subsequent adjustments in the methodology, it is estimated that by the end of 3 months the following achievements are possible:

- for each pilot process if the CCW started with 20 champions, then the **number reached after 3 months can be around 500-1,000**. Immediately after the training (as homework after each session or meetings shortly after the residential workshop) the champions share what they have learned with 5+ others they want to help in their own families, support networks or groups. These 5 people then also share with 3+ people (1:15) who then share with 3+ people (1:15:45) aiming for an average ratio of 1 original champion to about 50 people in 3 'chain tiers' over 3 months.
- most of those reached (target 90%) should have **Notebook Diaries** containing their visions, vision road journey, gender balance tree, social empowerment map and multilane highway, together with a pictorial version of the steps of each tool for peer sharing
- most of those reached (target 80%) should have **tracked their progress** towards their visions, gender changes and peer sharing on the individual diagrams and/or multilane highway
- most of those reached (target 80%) should be **inspired** by the possibilities of moving forward to achieve a vision, analysed for themselves the negative consequences of gender inequality for their ability to achieve this vision and realise that they can also help other people to change through sharing what they have learned and that this will also help them to achieve their vision
- many of those reached (target 80%) should have **achieved their first SMART target** on the top of their Vision Journey
- many of those reached (target 60%) should have made **some changes in gender relations** - for example changes in division of labour, more equal participation in decision-making and decreased violence, alcoholism and adultery
- many of those reached (target 60%) should have achieved the target ratio for **pyramid peer sharing** of 1:50 in 3 tiers.
- many (target 30%) should have concrete **plans for longer term changes** in more sensitive areas like land agreements
- many should have confidence in their ability to become **leaders** of change and a plan for developing their leadership capacities
- discussion of gender issues and comparing experiences of progress should be fully **integrated** into group meetings
- **GALS songs and theatre** on gender issues should be well established participatory parts of group activities.
- **local government and any other stakeholders** should be aware of and supportive of the process as the basis for wider institutional support in Phase 2. Issues from experience

Tracking in this way is not a policing monitoring process, but a reflexive learning process essential to inspiring continued progress and learning from experience in order to continue to move forward. This is however often a big culture shift - for the catalyst team as well as people in the community. It is often difficult to fit in time to reflect and plan when life is so busy.