



Catalyst and Livelihood Strengthening workshops

Participatory Action Learning for Sustainability

Timret Union, Butajira, SNNPR
November 14 - 25, 2016



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Introduction

“Gender and Youth Empowerment in horticulture Markets” (GYEM) is a three year project funded by Comic Relief (charity organisation based in the UK). The project started on February 15, 2016 and has two horticulture unions as partner in two different regions of Ethiopia:

- Oromia region: Meki Batu Fruits and Vegetables Products Cooperatives Union
- Southern Nations, Nationalities and People’s Region – SNNPR: Timret Irrigation Development and Marketing Cooperatives Union

The participants in the project are all members of both cooperatives, their wives (who are often not member but engage in horticulture activities) and 500 youth. This results in a total of about 18,000 beneficiaries.

The overall goal is **to enhance women’s and youth’s social and economic empowerment through improved access to and control over assets and benefits in the horticulture value chain**. This means that:

- Cooperative members, with a focus on women, attain higher income and control over income from their horticulture activities;
- Unions and cooperatives improve their performance in output marketing;
- Unions and cooperatives improve the services to their members in a gender balanced way;
- Youth enhance their participation and income in horticulture value chains;
- The communities, unions and cooperatives promote women participation and decision-making power in horticulture value chains.

If women are being marginalized, huge inefficiencies result which impacts the welfare of the households. Studies and experience show over and over again that if women’s needs are equally on the agenda as men’s needs, it increases the health, education, productivity and income of the whole family. On top of that, better production and income perspectives help ensuring that more young people stay in farming and related activities. Empowering women means involving men. The hindrances women face to benefit from their involvement in horticulture activities or even just to be able to engage in different parts of the value chain often have their roots in norms, values and expectations regarding to men’s and women’s roles in the household and society.

Therefore GYEM invests, throughout the whole project period and all activities, in addressing these expectations and roles and how they affect the welfare of the household, the community, the functioning of the cooperatives and union. The gender consultant, Dr. Linda Mayoux, elaborated a trajectory, based on methodologies and tools from the PALS approach (Participatory Action Learning for Sustainability), to address gender roles and mainstream gender in all activities (related to production, marketing, finance, leadership ...).

What is gender?

Gender is about men and women treating each other as equal human beings with equal human rights and equal social responsibilities.

Why work on gender?

Working on gender can lift invisible barriers in the value chain that trainings in productivity or quality cannot address: for instance men harvesting the crop too early so they can use the money for personal expenditure before women ‘steal it’. And women harvesting crops too early because they need money for school fees out of fear that men will get away with all the money.

This report reflects the first two workshops held at Timret Union, Butajira, with 20 gender champions in November 2016. The gender champions were selected from 5 nearby kebeles (2 women and 2 men from each kebele), based on their willingness to change their lives, to share this with others and to upscale the approach at several levels (household, community, peer groups, cooperatives). The champions could not be existing leaders (as this would overburden them). A second outcome of these two weeks training is a toolkit produced by Linda Mayoux, based on the reality of the farmers of Timret and Meki Batu (who are to be trained in February-March 2017). This toolkit will be refined after the training at Meki Batu and translated in the local languages of both regions.

In order to select the champions the woreda cooperative government officials (Meskan woreda) were introduced to the objectives of the PALS workshop and briefed on the selection criteria for the champions. After which, the field staff of GYEM travelled with cooperative experts to the different cooperatives, discussed with the cooperative

leaders and selected the gender champions accordingly in a transparent way. After selection, GYEM contacted each gender champion in person to ask to attend the workshop. Some farmers were kept on the ‘reserve’ list in case a champion would not show up. This didn’t happen in the end. The champions were communicated they would get a DSA (Daily Subsistence Allowance) according to the official guidelines.

The programme of the two-week workshop was as follows (it was adapted depending on the needs of the champions and context):

| Date | Programme/Tool |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Monday November 14 | Pairwise Introduction Exercise Introduction to the workshop and drawing Tool 1: Visioning Tool 2: Vision Journey |
| Tuesday November 15 | Revision of the Vision Journey Vision Song Tool 4: Challenge Action Tree (increasing income from horticulture) |
| Wednesday November 16 | Tool 4: Challenge Action Tree (continuation) |
| Thursday November 17 | Tool 4: Challenge Action Tree (continuation) Preparation for the stakeholder meeting |
| Friday November 18 | Sharing with the union (Timret) and government stakeholders Pairwise Introduction Exercise Q&A with union and government stakeholders Presentation of the Challenge Action Trees (4 crops) |
| Saturday November 19 | Break |
| Sunday November 20 | Community Open Day Tool 5: Change Leadership Map |
| Monday November 21 | Tool 6: Multilane Vision Calendar |
| Tuesday November 22 | Tool 6: Multilane Vision Calendar (continuation) Tool 3: Happy Family Tree/Gender Balance Tree |
| Wednesday November 23 | Tool 3: Tool 3: Happy Family Tree/Gender Balance Tree - continuation |
| Thursday November 24 | Sharing with union (Timret and Meki Batu) and private actors Presentation of Happy Family Trees Tool 7: Market maps (farmer level and union/coop level) |
| Friday November 25 | Tool 7: Markets maps - continuation |
| | |

The whole process (reports, songs, videos, pictures, tools) is documented on <http://gamechangenetwork.org/africa/ethiopia>.

Week 1: Champion Catalyst and Livelihood Training, November 14-18

Monday, November 14

- Start: 09:30 (participants were told to be present at 08:30).
- All 20 champions came.
- Some were in time, 4 arrived (very) late.
- Agreed time for the rest of the days: 09:00 – 16:00.

Pairwise introduction exercise

This activity starts with pairwise introductions. Participants sit with someone they don't know. So as people arrived, they formed pairs, where the women chose a man they didn't know. In case a woman would not be comfortable with this arrangement, she could pair with another woman. However, this was not the case and every woman paired with a man. This included one woman wearing the full face veil. People were asked not to write anything down, as this was a listening and memory exercise. The champions who were late, needed to wait till a new champion arrived with whom they could sit together.

The reasons for having people who don't know each (well) form pairs, are:

- It helps to get to know the other person better and to remember.
- It helps to create a team, to make new friends and to extend their network.

It was explained that this is the way all workshops at all levels in this methodology take off. The people in pairs got to know each other during 10 minutes in which they shared:

- their name
- family situation (if they wished to)
- kebele
- groups they belong to
- expectations of the workshop

Afterwards, each person presented what their partner told him/her (so they were not presenting themselves). The reasons for this are:

- It helps to interact and to understand the other person better.
- People tend to be less shy presenting the things somebody else is saying.
- By the end of this first exercise, everybody will have presented something and will be energized.

The expectations of the champions were written in English and Amharic. After the presentation of the first group, only the expectations that hadn't been mentioned before were written down. It was counted how many times one expectation was mentioned. Many champions were facing difficulties explaining their expectations and remained vague. However, it was explained that unclear and non-specific expectations are difficult to meet.

After this introduction, the facilitating staff and consultant presented themselves.

Expectations of the workshop of the champions:

- To know how to deal with financial issues like access to capital
- To gain knowledge on production of vegetables through irrigation
- Get help on inputs like water pump, seeds, fertilizer, chemicals to control diseases
- Work on savings
- Change family life economically so that they can send children to school
- Get knowledge on other businesses like fattening, rearing, petty trading, poultry for diversification of income (because vegetables are profitable but also risky)
- To learn how to plan
- To learn how to duplicate the workshop to make their community members aware
- To learn how to access markets, knowing what the market wants
- To introduce the idea of a kinder garden
- Onsite technical support on how to produce vegetables

Applause

Applauding each other is part of the methodology. The applause should be energizing, short and contain a specific rhythm. It is used whenever the group has accomplished something (like a presentation, drawing, at the end of a session ...). It are the participants who agree on an applause. The ones who are applauded receive it properly.

Introduction to the workshop and tools

For most participants, and also for SNV staff, it felt strange to jump into this workshop without a proper introduction on the objective and schedule. This became very clear when some participants (mainly men) wanted to know what the workshop would bring before deciding on their participation. In response to their question, it was stated by the consultant that:

"This workshop is about planning for the future actions that will meet your expectations, about duplicating what you learn here within your own groups and how to facilitate this. It is about having a look at what you can do to get where you want to be; to share with each other what different people know already; putting people (also union, government) in touch with each other; establishing an exchange system of knowledge. By making a plan, it becomes clear what you need, what you can do about it yourself and where you would need help from others. This is about sustaining the system in a dynamic way, not about maintaining what we are doing."

It was explained that all the tools are planning tools based on drawing, which can be used for anything in many settings (in your group, cooperative, with the government). The plans get to be refined continuously. All of the tools can be used for monitoring. It is a tool where the participants themselves determine their indicators. It is an empowering action learning system.

There is no toolkit at the beginning and people make their own manual in a notebook. The notebook needs to be very organized:

- **The front:** own drawings, own plans (first with pencil to allow mistakes);
- **The back:** the steps of each tool – this allows you to share with other people without having them copying the drawing of the champion;
- **The middle:** here you can put written notes if you want, or drafts to be pulled out later.

Drawings:

- Should be simple and clear;
- Start in pencil: afterwards they can be made beautiful;
- All drawings are made of circles and/or lines. These are different shaped circles (round, squashed, long, tall, squiggly outlines) and different types of lines (thick, thin, straight, curved, zigzag, wiggly);
- There is a colour code (see box);
- We are not aiming for artist paintings, there is no need to put every hair on the head. We are looking for quick symbol drawings – circle for head, lines for legs.
- It is up to the participants to decide how to draw but it must be in a way they remember what they meant. The need to make sure they put peoples' characteristics clearly, e.g. if someone is thin or fat, if they have hair all over the place.

Colours

- Black: existing situation, it can be a good habit or not
- Green: plan, unripe fruit
- Red: achievement
- Blue: almost a perished fruit, something that is not so relevant, of to indicate the people for whom it is not relevant
- No colour code for gender, this is done through positioning depending on the group (mixed or not; in a mixed group different coloured cards can be used to indicate the sex)

Why drawing?

- You can put much more information – issues and interrelationships - in a drawing than in words;
- A picture is worth a 1000 words: it makes you think clearly and avoids people hiding behind vague concepts or mystifying things by using a lot of words;
- Drawing makes you think, analyse and reflect first, before you put things down on paper. This is the reverse of writing. We risk to just copy things down without thinking or really paying attention to what we write;
- It helps remembering;
- It is easy to understand across languages;
- People who cannot read and write are often good at drawing (with some practice) and can understand and communicate their thinking on an equal level with those with high level of formal education;
- It uses a different side of the brain and stimulates creativity;
- Drawing can be difficult at first, because we are not used to using that part of the brain, but that is not a reason not to do it. Once you get used to it, the drawings just flow.

Tool 1: Visioning

The visioning tool was introduced as an own personal drawing in the notebook rather than using the full soulmate visioning exercise. This was partly because of lack of time (because people came late and the need to spend more time to clarify on the expectations). Because of the relatively low levels of literacy, it was also estimated that more time would be needed for the Vision Journey.

Change means first of all knowing where one wants to go: the vision. One needs to be clear what one's vision is. At the same time understanding the visions of other people is indispensable to be able to really work together. Many groups and many cooperatives tend to fail because people haven't really understood their own vision, or those of others.

The vision is drawn on the first page of the notebook. Guiding principles:

- Question guiding the drawing of this first vision: **when you think of a happy life, how are you and how does your life look like? And who is in it** (people as well as things)?
- First a big red circle is drawn on the first page of the notebook. The circle represents the sun, sparkles are added.
- In this circle, the vision is drawn.

The participants were asked to draw what for them a happy family means and how they are in a happy life. Someone who could not draw, was asked to come to the front and draw the circle and sparkles. Participants who could draw easily, sat together. Who found it very difficult, could also sit with others who faced challenges in drawing, in order to help each other.

The visions were not completed. It is an ongoing process. Homework for the participants was to complete their vision, share it with their spouse/children and encourage the family members to develop their own vision. They could also develop a vision together. Succeeding means owning it as much as possible.

Tool 2: Vision journey

In the afternoon the second tool, the Vision Journey, was introduced. The vision journey goes on the next page of the notebook, a new page with no drawing on the back of it.

In the vision there may be many things: house, car, nice cabbages, and children going to school ... This represents the big vision and serves as inspiration. Now a plan, for reaching this vision, comes in. A plan needs to be realistic. Therefore, one element of the big vision is selected for the vision journey (for instance car). Once people get familiar with the tool, they can do a journey for all the other items in their vision. This tool combines a SWOT analysis with a plan.

There are several steps. Participants (who couldn't draw) were asked to come to the front to draw on the flip chart (one participant for every step of the vision journey). First the participant who draws on the flipchart indicated with her/his fingers where s/he will draw. After the others had confirmed that it was correct, s/he drew with a marker. At every step, the participants were asked what they think is next.

Step 1: Vision

- The vision (red circle with sparkles) is drawn at the right top of the page.
- The drawing of the vision is not too big because there is a lot to plan.
- In the circle the symbol that represents the part of the vision is put.

The vision is the starting point of every tool because:

- it gives energy to move forward
- one needs to know where s/he is going before to start moving
- it helps to keep on moving even if there are obstacles

Step 2: Current situation - black

- The next step is to know where one is now in relation to the vision, this needs to be as specific as possible.
- A circle in black is drawn at the left bottom of the page.
- Both circles are connected by drawing two lines: one that connects the top of both circles and one that connects the bottom.
- There needs to be enough space between the lines to put actions.
- On the other hand there needs to be enough space outside the lines as well.

Step 3: Opportunities and challenges/risks - black

- It is clear what the vision is, what the actual situation is and the road is marked.
- The next step is to look at things that will help achieving the vision, starting from the current situation; we start with the positive things first. People need to think about 10 opportunities at least, they are drawn left above the road¹. The more opportunities, the more ways to succeed. Opportunities are indicated by happy faces or cups to be filled.
- Challenges/risks are drawn at the bottom of the page, outside the road. Only risks that reasonably can happen, are drawn. The risks are matched with opportunities as much as possible (for instance the risk is getting ill from malaria, the opportunity is a mosquito net to prevent this from happening). The risks go with unhappy faces or cups down.
- There should be more or equal opportunities than/as risks.
- Opportunities and risks more or less in control of the participant, can be drawn close to the road: it indicates the influence the participant has on it. If there is little control, the drawings of the opportunities and risks are put further from the road.

Step 4: Targets and Milestones

- Now the planning comes in.
- The milestones are drawn in green as flat circles: these are important moments leading to the vision. 2 to 3 milestones are suggested: one after one month and the last one (leading to the vision) after one year.
- Together with the milestones, SMART targets are set: specific, measurable, assignable, realistic and time bound outcomes/achievements that will help accomplish the vision.

Step 5: Actions

- In between the milestones clear actions are set in green to reach the targets.
- Actions done and targets achieved, are circled in red to indicate the achievement.
- The opportunities and challenges are considered to answer the why questions: why did it work or not?
- The vision journey is a living document: targets can be moved from one circle to another, in case they are reached earlier or will be reached later.
- Several vision journeys can be made at the same time (with different time frame), but the first green circle/milestone should not be more than a month to make it tangible. A good milestone for realizing a target might be harvest.

During this tool, some participants felt they were wasting time because the consultant was not teaching but was asking questions all the time (like on the steps of the vision journey). In answer to that, it was explained that from champions it is expected they remember the tools in order to be able to share them. Remembering works better if they reflect upon it themselves instead of being served with the answers. As champions, they are not only working for themselves but for the whole community. Therefore they need to internalize so that they can facilitate the upscaling.

Homework was to share the vision and vision journey with their family and neighbours and show them how to do their own – we would discuss how this went the following day.



¹ In case of shortage of time, people think of 3 and complement afterwards.

Notes for the facilitator:

- Respect the timing of the start of the workshop, after consensus with the group; if people are late, they need to wait till they can join the program. This also shows respect to those who are in time;
- Be aware that the participants have another idea about training before they enter the room;
- Explain the participants that time is taken for expectations because we want everybody to be confident to talk and to listen to each other;
- Verify which language suits the participants best; allow all people to explain in their mother tongue;
- Do not draw yourself;
- The level of drawing defines the level of elaboration on each tool and the speed. Most important is that people draw as specific as they can, afterwards they can elaborate the drawings and make them pretty;
- The gender champions are the ones upscaling the approach, therefore you need to take enough time so that they can internalize the tools, repetition is key;
- Try to have the participants to set the path as much as possible themselves by asking questions about what the next steps are;
- Don't correct the participants too much in the beginning, since this can undermine their confidence: it is through making mistakes that people remember;
- At no point someone should be doing nothing, unless they want to;
- Nobody should draw in someone else's book;
- Make sure people who have less confidence are speaking;
- Keep the participants focused on details (not just disease but what disease);
- People have to work independently so that they don't copy from each other and fresh ideas come in;
- A lot of effort needs to be put in having people doing things themselves, this in order to enable them to continue when the facilitator is not there (anymore). As facilitator you just add. The participants need to learn that first they get the information with each other, lastly with the facilitator. Therefore you need to facilitate from the back; leave the participants as much as possible and let them decide themselves;
- Good facilitation is 'facipulation': say as little as possible, and 'manipulate' the discussion to encourage and give space to someone else to say what you actually want to say;
- Good facilitation is showing empathy: you put yourself in the place of those you are facilitating for.

Tuesday, November 15

- 8 champions came early (before 8:45 – it was agreed to start at 9:00 but those who wanted, could come earlier and get extra support/feedback).
- 12 arrived at 09:00. By 09:15 everybody was present.
- More men than women seemed to be in time.
- Some were late because they come from far and some male champions left their notebooks with women for whom they waited downstairs. It was specified again that everybody should come up the moment they arrive.

Review of the vision journey

The vision journey and homework sharing was reviewed. Everyone was asked again to pair up, preferably with someone they hadn't talked to yet. The participants were asked to choose for themselves who to team up with. But neither they, nor the GYEM staff was used to this way of working – changing power relations within a training is also part of the methodology for participants to have confidence and make decisions like this for themselves and for staff to give them that space. However, this exercise was also about networking among each other: every participant is a possible business partner. This process can be used for recapitulation at every stage.

The revision and reviewing of the vision journey was done through pyramid sharing: first in pairs, later in groups (3-4), this to avoid domination which can happen if people go into groups immediately. In the end there were three groups. Pairs and groups shared:

- Name – in pairs
- Vision and vision journey – in pairs
- The steps of the vision journey – in groups

- With whom they shared with at home the day before, how it went (easy, difficult) – in group

During this revision, it became clear that most of the champions had shared the tools at home, mainly with their children and spouse. Some children helped finishing the drawings – it was stressed that people should do their own drawings and practise. For champions who were still writing in their notebooks, the importance of drawing was repeated. In general the importance of sharing was stressed. It helps to understand the own vision (journey) better and therefore the own needs better.

Vision Song

Another aspect of the methodology is the creation of a song by the champions. The song is an energizer, reminding of what we want to achieve and inspiring other stakeholders like the government. So at this point the participants were asked to develop a song, they stayed within their groups formed during the review of the vision journey, so there were three groups.

The objective of this exercise is to create a nice and appealing song but at the same time this is also about working on the process of participation and leadership in groups. In some groups everyone left the song to one or two people. It was explained that a leader (as all champions will be if they want) needs to give space to everyone and facilitate participation of everybody. This is also a reason why cooperatives are not always functional: people don't listen to each other, don't give the space for everyone which leads to the group underperforming. With all the differences in a team (men, women, people being well educated and people being less educated), we need to find a way for a democratic outcome. The key question is how to involve everyone. Women in particular sometimes tend to sit at the back and not participate, they leave it to men and afterwards blame men that the result went wrong. Then this is not the fault of the man. A good leader addresses these challenges – does not do everything themselves and supports others to develop new skills.

**Raeye yegna mushira 2x
Kemeneshawu eske
mediresha
Akiden keseran michu
yesetenal
Tebabiren ensira
Dihinet enatifa**

*Our vision our bride 2X
From beginning to end
if we plan and work hard, it will
give us fortune and we will enjoy
better life*

Champions worked in the 3 groups on a vision journey song, based on following structure:

- Chorus that inspires
- Verse 1: vision
- Verse 2: where are we now
- Verse 3: opportunities and risks
- Verse 4: milestones and targets
- Verse 5: actions

Later in the week, the group that was most prepared was asked to perform their song. We focused on that one group to make the song better, more lively and energetic and to practice it so that everybody knows it. The other songs will be developed later.

Tool 4: Challenge Action Tree - CAT

The Challenge Action Tree for increasing income in horticulture crops, was then introduced. The CAT was done for the 4 commodities that the participants selected – in 4 groups: one for tomato, onion, cabbage and pepper. The participants in each group needed to know something about the crop because the aim is to get as much reliable information on each crop to then share with the whole group. The information coming out of this tool, needs to be as detailed as possible containing all the expertise present. That cannot happen if people go to groups because they want to start that activity.

Many participants wanted to be in the tomato group. Despite all the explanations we found out that one women was part of this group, while having no experience in growing tomatoes (but she wanted to). This was not the intention of the tool and should be avoided next time.

The different steps were explained. Every tree has 5 parts: trunk, roots, branches, factors pushing the tree (context analysis), and fruits (smart commitments). Elements of this CAT can later be translated into the vision journey in more detail.

Step 1: Trunk

- First we need to know what kind of tree it is (finance, gender, CAT ...) Another person needs to see clearly that it involves a tomato tree, an onion tree ...;
- The vision is put at the top (red) of the trunk, for instance a healthy tomato crop, the amount of produce aimed for, the desired variety, quality and market price, amount of land to be cultivated;
- At the bottom of the trunk, a black circle is drawn to indicate the starting point in relation to the above – if done in enough detail this can be a baseline for monitoring;
- The members of the family who are involved in the crop (labour for instance), are also drawn in the trunk;
- Every tree has a vision and a current situation, put in the trunk.

Step 2: Challenges

- The roots of the tree represent the challenges/causes. A challenge means that we will find a way of overcoming it (therefore we don't talk about problems but about challenges);
- There are three big roots: a production root (left), a marketing root (right), a household root (middle). The order is specific: production, marketing and household at the end;
- What links the production and marketing side are actually the household challenges (issues like division of labour, collaboration or not, who gets what ...), these are the backbone of the tree. If it doesn't work at the household level, it won't work in the other parts either. For instance:
 - o Women are involved in production and men in marketing. However, if they don't communicate, there is a problem
 - o Family labour: many men mentioned there is family labour so they assumed there is no problem for production. But unless the family members see a benefit of their work, there might be still a problem
- If a challenge represents something that is not available to them (like input, material ...), a cross is marked over the drawing to indicate that lack.

Challenges raised at household level:

- Family labour:
 - o Children are too young to work on the field with their parents
 - o The women have to do the homework with the children
- The relationship between husband and wife should be improved (men take all the decisions but there is no consensus)
- Addiction to chat of some men
- Men take the money from sales
- If the prices are low, the man tends to blame his wife (he assumes it is her fault by stating the quality of the produce is low)

Step 3: Solutions²

- The branches represent the solutions to the challenges. Each challenge must have a solution – analysed systematically;
- The solutions must be specific – not just training or microfinance;
- Solutions are placed on the tree following the same structure: production (left), marketing (right), household (middle);
- The solutions are also placed along the branch in the same order as the challenges on the roots so that the relationship between the two can be seen.

Step 4: Context Analysis

- We did not do this for this CAT;
- Could be economic context, gender legislation etc;
- Putting positive opportunities at the level of the vision, and challenges lower down.

Step 5: Fruits

- Not only solutions are identified (getting a loan) but also smart action fruits (go to the bank tomorrow): the fruits are the concrete actions to implement the solution.

Step 1 and 2 took the rest of the day.

Participatory process in groups

Participants drew the tree framework in their notebooks and on a flipchart at the front, going step by step. In their notebooks they put their individual visions and baselines first.

² Steps 3 to 5 were not explained at this point.

They reflected on the challenges in groups and put these on coloured cards to make a distinction in gender: yellow for women and green for men. Everyone had 4 cards to identify their challenges: at least one card for production, one for marketing and one for household. It was stressed they should make their challenges as specific as possible, not only regarding content but also regarding the drawing itself so that others can recognize what it is. The 4th card they could use as they wished on one of the three roots. The champions first worked alone and listed the most important challenges on their own level.

Once everybody had finished their own challenges, they showed each other, one by one, what they had drawn on the card while the others had to guess what challenges it represented. This brought fun in using the tool. If their guess was correct, the participants discussed in their group who faced the same challenge. All the cards with the same challenge were then put together and placed on the relevant root of the tree. If the guess was not correct, the group discussed how to improve the drawing and continued afterwards as explained before. Once all the cards were discussed and ranked on the production, market and household root, the participants worked further on their own personal tree and elaborated it with other challenges that came up during the group discussion, applicable to their own situation.

When the participants had finished their personal challenges, they voted in their groups on the priority of the challenges. Everyone had 5 votes of which at least 2 votes had to go to household challenges. The other votes could be put freely and multiple votes could be put at one challenge (one challenge could have then 1 to 3 votes, depending on the importance for the respective participants).

As homework the participants were asked to:

- Complete the challenges
- Think of solutions and put the solutions on the branches
- Men with a chat addiction were asked to think about possible solutions, ways to reduce (reducing it means increasing income)
- Share with their family members since they can help with implementing the solutions

There were champions who could not do numbers, so a suggestion was made to do a special class for people wanting to learn numbers. Others wanted help with the tools. Therefore some participants were staying closer to Burajira to be early in the morning. It was agreed that we would still formally start at 9.00. But the facilitators would come and be available from 8.30 for those who wanted to come earlier to work on numbers or on their own plans away from family distractions.

Wednesday, November 16

- 12 people had arrived by 08:30.
- By 09:00 everybody was present.

Tool 3: CAT - continuation

In the morning the participants continued working on the challenges of their respective CATs. At the first day there were many expectations related to challenges in horticulture, so this part needed to be elaborated well.

Once this was completed, the solutions came in (step 3). Again a gender-coloured paper system was used, with a brighter version of the same colours (yellow for women and green for men). The participants had to think of one challenge and provide a solution for it in the same way as with the challenges: by drawing on the cards (4 cards: one for production, one for marketing, one for household and one at their choice). The solutions proposed needed to be specific. If for instance the challenge is 'no fertilizer', the solution should not be 'access to fertilizer' or 'training'. It should specify exactly how and what kind of fertilizers will be obtained. Everybody drew first alone on their own cards.

Sharing happened in the same way as with the challenges: one champion came to the front with his/her drawing, the other group members guessed what it meant and they discussed. If someone had the same (kind of) solution, the cards were grouped and hung it in the correct part of the branches (production left, marketing right, household in the middle). They applauded each other for their work. We heard claps more frequently as we went on.

Plenary

A plenary was held to share the results of each CAT (on the 4 crops) with each other. This was also an exercise in presenting (for instance to cooperative leaders later on). Questions could be asked after the presentation. These questions needed to be answered first by the other participants, the SNV team added later on. Everybody from the group (or as many as possible) was encouraged to present. It was stressed that we need to build knowledge as much as possible within the network of the farmers, instead of transferring it from outside.



Cabbage – only women (Rutta)

Challenges

- Production: the majority of their problem is related to access to finance for:
 - o Renting land (since most of them don't own land)
 - o Capital for water pump
 - o Working capital for paying labour, inputs ...
- Household:
 - o The husband is handling and spending the money so it is difficult for the women to work on cabbage business
- Market:
 - o Access to sustainable markets
 - o Dependency on the spot market, where they don't have control over the price

Solutions

- Generate savings
- Get access to a loan by going to an organisation (like MFI); this needs to be discussed first with their husbands
- Sell assets like a cow
- Borrow money from their neighbours
- Look closely at the cultural practices they learn from the commercial farms by working in those farms as a daily labourer

Input/questions of the plenary

- The cost of production for cabbage is much smaller than the other crops, so they can start with savings since it requires small money (by accident or not, all the members in the group are women)

- Diseases and pests are also a problem for cabbage in this area, certainly in the dry season but this is not mentioned here. The cabbage group replied they overlooked it and that for them the major problem is capital. Suggestion was to add it on the trees, because if you get a loan but you also get a disease, you won't be able to repay the loan
- On the other hand, someone else said that if you manage the crop very well during the whole season, if you give it attention and labour, there will be much less diseases for cabbage
- Someone else replied that the disease problems shouldn't be underestimated. Once there is a disease, the cabbage is destroyed
- In dry season the pest problem is worse, in the rainy season it is better

Input from facilitators

- Before you get an external training, meet with each other and get the advice of these women
- Village Savings and Loan Association is one of the project strategies. They will get support in financial and business management

Onion (Shimelis)

Challenges – all related to production

- Specific worms that affect the root of the onion
- Lack of consistent supply of the proper pesticides
- Lack/shortage of improved seeds
- Rain at the end of the production season which destroys the whole harvest
- Shortage of working capital
- The services of the union towards the cooperatives are unequal
- Improved seed and chemicals are very expensive (especially the chemicals: if the disease appears the traders are misusing the situation and ask high prices)
- Early identification and follow-up on the diseases

Solutions

- Develop knowledge and skills for identifying the disease, to handle the disease, to get the right pesticides, training on how to cultivate the crop (this is actually not a solution)
- There are investors who have knowledge - for instance a person who a big plot (5ha) - they can share (if they are willing to)
- Develop materials on crop production (pictorial)
- Produce quality to meet the demands of the market
- Rotate production of crops to reduce the diseases

Input/questions of the plenary

- The drawings are not clear
- There exist a variety which is highly demanded by the market, they can consider it for production (Bombay Red)
- The major disease of the local variety is not mentioned here
- It is again different in rainy season and dry season. Fungus is a problem during the rainy season (because the spraying will be washed out). In dry season it is less a problem
- Onion production is more expensive: it requires more labour, more pesticides and the usage of a tuber (1KG = 1,500 ETB). It seems to mean that women are less involved. One woman says she has never produced onions because it costs a lot of money. The husbands of those women however do produce onions with the help of their wives
- If women would get a loan anyway, what would they choose: onion or cabbage? Women choose onion
- Mostly men were talking during this part

Input from facilitators

- In the solutions a lot needs to come from outside actors. People shouldn't wait for that and start acting on what they know already. There are people here with experience, so share first amongst yourselves. Because somebody from outside has knowledge based on outside experience and not necessarily related to your context. On top of that it makes you vulnerable
- Can they rotate/alternate? Someone planted cabbage aside the pepper, which reduces the risk

Pepper (Fekade)

Vision

- improving quality of products
- increasing cultivated land for pepper
- searching better markets (Butajira, Addis Ababa)

Challenges

- Production
 - o Seed shortage
 - o Diseases and pests (fungi, worms) like a pest that affects/eats the fruit when it is green (it takes a month before it changes to red); another pest that affects the seedlings in nursery
 - o Lack of agronomic skills for seed rating and chemical application
 - o Chemical spray equipment, e.g. knapsack
 - o Finance to purchase seeds
 - o Production in rainy season: plant becomes wet, flooding of water
- Marketing:
 - o Many brokers
 - o Low price: 45 ETB/KG
 - o Measurement by traders is tricky
- Household:
 - o Lack of family labour: small children cannot work on the field and bigger children have to go to school so they cannot spend much time on the field

Solutions

- Production:
 - o Look for reliable seed suppliers from Mito woreda, Silty zone
 - o Borrow from informal lenders in the village; some of those lenders charge an interest of 100% over a year (if you reimburse sooner, it is less)
 - o Use of pesticides and chemicals
 - o Improved agronomic practice training by experts
 - o Look for knapsack from an agricultural input supplier at Butajira
 - o Access to pesticides (they don't have it in their locality): from traders, like one in Ziway, or another city (1,5 hour drive)
- Marketing
 - o Discuss the issue of illegal activities by brokers with the trade office (the brokers often promise too high margins to farmers)
 - o Increase the quality of the crop to get a better price
 - o Check the correctness of the measurement of the traders in consultation with the trade office
- Household
 - o Look for labour at the labour market in the street
 - o Mobilize family labour at full scale when the children come back from school
 - o Profit on a plot of 0.25 ha: 10,000 ETB when it is a successful season

Input/questions of the plenary

- Because of flood they can lose everything, this needs to be taken into account
- Pests and diseases have multiplied over the years in an uncontrollable manner; an expert researcher came in and gave a lot of advice but it didn't help them

Input from facilitators

- If you wait for a trainer, you wait and wait but you are still not sure to get the right information. Research is useful, but you need to find out as much as you can and then you will be able to communicate more clearly what you need
- In the previous project GRAD there were farmer's research groups of 7-10 farmers with one lead farmer. They compare the old way of producing with a new one and researched it. You don't need to wait for a project to come in to start this
- We need to be specific in the tree: 'pesticides' doesn't say much! What kind of pesticides?
- Before buying pesticides, the farmers consult with the DA's (1 DA covers 500 HH) at woreda level on where and what to buy. But first get your questions precise, you can do this as a group

Tomato (Petros)

Challenges

- Production:
 - o A disease (Kishkish) that affect the leaves
 - o A pest that attacks the fruit so that when it changes to red, it looks like orange/white

- Root rot or damping off disease that affects the root at seedling level
- Fungus: the leaves fall on the ground; till now they could not find any solution for that
- Worms and viruses
- Training on crop protection is lacking (knowledge gap)
- Need for finance for the production
- Lack of agricultural tools (tomatoes supporting wood, jerry cans, oxen, water pumps)
- Marketing:
 - The price is too low
 - Marketing is done by men
- Household:
 - Unhappy families due to the extravagance of men (addicted with chewing chat and drinking alcohol) which makes their wives and children unhappy

Solution

- Production:
 - Consult with technical supporters from Agri and union offices to be able to identify the disease type and pesticide
 - The groups are saving money, but it is not enough for tomato. Therefore the need to go to an MFI for a loan. With this loan money they will purchase improved seeds and chemicals
 - Mankoziam & shampion are mentioned to treat gind qorqor (worm) which affects the stem of plant & KishKish
 - Put a fence around the farm
 - Light a fire around the farm to reduce the cold
 - Showering around the farm during early morning for combatting dust particles
 - The weather conditions mostly affect their crops in July and August, it tends to decrease in September
- Market:
 - Collaborate with the cooperative/union to market collectively and get a reasonable price

Input/questions of the plenary

- Will applying pesticides solve the problem?
- There is a disease problem (fungus – leafspot?) at flowering stage which is not mentioned in the tree (fungus); if you lose the flower we automatically we don't have fruits
- We need to give the crop enough attention as preventive action; pesticides we keep in a store for when we really need it for immediate action
- MFI's are not eager to give loans because of the risks of horticulture. If it fails, you will be in debt, so MFI's are not a magical solution. Participants argue that land can be used as a collateral (they don't actually take the land if you fail to reimburse). What about the women?
- Put fences to avoid fungus coming with the wind
- Write a list for pesticides and good practice for every disease together with things that work and things that didn't work
- The tree seems too simplistic

Since there were many issues on production, we decided to focus on that part of the tree first. So we mainly fed back on production, and not on marketing and household. The plan was to focus on marketing (market maps) and the household level (Gender Balance Tree) later this week or next week. The outcomes from those tools can be summarised on the other roots and branches, with fruits as an overview monitoring tool.

Observation during the plenary:

- The analysis was quite superficial, but this could be related to the drawing
- The women seemed resistant, maybe they didn't want to admit they are having too much work

The champions were asked to:

- Work further at home on the trees and add solutions.
- Make a list of pesticides for each crop, getting information from family and friends if necessary
- Share the CAT at home
- Discuss how to organize the community open day

Thursday, November 17

- 15 champions were present at 08:30 to work on what they wanted with staff support.
- One lady had made a list of pesticides with her son, for tomato and pepper to share (pepper and tomato are related to each other and affected by the same diseases).
- 20 people had arrived by 09:00.

Tool 3: CAT - continuation

Almost the whole day was spent on the further elaboration of the CAT, certainly the production part. The day after, people from the government and union were invited, so this would be a good opportunity to ask questions based on the challenges of the CAT's.

The champions continued working on the production part of the trees and make it as specific as possible on individual level, while following every stage of production:

- After the first sketch, they started a new sketch. The production related challenges were drawn from the very beginning of production (site selection, seed, seedlings ...) in the production 'root' and shifted further up till the harvesting part was completed (like a production calendar). Then in the branch part a solution was provided for every challenge.
- They drew a list of pesticides in order to involve everybody in the group (while being specific for what it is meant). What they didn't know, they marked with a question mark: these represented questions to be asked to the government/union people the day after.

In the afternoon the champions elaborated in group on the challenges and solutions on production side. Two new flip charts were added at the left of the tree: at the bottom for the roots, at the top for the branches.

The challenges on production side were drawn from the first stage of production onwards till the final stage of harvesting. If there was a card for the challenge (from the earlier group work), the participants were putting those cards on the roots/branches, if not they drew it immediately on the flip chart. As they went on, they also counted how many people from the group were facing this challenge in order to get an idea of how many people needed a solution for that. It also served monitoring purpose. Everybody drew and clapped, the process was very participatory. At the same time people were making their drawings more specific and beautiful.

One-on-one conversation with Wolkitu Ahimed, male champion

Chat

- He uses ¼ of his land for chat production which he mostly sells. His wife is not involved in production 'because she is not strong enough', but she prepares the food for the labourers. With the money from the chat he pays clothes and food for the children.
- Chat is a very profitable crop, because the investment is low (it is a tree you need to prune, after three years you have production for many years). Yet he cannot have 100% of his plot for chat production since they also need wheat, maize and other cereals for household consumption. For the moment nothing else is planted because investment is too high. Chat has a comparable profit to tomatoes (in a good season), and it grows all year.
- If you have money, you can spend around 100 ETB a day on chat. If you don't, you limit it to 10-20 ETB.
- For other crops (horticulture), he is renting land.

Land rights

- After 2005 Ethiopia ruled a new law for equal land rights for men and women: in theory this means that both men and women are mentioned as equal owners on the land certificate; the reality is still different.
- When the land is passed on from parents to children, the daughters are in principle equally entitled as their brothers but they don't claim their part of the land, they get the joint land from their future husbands when they marry.
- In case of divorce the woman is entitled for half of the land. Mostly they create a fence and the woman carries on with the crop production on her side/half of the land. But often both man and woman get remarried and the land property she had will go to their children. The children normally stay with their mother (court decision) and the father needs to pay an allowance. The new husband will work on the plot of the woman. Divorce rate: ca. 5%.
- Reasons for conflict between men and women: adultery by men (they have a rural wife and a city wife). Divorce also occurs when the couple cannot get children, they will see it as a woman problem. This means the woman cannot get married anymore.
- Before, people considered marriage as creating a relationship with a good family and arranged the marriage. But nowadays youth are free to marry whomever they want.
- Polygamy is not so common here; the ones who are rich (older people often), get a new wife because the first one gets old. Then the adult children fight over the land and go to court (very common here to go to court). Often the woman is supported in that case. The court will normally encourage to find a solution, also in case of a divorce. The elderly are included to mediate.
- People like to have many children even though there is a policy on family planning and people can get access to free contraception in the health centre.

However, champions still reached out for outsiders to bring in solutions. If it was not the MFI, the union or the government was supposed to bring the solution. This methodology/trajjectory is on changing this mind-set. They were encouraged to be as specific as possible in the determination of solutions and the actions they will undertake (fruits), and define clearly what they can do themselves and what they need to ask to others.

While drawing on the flip-chart, the champions drew in their personal notebooks as well, with additional challenges and solutions they got out of the group work.

Once the group was finished, the participants went back to their vision journey and worked further on it.

Preparation for the stakeholder meeting the following day

At the end of the day, participants prepared for the day after, when the government (from agriculture, cooperative agency, women affairs) and union people would attend as well as the community open day on Sunday and the song.

It was explained that the champions would be one-on-one presenting their vision and vision journey to the government and union people. At the same time they would be teaching them the tools. After that the Challenge Action Trees would be presented in plenary to the government and union for their feedback and input.

The vision journeys needed to be finished by 09:00 when the government arrives. Therefore people agreed to come at 08:30 and to work the same night on their vision journey.

For the community open day:

- Champions said they could bring 4 people each minimum
- It is an open invitation, therefore they need to bring their own snacks, because they need to continue themselves without project support
- Timing: 9:00 – 13:00
- Afternoon: Change Leadership Map

Song rehearsal: the words were written down on a flip chart so that everyone sees it while dancing and can write it down for themselves. The song of one group was exercised, all dancing, with their own visions in their hand. Later they drew their vision on a paper and passed it on to each other during the dance (not everybody needs to draw, they do it in a group).

Friday, November 18

- 13 people arrived by 08:30. 18 champions arrived by 09:00.
- The representatives of the union were in time.
- The government officials were very late (busy with loan repayments).
- By 09:45, 7 stakeholders had arrived.
- By 10:15 almost all people (17) had arrived.

Revision of the Vision Journey

In the morning, while waiting for the stakeholders to arrive, the champions worked further on their vision journey. It was agreed that the most advanced drawings would be presented to the government officials first as they come in. Since the champions needed to teach the government and union this tool, the different steps were recapitulated.

Sharing with government and union stakeholders

As stakeholders came in, the one-on-one sharing started. Every champion was matched with a government/union person – as far as possible matching women with men and men with women - and the pairs switched several times.

Some champions had difficulties opening up, but in the end the dynamic was very fruitful. One person from the government was complaining about the way this was organized since he was not used to this kind of interaction. But in the end the champions were talking and the government listening. The head of Agriculture of Mareko was very impressed by one female champion and said that this woman will become very rich because she has a clear plan.

After the sharing, the consultant explained the methodology, the logic behind the drawing, what we had done so far. She pointed out on the vision journey tool for the external stakeholders that:

- This methodology can be used at every level (household, family, community, cooperatives, union ...)
- It enables people who can't read and write to fully participate in decision-making, in trainings and so on
- It enables equal participation in everything for everyone and enables everybody to express themselves
- It shows to people who are normally dominant that everyone has a voice to be listened to, to be respected
- It helps people to realise they can do many things themselves, and helps them get away from the begging dependent mentality to start to move themselves without waiting
- They can plan according to the vision journey and they can monitor their own progress
- The timeframe required to make really significant development is 5 years
- That gender and youth empowerment is being mainstreamed

On the Challenge Action Tree, it was explained that:

- They can use it for any challenge
- It will enable people to grow their business and so all members can contribute to the success of the group

Pairwise introduction of government and union stakeholders

Since most champions were Muslim, the sharing session was ended at 11:30 to let people go to the mosque. 11 stakeholders and 2 champions stayed. The champions continued working on their vision journey.

At this point, the external stakeholders were asked to sit with someone i.e. other stakeholder they didn't know (this is part of the methodology). In those pairs they were asked to discuss (during 10 minutes):

- Name/Organisation/Job
- Expectation on the meeting/why did they come
- What they have learned, the steps of the tools
- What they liked/didn't like
- Any questions (on what they had seen this morning) to be answered by the end of the day (5 questions)

They could not write anything down since this was a listening and memory exercise. At the beginning the discussion didn't seem to take off that well and there was confusion about the questions.

Afterwards, the government and union people came to the front in pairs and presented the expectations, the appreciations and questions from their partner:

Expectations

- Discussion on gender
- Gaining skills and knowledge on improved irrigation practices
- Gaining skills and knowledge related to improving the performance of cooperatives
- Expert as trainers (but they were surprised it were the farmers who were the experts)

Appreciation

- This is a unique type of training methodology. It shows that farmers can train experts as long as they are given a chance. They need to adopt this methodology in their own respective offices
- Women discuss issues in front of men and experts which is very impressive
- It is very amazing how people who cannot read and write can draw their visions, targets and current situations, just as literate people
- Women can understand and are able to present their visions just like men
- One female champion explained very well how to mobilize her resources at full scale
- It is impressive to see how farmers addicted (to chat and cigarettes) can draw their visions calmly. Some male champions were able to quit their chat habit in the afternoon to come to the training
- SNV is aware of the critical problem of women and this methodology is the most appropriate one to facilitate women discussing their issues equally as men

Questions

- The challenges, solutions and actions were not always properly drawn/presented by the farmers
- Not all participants have the same understanding; how to handle this?
- How can women get market?
- What support is needed from the government to realize their vision?
- Why isn't the same workshop done in Mareko and Sodo woredas? How to upscale?
- How can this process be monitored?
- Why does this training not include access to finance since most of the farmers need money to realize their vision?
- Could it be translated to the local language to make the training more effective?
- How did they come up with this training?

Q&A with government and union stakeholders

After lunch several people (champions as external stakeholders) were late. The group of external stakeholders gathered separately with the consultant and some of the GYEM staff to have a discussion on the questions raised above.

The consultant showed her appreciation for the hard work of the champions, their timely arrival and for the external stakeholders to be present. Furthermore she explained that part of this methodology

is about having fun, while drawing, singing, and dancing but at the same time it is also about having serious discussions. It makes learning easy and integrates gender smoothly.

Regarding the questions of the government and union people in the morning, following answers were provided:

- A general introduction was given on GYEM, where we work, on what we work and how we operate;
- It was explained that empowerment in this case does not mean giving power to women by taking it away from men. Empowerment is about sharing power so that everyone has the power s/he needs to do what they have to do;
- The reason for this workshop is that this project wants to bring about change, not merely executing activity after activity. True change means that it comes from within, from the participants, the champions in this case. This trajectory wants to bring out what is already present and build on this in a positive way;
- The approach will be up scaled in several ways:
 - o Through integration of the tools in normal and technical activities
 - o Through the champions who will share/teach within their networks
 - o Through bringing it in in different layers of society: community, government, cooperatives, union
 - o While doing this, the gender aspect is coming in bit by bit, while focusing on the positive

Presentation of CAT to government and union stakeholders

To close the day and the week, the four crop groups presented their CAT to the external stakeholders (the production part) and asked support from these stakeholders where they needed it. At this point, it seemed though that the champions were going back to general issues and questions and were not specific enough. In general the questions for the government related to applying pesticides, seedling bed preparation and satisfying financial needs. More concrete:

- Need for training on savings and loans
- Need for knowledge on the identification and control of diseases and pests that affect the cabbages; it requires a training from the woreda Agriculture Office. In answer to this the agronomist from Timret union explained about the cultural practices for growing and managing cabbage.
- Need for quality seed; it is not clear where and/or how they can get quality seed. In response to this issue, it was mentioned by the ad interim union manager that Timret has quality seed, that sometimes there is a shortage but most of the time not. He explained further that for the purpose of protecting diseases, the soil should be made open to let sunlight in before bed preparation. Then Redomine is applied to the soil to protect against fungi before sowing the seed in the bed.
- For onion and tomato an issue is to identify diseases and respective treatments.
- In general, the head of the cooperative agency (Mr. Teshale from Mareko woreda & Mr. Abraham from Meskan woreda) added that there was problem of appropriate input supply for members of cooperatives. This had to do with the fact that different bodies were manipulating the flow between union and primary cooperatives. Now however, structural changes have been carried out to solve such wrong usages of the inputs and providing onsite technical support at the side of union.
- For pepper there is a disease called Ametimit, which creates an oily feature on the leaf and smells. In response, it was stated that the place of bed and plot of land should rotate. Secondly, seed has to be mixed with the medicine Aprone before sowing. However, it is important to make farmers aware of the types of diseases and respective medication.
- In general it was agreed that the Agriculture office and union will take up the awareness creating role on inputs and how to use them while GYEM will assist the union in systemizing the knowledge and disseminating it to all members.

Sunday, November 20

Community Open Day

The objective of the Community Open day is for champions to share the tools, their vision and plans with peers. The peers are invited by the champions themselves.

The facilitators came later on the community day to give the opportunity to the champions to organize themselves. This worked well, although most people were late. It was mentioned that Sunday is not a good day for this kind of event since people are too busy. On top of that, it was harvesting time. One champion was missing but later on we found out that he had been appointed as head of his kebele. He arrived afterwards though and he participated in the afternoon.

Not everyone could bring friends. Of the cooperatives (5) invited, there were 4 chairmen present, 2 vice-chairmen, 2 secretaries, 1 accountant, 1 cashier and 2 board members. In total there were 86 people present: 19 champions and 67 people from their networks. This generated a ratio of about 3.5 people to 1. In other open community days elsewhere, one person could bring on average 7-10 people but the difference is that those days were organized in their own locality which was not the case here (people had to come to one kebele). Also young people came in who wanted to rehearse in the venue (which is a venue for youth) and joined the others in drawing.

Some general observations:

- In one group one woman was teaching only men
- At the end of the day a female champion, who had never spoken for such a large group in public before, stood up and told everyone that they themselves have the power to change and that she is happy being part of this

For the **facilitators**, it is important that:

- All the materials should be ready before (like sharpened pencils).
- Our role is to help the champions to facilitate their work, we should not be facilitating ourselves.
- Not everybody will have a perfect vision journey, which is ok.
- The most important thing is that champions should have confidence that they can teach themselves even if not all details are in place/correct. Misunderstandings can be corrected later, but if people's confidence is undermined at a day like this, the peer-sharing will fail.
- There is only one facilitator for a group, more facilitators looking over the shoulder of the champions might be intimidating. We also should not spend too much time on one group since we need to circulate and leave each group as soon as we see they can move on independently.
- As facilitators we go around from group to group and we check:
 - o If everyone is drawing themselves
 - o If no one is copying from the champion or somebody else
 - o If champions close their notebook after the explanation of the tool
 - o If the drawings are reasonably correct
 - o If the drawings are not correct, the facilitator speaks directly to the champion (quietly to one side) so that the champion can intervene directly. Otherwise, if we interact directly with the group, we risk undermining confidence and respect for the champion.

After the sharing, the champions came to the front, were thanked for their hard work and were congratulated with what they had achieved. Feedback from the invited people were in general that they were happy that they could express themselves freely, that they could do a vision, a journey and a plan. To conclude it was explained to all that:

- This is one of the tools that the champions will share over the next year, that there are more tools to come, that the current ones will be refined further by the champions so that they will become experts in the methodology
- That everyone can share these tools with children, parents, friends among friends, and members in their groups ... if everyone has a vision and a plan, more wealth will come into the area

At the end, the song was performed but this didn't go very well since the groups were not including the outsiders. Many people left.

No DSA is paid on the open community day. This is to enable people to organize these kind of sharing events without any external support. The champions are paid DSA since they are working.

Tool 5: Change Leadership Map

- o We started at 14:10 with all female champions and 3 male champions.
- o By 14:30 5 men were present and by 14:40 9.
- o One male champion did not show up. Afterwards it appeared he had lost the champion group during lunch after taking his relatives back to his home kebele.

People were asked to sit together per kebele and to open their notebooks at the next blank sheet. A new tool, the Change Leadership Map, was introduced. The tool aims at sharing/spreading what the champions learn and what they want to change. Therefore they start with their own social circles: people they know, people who can help achieving their vision, or people they would like to help changing. They can find these people within their family, community or the groups they belong to (saving groups, football teams, meetings after mosque, and gatherings after church). Since this is about helping the community, helping other people to develop, usually a lot of support is given from the local/traditional leader, the imam/his wife or priest/pastor. This should not involve any extra cost or big meetings. Champions start with identifying people/places where it is easy for them to share, for instance among friends who are already listening.

The **aim of this tool** is for the champions to:

- Think about who is in their network, the places where they can go to share
- But also to identify the people in their network who can help him/her
- Establish a chain of peer sharing and upscale the approach: the people from their network share with other people in their network and so on (spider map). In this way they can easily initiate a process reaching up to 1000 people without too much effort

Normally participants are asked to draw themselves on a flipchart for new tools, but due to time limitations, and also to the fact that the champions were already fully confident and participating by this stage, the consultant drew herself so things could go more quickly:

- **Step 1:** In the centre of the page a circle is put in which the **champions draw themselves**. There needs to be enough space around this circle, so it should not be too big. If it was drawn too big, a smaller circle was put inside – do the full draft first before starting a new page.
- **Step 2:** The champion **draws the people around him/her** using clear symbols so that s/he knows who they are. People who are close, are put close to the circle; people who are less close will be further from the circle. People who are important, are drawn bigger than people who are less important. If it involves a group (savings groups, church group ...), a circle is drawn with a symbol referring to this group and the number of people part of it. The more people/groups the champions can think of, the more possibilities to advance.
- **Step 3:** Three **types of relationships** (different colours) are distinguished between the champion and the people/groups surrounding him/her:
 - Heart (red): means love (can be parents, partner, children, friends)
 - Dollar sign (green): money
 - Fist (blue): power (the champions can choose a different symbol if they don't understand this one)
 - In some places they also have a sign for cooperation: two hands together (black), this can be combined in the same category as love (i.e. in red)

The symbols are to remind one of the colours: the colour is used to indicate the type of relationship (love, money, power, cooperation).

To indicate **the intensity/influence of the relationship**, the line is determinant:

- Thick line: very intense relationship
- Dotted line: not very intense relationship
- Normal line: average relationship
- The arrows at the outskirts of the lines are pointing out in which direction the relationship (marked by colour and line) flows

The consultant drew some coloured lines and arrows and asked the champions what it meant. This went very well, they understood the tool. To continue, the champions **reflected** on the relationships within their own social network; some examples to think about were:

- Money: with whom can they borrow money?
- Out of the people they love or cooperate with: with whom will they share this methodology, without too many costs? This represents a green action fruit.
- The extent to which they are happy with the different relationships (put a happy or sad face). For instance, if they think that they love someone more than s/he loves them, they can think about how to turn this around.

While doing this exercise, some champions reflected on their relationship with church/mosque. Sometimes it appeared that the love relationship from the champion to the church/mosque was very strong and a lot of money went to it, but that the intensity of the opposite direction in the relationship was less clear. This reflection was to be continued at home.

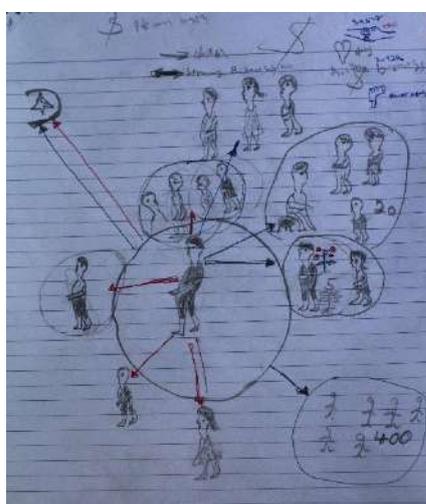
Step 4: Champions were asked to ring the people with whom they will share the methodology: the people they love and who they want to help. This can be for instance the members of their saving

groups. The more people in saving groups are advancing, the more capital will enter in the saving group and the more growth and investment is possible. Sharing can also be done with people who have a lot of power over them, it might change their ideas and attitudes. This reflection was done on individual level.

Spider Map quantification – on kebele level

Then the champions reflected in groups on the kebele level. Everyone from each kebele drew, one after one, where they would share (by doing this in group there was no duplication). At the same time, the group thought about the next layer: with how many people would the next level share. In this way a spider map was developed. The question is: if champions share with their church group who counts 40 people, with how many people will those 40 people share on their turn. This chain needs to be followed up closely.

An important part of this methodology is not only the direct sharing, but also explaining to other people to pass the information on to others. The aim is not that the champions do all the sharing themselves. But that those they share with on their turn share with at least 3 others, those share with another 3, those with another 3 like a 'good virus' chain of 1-5-3-3-3-3 ... That way many people can be reached with the same effort from each champion. Then these same information networks can be used for many other types of useful information.



Experience learns that the first level is usually fine but the next levels need closely monitoring. Sharing further up in the chain cannot be guaranteed but it can be encouraged at least. If everybody gives a little bit of their time, a lot can happen. The more people who are able to vision and plan and increase their incomes, the more the local economy will grow, the more demand there will be for products and services and the more money I going into the VSLAs and savings groups for circulation. And the more external agencies and government will come to help – everyone wants to back a winner.

The direct sharing is marked with a black circle and number, the indirect in green. A time frame of reaching those number was also proposed, next to the totals per kebele. There was a very good dynamic in each group while doing this exercise. The totals per kebele were:

| Kebele | Direct sharing | Indirect sharing | Time frame |
|--------------|----------------|------------------|------------|
| Enseno Usme | 270 | 820 | 2 weeks |
| Lijano | 217 | 650 | 1 month |
| Ocha | 720 | 1405 | 2 weeks |
| Batifuto | 65 | 295 | 1 month |
| Dida | 150 | 750 | 1 month |
| Total | 1422 | 3920 | |

Week 2: Champion Catalyst and Livelihood Training, November 21-25

Monday, November 21

- This morning the champions were rather late, 13 had arrived by 09:00.
- Some were earlier, mostly to practice their numbers (3 women and 1 men are illiterate).
- At 09:30 19 champions had arrived. By 10:30 all 20 champions were present.
- The intention of this day and part of this week was to work on the marketing part of the CAT. Due to the fact that over the weekend the venue was used by other people, we lost the material on the CAT of the week before however and we had to rethink the programme of the day.

The group was split in two: one group did their numbers. The other group worked on a new tool: the multilane vision calendar. Both activities took the whole day.

Tool 6: Multilane Vision Calendar

The group was divided into a male group (9) and a female one (7). This tool is still under development and will be elaborated more in the upcoming stages of the PALS trajectory.

The Multilane Vision Calendar is related to specific crops/activities that will contribute to a long-term vision (like a house, car). This tool is part of both Livelihood Strengthening and (with savings and credit added) FALS: Financial Action Learning for Sustainability. In this case maximum 4 activities are put on the journey (rows: can be one with tomato, one with cabbage, one with poultry, one with wheat ...) and the road is split into months (12 months to start with, indicated by a separate line on top of the calendar). Each activity/month box is filled with:

- Activity (for instance ploughing): draw a men or women doing it (or together)
- Cost of the activity (related to production/marketing of the crop) in that month; this number is put in pencil
- Income of sales of that month for that specific activity; this number is written in green
- Profit of that month for that activity; number written in red

The backbone of the multilane is the total profit over all activities for all crops for a specific month. The total profit per month is summed in the red lane in the middle of the calendar; it is the sum of the profit from each activity in that month (written in red). After the profit for each month from all activities is totalled, the essential consumption for the household (food, school fees, medical expenses ...) are put in the same box and deducted from the overall profit. This gives us the net profit. From this net profit, we deduct the loan payments.

The loan payments appear below the calendar in blue. Next to that, festivals and excess expenses (for leisure activities) are put below the calendar as challenges. These costs need reflection on how to pay for them.

On the upper part, in green, the savings and investments are indicated. This can only be done after the loan repayments are deducted. The challenges (leisure costs) will be considered after the investments and savings have been deducted.

An investment can be for a tool (indirect cost) that serves many activities/crops for a certain period or it can be for inputs like seeds, pesticides for the next month (direct costs). These costs show up in the production cost for a certain crop of the next month and can be related to each other through an arrow. With the money earned, one can choose how to invest it and draw arrows between different activities: for instance the savings from this month will be used for the purchase of inputs for tomato production next month. Revision of this tool is needed every month.

Multiple activities that require small effort, generate little income and are very seasonal (once a year for instance) can be merged together in one line. This in order to not create too many lines and keep the overview. On the other hand, putting it as a separate line, might encourage to invest more in this activity. If it is an ongoing activity (sheep – sheep and goat fattening), it needs a separate line. If it is generating income once a year without too much investment, it is considered an opportunity.

This tool serves:

- Risk analysis
- Assessment of the relative profitability of activities
- Budget and cash flow planning
- Gender issues:
 - o How is the division of labour?
 - o To whom do the savings belong?

- Is men's business income going to the household?

The drawing took a long time. For next workshops this tool should be planned for at least 2 or 3 days. For every activity they needed to draw every aspect from production to marketing and think about the costs to make and the money earned. The male group was faster with this tool than the female group since they had more information available to them on production costs and so on. The men were very busy calculating and analysing their activities in terms of costs and income. Women were struggling more and one woman kept on calculation costs and income since it appeared that her income was not covering the costs. Another woman didn't know the production costs since it was her husband keeping the records. She also didn't seem to be interested. Afterwards we found out that she is brewing beer and that with that activity she is making a lot of money, this explained why she was less into the production of horticulture. Another woman knew very well how to calculate. Some women work on a big plot of land, others do it their backyard. They understood the difference in terms of investment and production costs.

We decided to leave out the profit part at the moment, since the analysis of the costs and income for each activity for each month was consuming a lot of time. Yet, it would be good to calculate the monthly profit and bring it forward to the next month.

After lunch 14 champions were in time (14:00). By 14:20 everybody was present.

Everybody continued with the multilane vision calendar. Some participants shifted to the number group as it became clear they were having difficulties with their numbers. Others 'graduated' from the number group and could start putting numbers on their original vision journey.

The participants were very engaged, we even brought the refreshments up. While doing this exercise, they learned for instance that they can plant in rainy season but that it entails a risk because there will be more diseases (50% chance to succeed). Others preferred to only plant during irrigation to avoid this risk. They discussed with each other whether to take that risk or not. This is also what the tools are about: sharing and learning from each other.

Tuesday, November 22

- 9 champions arrived by 08:45; 12 by 09:00 (7 women and 5 men), 19 by 09:30 (1 male missing, he arrived by 10:00).

Tool 5: Multilane Vision Calendar - continuation

The champions continued with their multilane vision calendar and numbers respectively. The 3 participants who were working on their numbers, made good progress.

The men's group was really engaged with the tool. The consultant wanted them to work the tool out properly so that they could share within their kebeles.

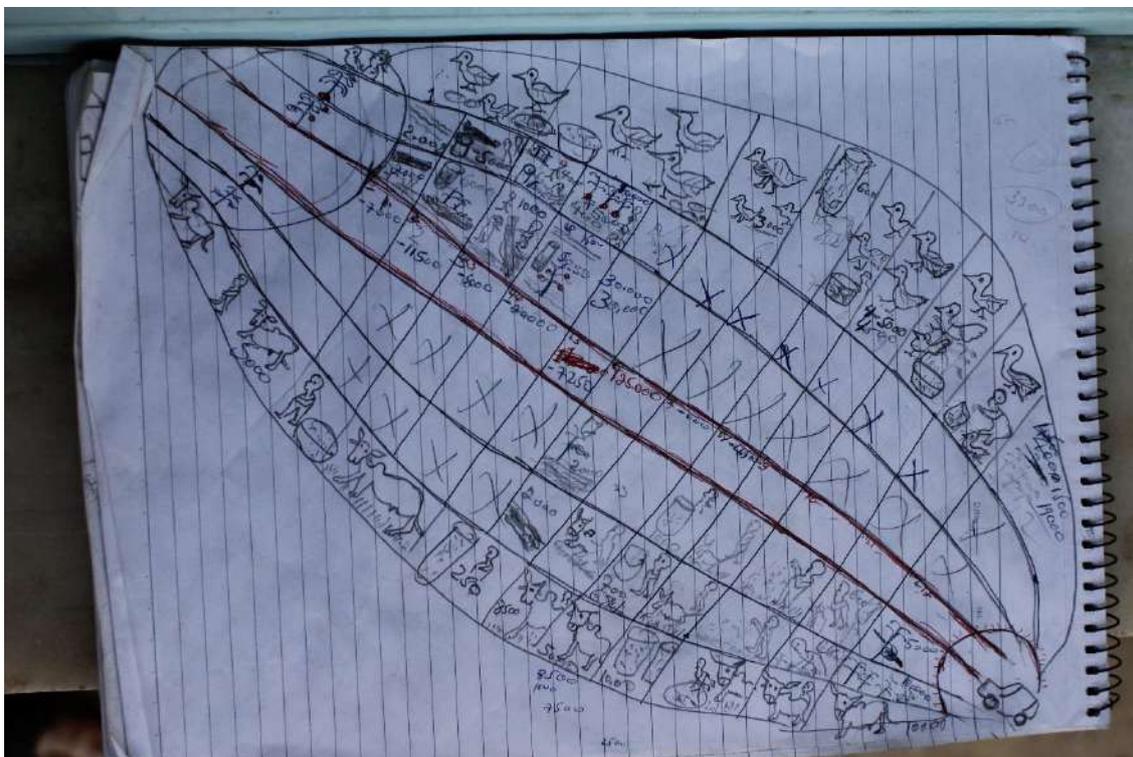
For the women's group, the exercise was more difficult since they didn't have all the information on costs and income. They were happy doing the tool since it helped them to think on issues they normally never think of. However, they got stuck since their husbands are paying for most of the things related to horticulture production like fuel for the motor pump, water, pesticides. For one woman, a widow, it was her son in law paying for these items but she never monitored the actual costs. Some women had shared the tool with their husband at home the evening before and in this way they could fill some gaps. The husbands were happy to contribute. Homework was to finalize the calendar with their husbands by tomorrow, the same was asked from the male champions (finalize with their wives).

What the women do pay for themselves are clothes of the children, animal feed, and household equipment like coffee cups, a stove for injera, chairs, mattresses and pots. The husband normally pays for 'bigger' things like a sofa. The women pay for these items from the money they get from chickens, eggs, cow milk (if they have a cow), backyard gardening, surplus of maize. One woman acts as a retailer for crops like sorghum.

It also became clear during discussions that Christian women are allowed to brew, while the Muslim women are not. The gin and the by-product of brewing, which is used for animal feed, generate a lot of money. In fact, it was also revealed that Muslim men do drink gin but hide it from their wives since it is not allowed to consume alcohol. Since this is a taboo, we could not bring it directly out in

the open, but we could mention we heard that in another place Muslims are drinking alcohol and ask if this is also the case here.

At the end of the week, the champions put their vision calendars on flipcharts in order to hang them on their kitchen wall or another place where they and others can see it clearly. This tool needs more elaboration, which will be done in the next stage (March 2017).



Just before coffee break a new tool, the Gender Balance Tree or Happy Family Tree, was introduced.

Tool 3: Gender Balance Tree – GBT or Happy Family Tree - HFT

People were asked to sit in groups: four groups (2 male and 2 female), from different kebeles so that they are comfortable sharing. The facilitators for the male group were male and for the female groups female. The explanation of the tool was done in those 4 groups separately since the tool has to be built step by step. First the tool and the objective of it was explained together with how it is linked to what has been done before. The champions were asked to list the steps themselves as much as possible (if time allows they can come to the front and draw the tree).

As facilitator, it is important to give balanced examples and not always point to the men who are unbalancing the tree. The most important thing is to create awareness on gender, on balancing work and income between men and women and to create ideas on what is fair and not.

The Gender Balance Tree is a new tool which relates to the household: husband and wife. The gender balance tree is also called Happy Family Tree since the word gender is not always clear and it might create resistance since as it is sensitive. This would make sharing at home more difficult for women. This tool combines the work/time budget schedule with the access and control profile from other gender tools, but in a way that captures exceptions that can show possibilities for change (e.g. if some women plough, then women can plough). Since it focuses on change priorities perceived by women and men i.e. it is action oriented rather than just analysis. Part of the objective of the tree is to see how the work is divided. If the wife has a lot of work and the man not, then maybe he can help her which frees time for her for generating income. Also doing some activities together means they understand each other better.

Most important is to get concrete action fruits and to pick up on the exceptional issues. At the beginning there is no need to focus on details. After 3 months however, at the monitoring stage and

when drawing skills are well developed, there can be much more in-depth analysis for action research.

The steps are:

Step 1: Trunk

- The trunk is the first part of the tree. It is a little bit longer than the trunk of the CAT because many things are put next to it, at the sides.
- The vision and current situation are drawn in the trunk. The vision reflects a man and a woman together (and other family members) – in the same size - who love each other, shown by a heart or holding hands for instance. At the bottom of the trunk the actual situation is drawn later on, after the analysis on the tree is done.

Step 2: Roots

- There are 5 roots. The roots are the inputs that go into the tree.
- A symbol of a man is put at the left, and a symbol of a woman at the right hand side of the roots (it can also be the other way around, usually it is subvert custom: is women are on the left-hand side of God, then she is on the right side of the GBT, as long as people are not too offended). The male and female side are symmetric vis-a-vis each other.
- First the outside roots are drawn, then the middle root, then the 2nd and 4th. This sequence of drawing allows to have enough space for every root.
- The outside roots represents what the woman (one side) and man (opposite side) do alone to earn an income.
- The next roots in are what the man (one side) and woman (opposite side) do alone in the household, i.e. activities that are not paid. If the woman is contributing to crops that will be sold but she is not getting money from it, then this is considered as an unpaid activity (second root from her side). Farming for home consumption is considered as an unpaid activity.
- The middle or 3rd root represents the activities (related to income-generating activities or unpaid work) man and woman do together. If the man is putting more work in a certain activity than his wife, the activity is drawn closer to the side of the man.

Step 3: Branches

- The branches are the outputs and follow the same pattern as the roots. There are 5 branches, with a male side and a female side, at the same sides as on the roots.
- The outside branches represent personal expenditure of women (one side) and men (opposite side).
- The next inside branches represent what women (one side) and men (opposite side) alone contribute to the household (for instance school fees).
- In the middle it is what husband and wife both spend on joint income-generating activities and household expenditures. Again, if one of them is spending more than his/her spouse, the drawing should be closer to the side of this person.
- The complexity comes in when the man is buying clothes for his wife. This is marked at the side of the women but with a symbol of the man to indicate that the woman benefits and the man is paying.
- The branches allow to see the difference between income and contribution.
- Numbers on the expenditures can be put as well.

For both roots and branches, the activities that are earn most can be ringed in black – thickness of the ring indicates strength of income. The things that are of big importance, are drawn bigger.

Observations/learnings:

- The women didn't have enough space to draw everything they do.
- Men were saying their wives are working harder than them.
- Some children are helping as well (girls: washing, boys: help with cattle).
- Men were indicating how much they spend on chat.
- Women realized how much they spend on jewellery, purses and so on.
- Farmers are using the 888 number of the government a lot (information on markets and products)
- Some women save money without telling their husbands and it also happens the other way around. Women save whatever they have left at the end of the day in a small box or they save in equbs.
- Men and women have their own income streams and manage it individually.

Step 4: Forces on the trunk

- The forces on the trunk are about the relations linking the roots to the branches, like land ownership, cattle ... The husband can for instance argue that the land is his so that all income related to land is his too.
- Also decision-making comes in as a force on the trunk: what is decided by the husband (drawn on the male side), by the wife (drawn on the female side) and by both (drawn in the trunk). This does not need to be in detail (the gender diamond, to be introduced later, allows to go into detail regarding decision-making).
- At the same time, the question whether the tree is balanced or not, is considered. Even if the tree is balanced, people can decide to make changes (increase income) to make the household more advanced.



Step 5: Changes

- At this point people reflect on the changes they want to make: at least 5 green fruits. These green fruits are discussed and quantified at group level. The fruits can be potatoes (on the roots), coconut (on the trunk), and apples (on the branches).
- The participants only circle what they will change themselves (so on their side of the tree). Women will not tell their men to stop chat for instance.
- The changes need to be SMART!

The GYEM staff explained the steps to every group and drew the tree framework with the vision. Discussion was initiated on what a vision for a happy family looks like. The champions drew first individually in their own notebooks. This gave some challenges though since they were not drawing step by step. Many participants were drawing the trunk too high on the paper or not in the middle and this complicated the drawing of the other parts of the tree. It is important to first get the trunk, then the vision in the trunk, then the circle of the current situation (to be analysed after step 4) and that the participants draw at the same pace of the facilitator. After these first difficulties, the drawing went pretty well. In fact, the drawing went faster than before.

The trees are not always that straightforward. In case of polygamy there is more than one root on the side of the woman. In case of being a widow or unmarried, there may still be adult sons, daughters or parents and still issues of balance. The facilitator has to help the person think through the most useful way of doing the roots and branches – the aim is to increase efficiency of workload between paid/unpaid and different people, and efficiency of expenditure to stop the 'leaking sap drops that weaken the tree'.

Some observations were that:

- women earn income more from cabbage, milk products, petty trading and poultry and they are the ones handling the household expenses related to food, children cloths, to make coffee every day ...
- women are doing all the household chores including fetching water and wood
- men help in the household by feeding the cattle

In the afternoon champions continued their trees. 16 champions (10 females, 6 males) were present by 14:15 (late lunch). By 14:30 9 male champions were present, by 15:00 all.

When the analysis was done, the champions were asked to think about 5 changes they would like

Champions need to feel safe doing their exercises. As facilitator we need to coach and encourage the champions in reflecting on the correctness of the information they put in the different tools, where they see themselves going, how to do it, why and so on. At no point they should feel in guilty in this process or 'not right'.

to work on themselves (what can be reduced, what can be cut ...). The vision is the starting point: what do they want to achieve and what can they do to change? They can share this with their spouses at home and discuss further on the changes they want to make. Homework was to complete the action fruits on their side of the tree. Some changes people wanted to make were:

- One lady who was making a lot of money from brewery, wanted to stop since it is a risk for health (steam, pouring hot liquid) and to invest in: retailing wheat (which she was already doing), being a daily

- labourer at big horticulture farms (also a current job) and in horticulture production (which she is not doing for the moment).
- Another women wanted her husband to stop drinking and shisha. He doesn't ask her for money though, they have both separate income streams (almost the same income but he is also a carpenter so he earns a bit more).
 - One male champion indicated he wants to balance the decision-making with his wife more. One time, his wife earnt 3000 ETB with petty trading of which he took 1500 ETB to invest in maize production without her consent. In the end he lost this money, which creates friction between them and he regretted not having listened to her.
 - The women want to know the sales from vegetables and cattle; they also want to know and own savings on the bank books.
 - Women want to see change on decision making of number of children.

Wednesday, November 23

- At 08:30 3 female champions were present of which 2 to do their numbers.
- By 09:00 6 male champions had arrived and 7 female ones. By 09:30 there were 8 male champions and 9 females.
- By 10:00 all champions were present.

Tool 3: Happy Family Tree - continuation

The champions worked further on the Happy Family Tree. It was explained that the tool indicates how balanced/imbalanced the tree is and where changes can be made to balance the tree more and increasing the income (by cutting expenses, involving partner in some activities so that income can be increased, by helping your wife with some domestic chores so that she has more time to engage in income-generating activities).

Before discussing on the changes to make (step 5), the decision-making in the household was drawn as forces on the trunk (step 4): what are the issues on which men decide alone (drawn on the male side of the trunk), what do the women decide alone (on the left side of the trunk) and what do they decide together (this is drawn in the trunk, this can be more to the side of the man or the woman depending on the degree of balance of decision-making between them). If it involves big decisions, the drawing is bigger than with small decisions.

Step 5: Changes – from two groups to one

The changes – 5 (green circles around what they want to change) to make can be on the level of the roots (work done), the branches (income spent) and the trunk (decision-making). It can involve stopping something, doing something more, being more equal with each other. These changes will be input for the multilane vision calendar.

For this exercise, determining the changes, the 2 male and 2 female groups formed one male group, female group respectively. They drew the change on a new tree on a flipchart and quantified how many of them wants to commit to this change. Every gender group listed the actions (they went to the front one by one and drew the change in the right part of the tree) for change and quantified them in colours:

- o Black for people who have been doing this before
- o Blue for people who don't want to do it (perished fruits)
- o Green for people who want to make this change

For each action the total of the 3 colours should add up to the total number of participants in the group – in this case 10. In that way the sensitive issues are dealt within their groups and what is shared in plenary is by group action and not by individual.

There were difficulties with quantifying in colours since the staff didn't understand at first. The reason was that for them the black for current situation was at first perceived as negative (because it is the current situation on the Vision Journey) while it can also indicate something positive that people already have/do.

The group work and decisions took longer than expected, partly because the drawings were very detailed (and good). After they had listed the changes they wanted to make, the champions needed to think of one change (ring it in green) they would start with by the end of the week.

We learnt that:

For the women's group:

- Most changes in the roots relate to increasing some businesses

- On the decision-making part women drew themselves on the side of the men since they wanted to involve themselves more in decision-making
- On the spending, they wanted to cut their coffee (3 times a day and occasionally for all the neighbours), scarfs, jewels ...
- Women don't support their relatives
- One woman has a coffee tree in her garden but she actually buys coffee every day; she decided to start cultivating this coffee plant
- They want to have their own bank books, this is now with the men and often they don't know how much money they have/save.

For the men's group:

- All men wanted to share income with their wives on activities like livestock fattening, poultry, onions and pepper
- They wanted to invest more money in the household
- They wanted to involve their women more in some decision-making like on land-renting, buying a donkey or an ox
- They will help their wives on water fetching
- Reduce mobile card costs
- On the spending, they all wanted to cut chat, cigarettes and alcohol; the addiction also creates lots of quarrels at home
- Men spend money on their relatives (or girlfriends?) which causes quarrels with their wives; on the other hand, in the women group it was said that supporting your relatives is not a habit in this area.
- What most men did not want to reduce was the expenditure on festivals and own clothes.

Thursday, November 24

- The champions were later today. By 08:50 people started to arrive.
- By 09:00 14 champions had arrived (7 female and 7 male) and some people from both unions.
- The union people, especially those from Meki Batu were late (other vehicle).
- By 09:30 there were 9 male and 9 female champions, 2 people from Meki Batu and 2 people from Timret.
- By 09:45 all female champions were present. 10 people from Meki Batu (1 female staff and 9 men) were there by 10:00 and 9 people from Timret (2 staffs and 7 board members of which 2 females).
- By coffee break all male participants had arrived.

One group was formed with 2 agro-dealers, 2 female champions who cannot read and write and Tigist Dagneu (colleague from SNV working on marketing for Timret), to discuss the issue of seed packages (and other inputs) and the use of a pictorial system to make the packages more readable.

Peer-sharing between champions and union people and introduction to the workshop

The objective here was for champions to share, teach the tools to the external stakeholders who were the union board and staff from both Meki Batu and Timret and also private actors and to ask whatever they have left to be answered to those stakeholders.

The champions shared and explained their vision journeys, vision calendars and CAT's with the people from both union, one on one. They also taught the steps of the tools. It was organized in an organic way. They switched to have a second sharing. For this switch the union people who spoke to a woman switched to a male partner and vice versa. People who came in late, needed to wait. Some people from Meki Batu, who were late, were not happy with this. We could not wait and waste other peoples' time. At the same time, we didn't want very busy managers/board people to miss the formal parts of the meeting.

Most of the people in general felt they should have been introduced to the objective of the workshop before entering in peer-sharing. The consultant explained after the peer sharing the reason for setting the program like this. This workshop is about change and change starts with the participants themselves. Therefore we need to engage the farmers, help them with their vision and build on that vision. Wherever there are gaps, we can fill, but the strength lies in their own network.

Furthermore, it was added that his methodology has been applied in many other countries (Uganda, Ivory Coast, Soudan ...) and also Muslim countries. The underlying assumption is that leaders in unions and cooperatives have a big vision for their country, for development. But resources are few and when the situation gets difficult, people might give up on it. A lot of research (of the World Bank for instance) shows that the issues in the household are at the root of the issues at production. There is no real collaboration and there is a lot of leakage of money because husband and wife don't talk about their income and hide it. Also in this workshop we discovered that from male and from female side there is a lot of leakage. Therefore the aim of this methodology is to work at the level of the farmers at the household level and to reflect on how to stop leakages of income for instance so that husband and wife can put it in production. It is not about telling men or women what to do. The perception tends to be that men don't want change, are hiding behind tradition and culture and that it will take centuries to change. But the experience on the ground shows the opposite. For example many men champions want as they will share from the Happy Family Tree comes in.

It was explained that the methodology can be used at all levels. Cooperatives should be able to communicate with all their members (men and women, literate and illiterate). This means that the members can express themselves, have a voice and that the leaders can understand their needs. The same goes for the private sector: there is a lot of mistrust because one owns the other and there is no real collaboration. Therefore, drawing is used at the level of leadership, management, at unions, cooperatives and even government institutions. The first day of this workshop, most farmers couldn't draw and now they can. The experience shows that if you use this methodology in the cooperative at farmer level and at strategic level, it brings everyone together around a common vision and a common plan.

Research has shown that if income is managed by the husband alone, the benefit for the household in terms of nutrition, health and more is reduced. So therefore women need to be involved. For cooperatives, it means that they have to reflect on the services that women need, in order for them to participate fully in the horticulture. One big example is to develop a pictorial system for packages of inputs so that women can read them. This is a system that the coop can take up: make packages readable for women and it can be a big market for coops.

Introduction to the Happy Family Tree

The Happy Family Tree from the day before showed that many changes men and women are willing to do. What is important is that the fact that you are a woman or a man should not be a barrier to do what you want to do and can't do or not. The male group (first) and female group presented their Happy Family Trees to the audience.

Happy Family Tree - men

The male champions presented one by one the changes they want to make:

- stop spending money on chewing chat
- stop smoking cigarettes with friends and use the money for something else like production
- reduce expenses on festivities and invest it in the household
- consult their wives for productive activities (like decisions on fattening and other income-generating activities)
- share income from livestock fattening

One champion, who just got a baby, explained further that through making this tree, they learned they were putting money in their pocket without telling their wives, buying clothes for themselves and so on. He questioned what kind of life they are creating for their children if they don't want to invest in their household and also he mentioned they don't want to create thieves but a responsible and educated generation who can support themselves and their country. The tree will fall down if they don't stop certain things.

It was pointed out by the consultant that women were not part of this discussion. This involved only men discussing on what they want to change. But if men are doing this, it means that half of the women's battle is already done. At the same time, we were questioning: if men are going to give up on several things, what will the women do? We are aiming at balance, at people being happy (men and women), not replacing men's power with women's power. It is about equal social justice where men advance and women advance.

Happy Family Tree - women

The female champions explained in their turn (one by one) what changes they want to do:

- increase their chicken and egg business
- reduce coffee from 3 times a day (also for the neighbours) to 1 time a day
- reduce on spending money for scarfs when there is a festivity

- involve themselves more in the decision-making on income with their husbands (not all women have a problem with decision-making since their husband consults them)
- one woman wanted to discuss with her husband on how to increase her income after stopping brewing alcohol
- involve themselves more in decision-making with their husband on the number of children



Questions/contributions from the union people and agro dealers

- A Meki Batu board member liked the fact that they started with the tree, he was impressed by it. In Oromia they have a lot respect for the tree because it provides food, wood for houses ... He wanted to apply this tool in the cooperatives. He felt however it would have been good for husband and wife to come together. Next to that he also wondered about the commitment of the champions (to what extent will they make the changes). In response to that the consultant replied that:
 - o We are going to do this tool with the union and coops in Addis next week, on a personal level.
 - o Regarding the commitment of the champions quitting chat for instance, they don't do it to please their wives, but they do it to reach their own vision. The same goes for women. Because they both want to achieve their vision, they can support each other: men's money can go to women business and so on. If they don't commit to the change they want to make, they won't reach their vision.
 - o The reason for not having husband and wife here is multiple:
 - normally they share with their spouse anyway at home in the evening; this is also part of the practise of sharing
 - 20 champions is more or less the limit we can facilitate well, so if you invite women and men, you only reach 10 HH. In terms of outreach it is more efficient
 - We want people who are not related to speak freely about what is in their minds, hearts, without he wife/husband watching over their shoulder
 - On Sunday we had an open community day where people brought their family and friends, so this meant also a greater outreach
 - We have outreach maps: farmers share within their networks. Within 3 months, if they want, both husband and wife (with their children) can come to the follow-up meeting
- Another MB member started explaining about the power relationships between husband and wife and that for a strong house you need to have a strong foundation. In earlier times people got married based on assets and prestige but that didn't help in the end. Now people marry based on other criteria, but it remains hard work and they can use these tools to build a strong foundation.
- A Timret union board member found the idea of women having less coffee very well, not only for the money but also because it is a lot of work, so they will have more free time to do other things. She also questioned if men will really quit chat:

- One male champion responded that he is a living example of being able to stop chewing chat, he was addicted before but he had given up completely. He does make a lot of money with chat since he is selling his produce (2 times a year).
- Another champion added that this training has given him the strength to stop chat because it made him see the loss of doing it and the gain of leaving it.
- A third male champion told he was only occasionally chewing when he needed to work hard, but even that he wants to stop.
- Another one said he does not only want to stop for economic reasons but also for health reasons (dizziness ...).
- In conclusion they said they themselves are responsible to change.
- The consultant added that the theory underlying is that if you have a strong enough vision, it will energize you to make the change. At the same time, you can also think about what you will do with the money. So instead of being negative and feeling guilty, you reach out for the positive.
- One person from MB questioned why this champion is still selling chat when he himself quit? Chat is legal like in other countries alcohol is legal while it is also addicting and not good for health. We can reflect on investing in other crops that are as profitable and switch gradually.
- One agro dealer shared his opinion that the issue is not being addicted or not, it is about what you want to change. It is also about time and putting so much time in those activities.

After lunch all participants came late. Most people from Meki Batu didn't stay. In the afternoon there were three parallel sessions:

- market map tool for the champions
- actor constellation map at the market level for the unions
- the group with the agro dealers continued their work from the morning. As the agro dealers could not come on Friday November 25, they were going to meet again the Monday after.

Tool 7: Market map at farmer level

For the market map, the champions needed to think about the all the possible markets for the 4 crops they have, the profitability of each market, the opportunities and challenges. They did this in a women group and a men group separately since the challenges can be determined by gender. The objective of this tool is to look at:

- Household marketing: to which markets can the women go, what is possible within the household, what is constraining them now
- Discover further markets: collaborate with other women (hire a taxi together for instance to that they can go together)

They start drawing individually in their notebooks:

- In the middle: family with the crops they produce (red)
- The markets and the roads while indicating who is going (men or women) (black)
- The conditions on the road (a bad road, broken bridge, transport issues ...), and the season (rainy or sunny)
- What they like in the market and what they don't like (blue)
- Other issues for each market: what price do they get, is there competition, what is the demand, varieties, what is the language, is it a good market (profitable) or not?
- Can they discover new markets?

After they had drawn this in their books, every group started sharing on a flip chart in their group. One of the things that came up was the fact that men can use donkey carts to go to a market and sell their produce while women are going to the same market without any support to carry the crop, so they carry on their back, in their hands.

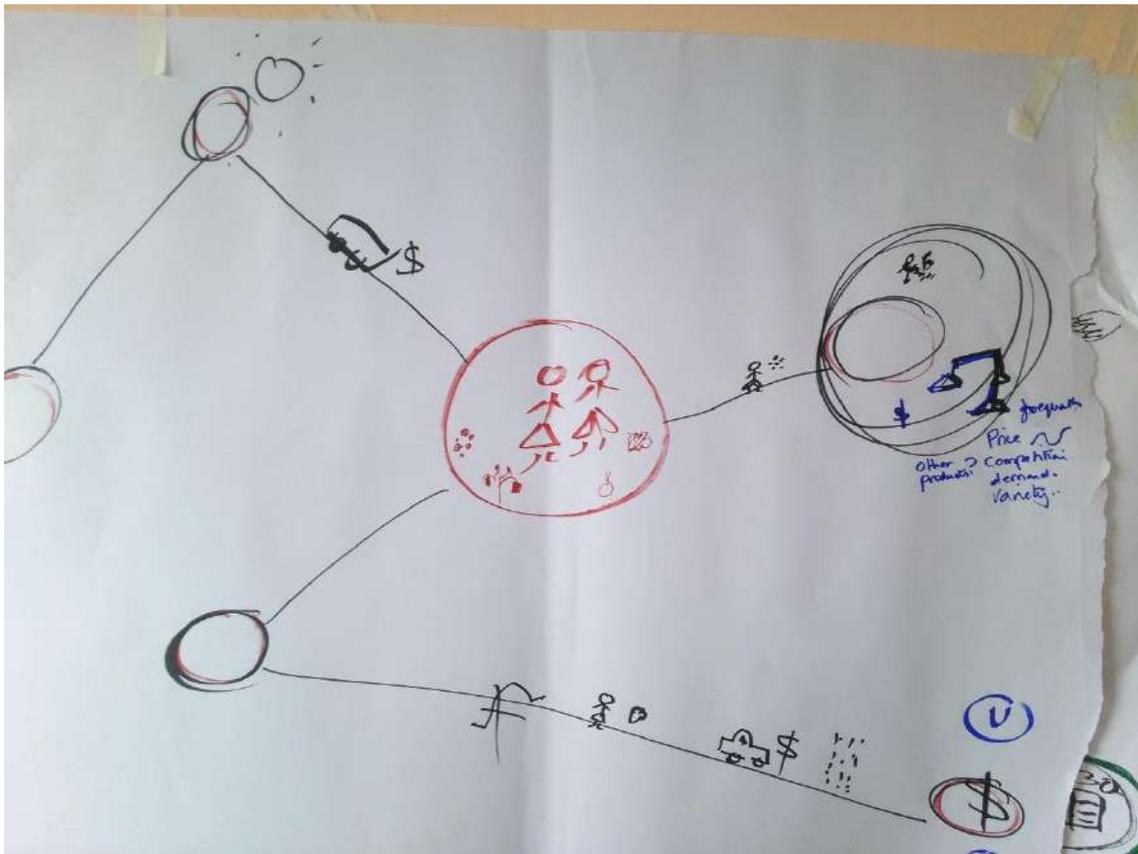
The group flip chart was not finished by the end of the day, especially of the women. Homework was to discuss at home and identify more markets with their husbands.

Tool 7: Market actor constellation map at union and cooperative level

The union people sat together per union and were asked to do a market actor constellation map at the level of the union and the level of the cooperatives for the 4 mentioned crops. This meant that for the union, respectively cooperatives, they drew:

- All markets to which they have been selling in 2016
- The crops they have been selling

- The production costs, the amount and the revenue
- The challenges and opportunities for that market



Both exercises went very well and people stayed late.

Friday, November 25

- By 9:00, 4 people from Meki Batu union had arrived, 4 from Timret union, 7 female champions and 5 male champions.
- By 09:30 8 people from Timret Union were present, 5 from Meki Batu, 10 male champions and 8 female champions.
- By 10:15, 6 people from Meki Batu were present, 9 from Timret, and all champions.

Tool 7: Market map - continuation

All 4 groups continued with their market maps. The unions were asked to think about their future marketing plan.

The male champions discussed the markets of their wives and found it hard to specify. It became clear that they actually don't always know where their wives are getting their money from.

Both champion groups presented their group market maps in plenary.

Women champions' group

- They are producing chicken, eggs, cabbage (different varieties), maize, wheat.
- Some women walk one hour with a basket to Enseno market with cheese and butter they have produced from milk. There are two seasons for butter and cheese: in one season they earn a lot, mostly on festival days, in the other season the price is low. Therefore they are planning to sell the milk (to hotels for instance) in the low season. Most women want to increase the dairy products in general, for the same markets.
- They are also selling tomatoes at the gate. One woman wants to increase her tomato sales.
- Wheat production is in hands of the husbands, they take it to Enseno market.

- Another woman sells cabbage to Butajira market (with donkey cart). She starts walking at midnight to go the market to arrive at 04:00 at the Butajira market. The people who rent the donkey cart accompany her to the market. Her husband sells cattle to the same market. For cabbage, the price in rainy season is much higher (1 sac = 250 ETB) than in rainy season (around 60 ETB). Still, they want to continue producing in rainy season.

Reactions from the audience

- The next step is to discuss about what their future marketing plan will be and what the role of the cooperative can be to support the farmers to reach their plan. The fewer fluctuations they face in the market, the more economic security they have and the more they will be able to wait for the right price. It reduces the side selling of farmers and thus the uncertainty for the cooperative.
- A suggestion was made to lower the produce of the cabbage during rainy season while the price is low and cultivate another crop, like green beans. One male champion stated French beans are very vulnerable because you need the market at the right time. He also experienced that the seed didn't grow. The soil in this area holds more water (unlike around Meki Batu) and that affects the seed. They should look at different varieties and also stagger the planting.

Men champions' group

- The men mostly use the market of Enseno and Butajira to sell onion and also pepper. Some also produce cabbage and tomato.
- Production is irrigation-based.
- Even if they invest in quality production, they still don't get a fair price in Butajira. So they want the union to organize a collection centre and a truck to get the crops to Addis.
- Some champions also sell chat in town.
- For cattle the challenge are the brokers in Butajira.
- The market for maize and wheat is very good due to the fact that those crops can be stored.
- They need support on vegetable marketing.

Reactions from the audience

- Chat production on irrigated land is expanding and it is competing with vegetables: how will the farmers handle this, what is the position of the cooperative in this? It can become a threat for the country. The champions responded they will continue with chat to supplement their income, next to vegetables. The chat production and sales can be used as an opportunity for some time as a source of income. But in the meantime an investment in another crop can help building income from another source and reducing chat. This also will serve the nutrition of the whole family.

Presentation of market actor constellation maps

In the afternoon, both unions presented their market actor constellation maps to the champions and had a discussion on it. This was repeated with an extended group the week after during the Leader's Training. We have captured both sessions here.

Timret Union

Timret Union was established in 2010 with 16 cooperatives. Now there are 28 member primary cooperatives. SOS Sahel was the main supporter of the union and built offices. There is a (very) weak linkage between the union and its cooperatives. Timret wants as final aim: strong relationships, strong markets beneficial to all. The vision was drawn as a smiling family with cars, using modern facilities.

This map was not very detailed. People had not really thought about how much information they could put on to think things through. Some suggestions were made to improve analysis on the tool (see Market Map tool in the toolkit):

- To make the map more informative they have to consider drawing in different sizes, use infographics like mobile phone etc. to differentiate the different markets
- Basic information to be included in market maps are market price, market fluctuation, the demand for different products and varieties, competition, key people in vegetable marketing, gender dimension, key issues like toilets near shop, language barriers, seasonality of market for different towns and market days, condition of roads etc.
- Doing a detailed assessment for each market and a detailed description of the type of demand for the different markets in different towns, including the advantages and disadvantages of each market.

Timret union members (not the union itself) have been supplying to the Butajira and Hawassa market. They are planning to start supplying to Addis Ababa as well. The 2017 sales plan for the union is:

- 1200 quintals of tomato
- 1100 quintals of onion
- 300 quintals of pepper
- 600 quintals of head cabbage

Sales plans are set based on producers' supply and the capital of the union. Timret has made estimations of revenue and costs, but they understand that prices fluctuate highly. Prices fluctuate in all the different towns of Ethiopia, and are primarily set in Addis wholesale market.

Challenges:

- Timret faces difficulties to market due to a lack of capital and human resources (there is no marketing officer), to the prevalence of diseases, broken motor pumps at the level of the cooperatives, the existence of brokers. Next to that there is a loan repayment problem at the level of the cooperatives (it results often from little of no profit earned of the selling of crops for which a loan was taken). Timret wants to work on improving the loan repayment rate, by capacitating the cooperatives.
- There is no consistent supply of inputs: input suppliers favour other traders over the union since the union's purchase capacity is limited due to capital shortage; personal contacts with the suppliers' staff also play a role.
- Initially, the primary cooperatives were organized to get a water pump (through SOS Sahel Ethiopia). Hence, as most of the pumps broke, the cooperatives became operationally weak. Therefore, support on maintenance of water pumps is also needed.
- The high turnover of managers represents another problem. The board will discuss this problem with the zonal cooperative department.

- Opportunities:**
- Availability of irrigable land
 - Availability of water
 - ISUZU truck
 - Store
 - Input shop in Butajira

- Solutions:**
- Other staff will have to take additional responsibilities
 - The union can make use of their agronomist for pest/disease control to support the farmers

Furthermore discussions were held on chemical application, where Meki Batu advised Timret that there should be adequate awareness among farmers on how to use the plot/land sustainably. If chemicals are applied inadequately, the soil is degrading. The agronomist of Timret will work to improve the productivity at the level of primary cooperatives and in turn the union.

It was appreciated that Timret has a relatively high women participation in leadership positions compared to Meki Batu (two out of seven members in the union board are female). Meki Batu union was advised to include more women in its leadership.

- Activities planned:**
- Improve production:
 - trainings on seed, chemical and fertilizers
 - Set up a bigger input supply shop (the inputs come directly from import now)
 - Market linkages:
 - establish a market centre in Addis Ababa to supply directly to consumers
 - establish a market centre in Hawassa to ensure a good price for the farmers
 - make Butajira shop functional
 - start selling to Hosanna town
 - export using Djibouti rail freight line and airlines
 - invest in agro processing and increase cold chain facilities

For every union/cooperative, there is a dilemma between ensuring the quality of the services to its members and going for high numbers in membership. It was agreed that ensuring quality services to the members is more important than producing a high membership. If cooperatives don't get benefits from the union, they will not be inclined to take up their responsibility towards the union.

Meki Batu Union

Meki Batu union was established to be able to market collectively the following crops: onion, fasolia, tomato, cabbage, maize, green pepper. Meki Batu has a membership of 150 cooperatives but is only

servicing 25 irrigation coops in horticulture. For the multiplication of maize seeds however, the union is able to cover all 150 coops.

Also these drawings were not really market maps because there had not been enough time at the Timret meeting the previous Friday to properly prepare the SNV staff. Nevertheless the process of using improvised forms of systems mapping to try to analyse issues through drawing did lead to some useful discussions and conclusions – these will be more systematically followed up in March.

For the market, there is also the possibility for processing, for example tomato juice, canned tomato, sun-dried tomatoes, cabbage pickled with vinegar. Red pepper can be dried and grinded. Onions can be stored. The local market is also very important.

Cooperative level

This diagram looked like a Challenge Action Tree with branches for different markets. The presentation indicated interesting linkages between the branches turning it into a sort of value chain tree. The vision is to improve gender equality, to increase membership, to build stores nearby and access markets nearby.

The branches on the drawing indicate the sales channels:

- **1st branch: sales through the union:**
 - 25 PC's supply horticulture crops to the union
 - Equals 15% of total output
 - (other cooperatives supply maize seeds)
- **2nd branch: brokers:**
 - 110 cooperatives
 - 23% of total output
 - The broker is drawn as a big man, constantly busy with his phone, he has linkages with traders, with retailers and wholesalers.
- **3rd branch: traders:**
 - 10 cooperatives
 - 6% of total output
- **4th branch: retailers and road side sales:**
 - 5 cooperatives
 - 4% of total produce
 - On the way to the market the farmers ask the market price on the road (which is low)
- **5th: wholesalers:**
 - 2% of total produce (plastic bucket)

Opportunities:

- Availability of land
- Presence of offices
- Availability of water and water pumps,
- Presence of Isuzu trucks and donkey carts
- Proximity to the main road
- Large membership

Challenges:

- Pests (tuta absoluta - tomato) which is a bigger problem than the brokers
- Shortage of chemicals
- Shortage of fertilizer
- Shortage of capital. But even if the farmers get credit, since the price fluctuates, there is no guarantee that his investment will have a good return. In that case they have a bigger problem if they cannot repay the loan.

The issue was raised that the union has cold store, pack house, warehouses in 2 places (Global GAP requirement): one in Meki, one in Adami Tulu. Yet, the cooperatives are not using those 2 big facilities, why is that? MB union answered that these facilities are at union level while their presentation now is about the cooperative level. Some issues however are related to the relationship between the cooperative and the union and some of the challenges at coop level should be solved at the union level.

Union level

The reality at the union level is different. This diagram looks more on a market map than the previous one (but it should have more circles). Meki Batu needs to elaborate further into a market map or a value chain map.

The **road maps** lead to:

- Debre Zeit (Management Institute),
- Addis Abeba: Kality, Saarbet
- Adama market
- Own shops
- The eastern market (traders in several towns like Harar, Dire Dawa, Jijiga ... at the border with Somalia); the buyers in those markets are however are not fond of tightened contracts with the union

The products collected in 2016 from the PC's:

- maize
- onions (10,000 QT)
- tomatoes (4,000 QT)
- cabbage (1,500 QT)
- pepper (500 QT)
- French beans (3,000 QT)

- There are also 8 consumer associations in AA who are buying from the union; sometimes the PC's are selling directly to the consumer associations while the union facilitates the linkage
- Ethiopian Airlines is also an important buyer (tomatoes, cabbage, onions, watermelon, eggplant, papaya); all produce for EA passes through the pack house and transportation is through cold chain
- Export market:
 - The union has been exporting French beans and will invest again in 2017
 - For another market (Middle-East) samples of onions were sent but without success: the shipment didn't use cold channel so the quality of the onions deteriorated on the way. **They don't have proper shipping for vegetables**
- Next to that, the union is the sole producer in Oromia of improved and certified maize seeds (which it is also selling outside Oromia). The maize seeds get a lot of support from big research centres and the price is fixed by Oromia government office. It is a true cash cow. Meki Batu involves in maize seed multiplication – 6 varieties (although it is irrigation union) because they don't have the capacity to market all vegetables produced by the cooperatives. Diversification is therefore their strategy to serve all 150 coops.

Opportunities:

- Cold store and pack house: the union has a plan to increase these facilities
- Presence of a road
- Availability of water
- HR at the union level
- Market information
- Own trucks (or rented)
- Gas station: in order to provide clean fuel to its members (in Ethiopia fuel is often mixed with other gases which affected the pumps; therefore the union decided to provide clear fuel to its members)
- To access a loan, the union submitted their business plan to the Oromia Development Bank. Microfinance options are very limited in the area. In general there is a good relation with the Oromia Cooperative Bank

Challenges:

- The price fluctuation which they try to solve through a chart
- Tuta absoluta: the ones who are selling the chemicals to fight this pest sell first to traders and the traders sell within their personal networks; in the end it doesn't reach all farmers
- No processing plant
- Presence of brokers

Brokers

A long discussion was initiated on **brokers**. Brokers set the price (there are brokers per woreda) and they cause a lot of damage. There are different types of brokers: some go to the field and do the weighing, other brokers don't go to the farmers. Brokers benefit in three ways according to the union:

- They are linked to a trader in Addis for whom they do the collection: they get a commission from the trader;
- They have margin on the price as well (the farmers don't know at what price the brokers sell to the traders);
- The brokers use their 'own' weights which are not correct, they take more kilos than actually paid for.

On the other hand the union and the PC's don't have the necessary capital, neither enough secured markets so brokers have to exist. The capacity to deliver to the market is present though. The union gives 20 cents extra on the set price. The broker can offer more or not, it depends on the market situation and the crop. Yet, they present a big challenge to the farmers, the cooperatives and the union.

The broker's power is information. The price is set 4 AM in the market in AA by the wholesalers. The union will know this price by 9 AM in the morning but the brokers know it earlier. On top of that they have very strong linkages. Wholesalers in Addis and brokers are often the same people. For instance they make sure that others, like the union don't get near the market, they even make loss to make sure 'outsiders' don't get access. Individual purchasers of big institutions are also acting like brokers and think about their personal gain. This all makes it very difficult to enter horticulture market.

On the other hand, it was acknowledged that cooperatives are not always consistent in terms of supply and timing. The farmers will go to the best price available, and they don't respect the agreement made if the prices increases elsewhere.

Part of the solution is:

- That the union looks for other markets that are not yet captured. Here they need to be persistent, some small changes already have been made. For Adama University for instance, they went (after a supposed fake bid) personally, got a contract and started delivering on a regular basis. There are other universities that are also buying directly from cooperatives.
- Establishing a system for vegetables: a big market centre, auction ... this should be organized by the government (like it is done for other crops like coffee).
- That the union makes use of their bylaw which determines they are eligible to receive a land free of charge. By using this opportunity, they can operate as wholesalers with their own facilities in big towns. Even at kebele level they are entitled for free land but it is not provided. NGO's help with land but the government only practices lip-service. Some blockages are personal: when the mayor changes at the kebele changes for instance, the union can take advantage of that.
- To plead with the government to facilitate a fair and decent chain. The problem is that the market is blocked and they don't see a way in; they need a change to prove themselves.
- Ensure the quality of their crops and guarantee their image as good suppliers
- Explore the export market further
- Hold a stakeholder meeting at national level where everybody (traders, farmers, government, different actors) is present (maybe through using a CAT on good horticulture or increasing incomes) to draft a plan based on common elements.

In trying to find sustainable solutions, the big question is if the union/cooperatives are benefiting farmers more than the private sector? Does the union offer better services, better prices and steady markets? And if so, there should also be some clarity on the real benefits for the farmers: how is it shown? If the union or cooperative is really benefiting the farmers, the leakages and side-selling will stop.

On top of that, the benefits can be proved through branding, so that clients are aware of it. The development argument can be used for branding, particularly with institutions like universities, hospitals. Other things that matter for branding: it is good for the family, trustworthiness.

In fact, the union and PC's are the buyers of choice for the members but they lack the capacity to take all the produce because they don't have enough secured markets. Benefits for the members can be:

- Payment of dividend
- No cheating on the weight

There was a very long discussion on the market issues and one of the ways forward proposed is a **multi-stakeholder meeting for next time**.

Afterwards a general discussion was held on several topics between both unions.

A big question coming from Timret was **how MB has reached the level they are now?** Timret received lots of support at cooperative and union level. Did MB have such kind of external support as well? In answer to those questions:

- Meki Batu union was established to solve the market issues. There were already 12 PC's present with a lot of vegetable production but market access was a problem. For Timret, the union was established by SOS Sahel who provided an office, a revolving fund and water pumps to the union and cooperatives. The motivation came more from external factors than from internal ones, like MB.
- The foundation was the share of the members. Other NGOs like Self-Help built offices in 2002. There was also a bold leadership. There were different trainings on production, organisation and financial development from different organizations. A common fund for commodities supported the construction of facilities. Next to that, in Oromia region the cooperative agency is active enough and supported MB union a lot while in South region there is limited support.

Meki Batu asked why Timret union doesn't promote **membership** and expand to other woredas so that they have more shares and build their capital (sometimes in Meki areas members buy two shares to support cooperatives). But rather than 'just' adding more members it is better to serve the existing members first. MB also needs to check whether the 150 PC's are being benefited equally. Adding more members has the advantage of having more land to rotate different crops so that the members can produce enough at different times. The balance between quality and quantity should be optimal and improved for both unions. We elaborated that there are three types of relationships between members and cooperatives/cooperatives and unions:

1. The transactional relationship: serviced delivered to the members, crops sold to the cooperative. This is one of the relationships where it can become clear that the cooperative is offering more than traders.

2. The investment of members in the cooperative: as a result of a good transactional relationship members will be motivated to increase the capital, they will be loyal, trustworthy and keep their promises.
3. Ownership: members feel as owners of the coop and act like that.

So to increase capital we can add members but there are other options as well, like making both husband and wife member of cooperative. It also increases the trust and the capital as they are both buying shares. Anyhow, the quality of transaction between the members and coops is also important to have strongly bonded members-cooperatives. Hence, the members will be willing to invest in their coops and the ownership will be developed. This will make internal capitalization more effective.

Another issue was the **low participation of women in leadership positions at MB**. At the union level there is a minimum requirement of 10th grade education level and possessing land in order to be able to be on the board (this is not a requirement on cooperative level). This requirement was put in place by the general assembly because of the need for educated people in the union is increasing (the board manages 65 million ETB of capital, needs to sign cheques and so on). These criteria have constrained women participation. In the board however, certainly at cooperative level, there should be a representation of all members. If the board represents its members, members will become more loyal. The purpose of a board is not just to manage money but more important to make decisions on priorities. The suggestion was made that members also need training and get encouraged to be a board member at union level.

Furthermore, Meki Batu union justified the low number of women in leadership positions because they arrive always late in trainings. But in the PALS training it was observed that all the women were coming in time. So further reflection is needed by the union to reflect on why women are late. Maybe the training offered is not responding to their needs, or maybe they are overburdened. In fact, the future plan of the union is to increase female membership because 'women are very strong, hard workers and they arrive at the vegetable field earlier than men'.

Way forward

- Increase women board leaders
- Supply quality products
- Install agro processing plant
- Export
- Import quality inputs from domestic and international market
- Purchase a truck combined with cold store

Conclusion

With this methodology, we tried to promote for people to explore all their possibilities and build their own network, and stop expecting getting support from outside.

In general people were talking quite freely and were eager to practice. The drawing came quick, men were listening and women were smart. We observed that:

- Some of the people have listed things on pesticides, on the fence, on the weeding, good agricultural practice. They all discussed with their family, with the children and they brought in new ideas like diversification of crops. This all depends also on the scale of production (large production: different diseases and way of cultivating than small production).
- There was an impressive amount of homework done

Some of the specific challenges of this workshop for the consultant and/or other facilitators compared to other GALS processes elsewhere were:

- Language
 - o She (and Sarah) doesn't understand Amharic, the translation took quite some time,
 - o the level of English of GYEM staff
 - o Meskania was the mother tongue for some participants and GYEM staff does not speak/understand Meskania
- all participants at all levels were new to this methodology and some of the tools needed to be adapted to specific needs of the project and context (e.g. particularly Livelihood Multilane Vision Calendar)
- Learning and capacity building at all levels (staff, champions) with multiple objectives:
 - o introducing tools and learning to draw, smaller, more specific
 - o very different levels of literacy of participants (easier when more cannot read and write or most have at least primary schooling)
 - o work on several value chains at the same time (easier when focus is on one chain to go into real depth in shorter time)
 - o high levels of farmer expectation compared to limited capacity of coops – things are often easier when there are no external actors and
 - o level of knowledge by the cooperative and/or farmers of livelihoods and markets – easier if focus is first on the local market. Or where coops are stronger with more experience.
- The quality of the materials (eg pencils that would not sharpen, pens that were a bit dry and green looked like black).

Follow-up:

- Integrate with technical trainings/extension system, FFS
- Track changes with champions:
 - o What they actually put on their diagrams as vision and changes and helping them if they have questions on the tools (supporting not policing)
 - o changes they have made in their lives (what has been easy, what difficult and promote discussion within the community)
 - o peer sharing within their circles (quality and outreach and support them to address challenges through promoting discussion in the group)
- Integration with VSLA: introduce tools in those groups (FALS)
- Certificate:
 - o For champions: they apply to be a certified and paid gender champion after one year (based on a list of names with whom the tool has been shared, randomly check if they know the tool)
 - o For staff: stage one
- The champions and union people were not happy with the DSA. We need to clarify.
- From the information we got, it seemed that some participants are not member of the cooperative or not aware that they are. We need to clarify this: what does the cooperative mean to them, do they contribute, do they get the services or are they just on the list to reach numbers. This also impacts our upscaling strategy.

Annex 1: Interviews

Interview Shemega Usliman

She came because her husband allowed her to. She convinced her husband by promising that she wouldn't speak in public nor raise her hand (in her religion it is forbidden to put up hands or point fingers). She found the energy to convince him because she wants to change her life. The sharia does not allow women to go far from the homestead but she wants a better life for her family and her children. She didn't come for DSA or money, but for knowledge to accomplish that.

She has been sharing the tools with her husband at home and he also drew for himself as did her children (13, 10, 8 and 5 years old). Her oldest girl was dreaming of doing tomatoes.

We asked how she will be sharing with other women, with men being more restrictive. She will share with her husband and he will teach others. But at the mosque at Friday, she can share herself with the women. The prayer starts at 08:00 and continues till 10:00. After that they normally reflect and discuss with women on their issues (the group is about 50 women), from 10:00 to 13:00. Linda wants to visit this group on March 10 (we need a scarf).

The most important lessons she drew from this workshop is on:

- The change she wants to make: reduce some of the practices they have been doing but are not really that important like coffee ceremonies
- Decision-making: her husband is in control of the money they make from cattle and she wants to be more involved in that.

When we question how she will do this last one, she replies that her husband is very cooperative and that they both accept what the other is saying. The change she wants to make is twofold:

- At the household level she wants to start farming
- With her friends she wants to share what she has learnt

Her husband is member of the cooperative, but the cooperative is not providing anything. She also wants to become a member and she would expect from the cooperative to get a water pump. Now they are lending the water pump from the neighbours who as 100-200 ETB a day to use it (they have to pay for the fuel on top of that). During the season, they need to water every day since the soil is sandy. If she cut coffee, she will be able to pay the money for the pump.

Interview Yasin Sani

He expected a 'normal' training in irrigation activities and/or cooperatives. This workshop however has proven to be life-changing, amazing and something he had never expected. What made it amazing was the fact that he learnt that he can manage his time, that he can quit his addiction on chat and cigarettes and that he can work better together with his wife. He learnt that he can change and he developed confidence to do it. He has discussed this with his wife and she regretted not being participating in this training and said she could have shared many issues here. He is teaching the tools to his wife and children (he has 4, aged 14, 12, 10 and 8). He will assist them further after the training.

There is actually nothing that he didn't like.

He will forward the lessons he learnt here to the community, he will start with the vision and how it helps to get rid of our addiction. For him, the tool is very strong in terms of helping getting rid of his addiction.

The workshop has also initiated change between him and his wife. Due to his addiction the atmosphere at home was very disturbed, his wife never smiled and they were nagging each other all the time. They were even sleeping in separate beds. Now they want to sleep back together in one bed. His wife is worried though that the workshop has come to an end now and she wonders if he will continue this change. Therefore we asked what he would need to continue. He replied he was very sad that the workshop is over. He wants to communicate and share reports, he would like to have forums and meetings to review the performance together with the champions and GYEM team. He will share within his community and use himself as an example that it is possible to change, even with a heavy addiction.

He is a new member to the cooperative, but he has not yet received anything. He contributed 370 ETB to the cooperatives, together with another 35 members. 20 members did not contribute. This money (12,950 ETB) was sent to the union for seed and input purchase. Before the union was privileging some numbers with these inputs but this should not happen anymore. He expects from the cooperative to provide good quality seeds, because now the traders are committing fraud and provide low-quality inputs. He also would like to have a motor pump. SOS Sahel provided a motor pump (7-8 years ago) but it is not functioning anymore.

Annex 2: List of Champions

| Sn | Name | Sex | Cooperative | Kebele | Religion |
|----|------------------|-----|-------------|-------------|-----------|
| 1 | Fedilu Usman | M | Kersemider | Enseno Usme | Muslim |
| 2 | Mudesir Seliha | M | Kersemider | Enseno Usme | Muslim |
| 3 | Bedrya Nuri | F | Kersemider | Enseno Usme | Muslim |
| 4 | Shemila Mudesir | F | Kersemider | Enseno Usme | Muslim |
| 5 | Hassen Ahimed | M | Wondememach | Lijano | Muslim |
| 6 | Abedu Hiru | M | Wondememach | Lijano | Muslim |
| 7 | Zenika Zyenea | F | Wondememach | Lijano | Muslim |
| 8 | Jemanesh Hassen | F | Wondememach | Lijano | Muslim |
| 9 | Mohamed Woliyu | M | Z/work | Ocha | Muslim |
| 10 | Etenesh Assefa | F | Z/work | Ocha | Christian |
| 11 | Geta Ubilla | F | Z/work | Ocha | Christian |
| 12 | Yasin Sani | M | Z/work | Ocha | Muslim |
| 13 | Nuri Gojolla | M | Nigat Chora | Batifuto | Muslim |
| 14 | Wolkito Ahemedin | M | Nigat Chora | Batifuto | Muslim |
| 15 | Shemega Usliman | F | Nigat Chora | Batifuto | Muslim |
| 16 | Medina Ahemed | F | Nigat Chora | Batifuto | Muslim |
| 17 | Deredibo Funega | M | Andenet | Dida | Muslim |
| 18 | Melese Bayikeda | M | Andenet | Dida | Christian |
| 19 | Birashu Tsegaye | F | Andenet | Dida | Christian |
| 20 | Belecha Assefa | F | Andenet | Dida | Christian |

Annex 3: List of government stakeholders and union people Timret

| S.N | Name | Place | Organisation | Sex | Address |
|-----|------------------|--------|----------------------------------|-----|----------------|
| 1 | Muluken Baruda | Sodo | Cooperative office | M | 09 12 00 15 47 |
| 2 | Belete Asmire | Sodo | Cooperative office | M | 0910134770 |
| 3 | Abraha Mesfin | Meskan | Cooperative office | M | 0911574752 |
| 4 | Nejmia Ahmed | Meskan | Women office head | F | 0912027446 |
| 5 | Seferi Belachew | Meskan | Timret union acting manager | M | 0913982877 |
| 6 | Meseret Degefa | Mareko | Women and children affair office | F | 0913980084 |
| 7 | Mohammed Awol | Meskan | Cooperative office head | M | 0910151898 |
| 8 | Teshale Gatiso | Mareko | Cooperative office head | M | 0913948764 |
| 9 | Alemayehu Mulatu | Soddo | Agriculture office | M | 0912173523 |
| 10 | Mebere Bogale | Soddo | Women and children office | M | 0912097476 |
| 11 | Chemre Sisay | Mareko | Agro dealer | M | 0916273173 |
| 12 | Shafi Alye | Meskan | Agro dealer | M | 0913528236 |
| 13 | Bedru Awol | Meskan | Agro dealer | M | 0920997096 |
| 14 | Joseph | Mareko | Agro dealer | M | 0932552551 |
| 15 | Solomon Sisay | Sodo | Board chairman of union | M | 0910596426 |
| 16 | Alemu Dube | Mareko | Member | M | 0925678144 |
| 17 | Alemitu Taye | sodo | Member | F | 0919310995 |
| 18 | Fantu Yisma | Sodo | Member | F | 0937325952 |
| 19 | Wolyu Wabela | Meskan | V/chairman | M | 0984775904 |
| 20 | Tessema Geche | Mareko | Secretary | M | 0920998476 |
| 21 | Teshale Gala | Sodo | Control committee chair | M | 09 1389715 |

Annex 4: List of union people Meki Batu

| S/N | Name | Responsibility | Contact Address |
|-----|----------------------|---------------------------------------|-----------------|
| 1 | Ayub Bedaso | Marketing Committee Lead | 0921360805 |
| 2 | Irreso Denbel | Marketing Committee member | 0916821234 |
| 3 | Chala Gure | Board Chairman | 0916820553 |
| 4 | Roba Sori | Union Controlling Committee Lead | 0913372616 |
| 5 | Jima Haro | Union Secretary | 0913680611 |
| 6 | Ture Kasim | Union Manager | 0912810750 |
| 7 | Kumasa Gudina | Union Vice Manager | 0911856065 |
| 8 | Temesgen Habtemariam | Union Finance Manager | 0913007042 |
| 9 | Nedeni Negasa | Union Human Resource Departement Head | 0911315675 |
| 10 | Tewelde Kiflemariam | Union Agriculture Departement Head | 0921679393 |