



PARTICIPATORY ACTION LEARNING FOR SUSTAINABILITY (PALS)

Field Activity Report: Timret



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Key to Acronyms Used:

CCF: Community Change Facilitators

CLM: Change Leadership Map

GYEM: Gender and Youth Empowerment in Horticulture Markets

HFT: Happy Family Tree

MLVC: Multilane Vision Calendar

NMC: New Men Champions

NWC: New Women Champions

OMC: Original Men Champions

OWC: Original Women Champions

PALS: Participatory Action Learning for Sustainability

VJ: Vision Journey

Day I

On day 02 (12/12/2017) team Timret and Leul worked on the Multilane Vision Journey for GYEM's activities with Timret Union. Accordingly, the multilane journey had three major lines (routes) for Horticulture Value Chain (Production related activities), Happy Families (gender related activities) and Upscaling (of the PALS). The following indicators were used to work through the plan:

Lane 1: horticulture value chain

- Increased productivity of horticulture crops produced by the cooperative members (yield in kg per 0.25 ha) – target: increase of 100%
- Increased annual net income from sales of horticulture crops on membership level (can also go under lane 2) – target: increase of 30%
- Number of females and males having access to VSLA – target: 32 VSLA, 30% men (192) and 70% women (448)

Lane 2: happy families

- % of women who have (joint) control over income, production and resources – target: increase of 17%
- Extent to which asset ownership, including productive assets and other household assets, by women is changing
- % change of female membership at cooperative level – target: increase of 8%
- Presence and implementation of gender equity principles and gender action plan at the union and cooperative level
- % of leadership positions (board and committees) at union and cooperative level occupied by women – target: 30%
- Most significant changes in women's and men's lives as a result of participating as gender champion – which changes do we like to see?

Lane 3: upscaling

- Number of gender champions (certified) – target 50 men and 50 women
- Number of kebeles adopting the gender transformative approach through different PALS tools – target 40
- Number of community members being shared with PALS tools and experiences by gender champions – target 3000 (50% M/F)
- Presence of documents and guidelines on gender in horticulture value chains shared at union, woreda, zonal and regional level

The team first drawn the visions (what situations we would like to see and where we want to reach) for each indicator. In most of the cases, the goals sat above for instance the 100% increase in yield per Kg was sat as a vision. The current situations were then defined taking in to account what the project has already achieved so far in the various indicators used. Opportunities and challenges were then briefly identified. Some of the opportunities identified included the joint collaboration between GYEM and Horti-LIFE (FFS), the availability of water resources, the availability of land and motor pumps, the availability of infrastructure and a working relationship and collaboration with government offices. Some of the challenges identified were resistance to buy notebooks, difficult weather (extreme cold, etc...).

The team then worked on the milestones that the project would like to reach over the period of 15 months from Dec, 2017. There was a very active discussion in the process of setting the milestones and some of them were hotly debated. The activities that needed to be undertaken to reach each milestones were also identified and drawn.

Regarding changes on gender, the CEDAW is the guideline:

CEDAW (Convention on Elimination of Discrimination against Women) – signed by the government of Ethiopia:

1. Freedom of violence – gender norms
2. Equality of property rights – which assets? Track the big ones
3. Equality of decision-making – key decisions?
4. Equal right to work and leisure
5. Freedom of association, thought and mobility

Women only

- The original champions Shemege and Emebet came early (8:50) with new champions (2) and wives (5)
- The champions, their trainees and the wives for men champions gradually came in (often as a group from one kebele).
- 9:50: 9 champions, 7 new champions, 15 wives (of which 9 of the original champions and 6 of the new champions), 5 kebeles – Bedre could not come due to a relative who died. The day after we found out that the wife of Melese could not find the venue was wanting to come.

Morning: sharing and learning the HFT

The participants were encouraged to sit in three groups: original champions, new champions and the wives of men champions. As people came in they joined their respective groups in such a way that they sat in pairs (2-3). The wives mixed from different kebeles to allow them to speak freely (in pairs): The discussion points in each group were:

- **The original champions:** what had been the difficulties with the tools in themselves and sharing their experiences and lessons with others? What were the changes they had made? If they need extra support? *The feedback of those questions serves to find out if it is lack of confidence that might hinder them in sharing, not wanting to share in itself or finding the tools difficult.*
- **The new champions:** what change they could bring in their households? Did they indicate their green fruits?
- **The wives** (small groups of max 3): whether their husband shared the tools (which tools?), if they could do the tools themselves, what changes they saw with their husband/in their families, what other changes they would like to see? *The intention was that by the end of the morning they know the HFT.*

For facilitation it is important to check if people are talking and if not, why not. If they don't, it is important to explain again what we would like them to discuss, but we don't linger too long with one group. As a facilitation, we also look in the notebooks of the champions (especially the new ones), with their permission.

Throughout those pairwise discussions, Rutta looked at the quality of the drawings of the new champions and discussed with them if there were green fruits (they hadn't all got green fruits). The drawings of the new champions were good and reported that their husbands had decreased Chewing *Khat*.

At 10:00 the workshop officially started with the song. Linda welcomed everybody and explained that:

- That the aim of the day is to bring everybody together (original and new champions and wives) and discuss the changes in the household and the changes they would still like to see;

- That on this day we invited only women in order to have a free exchange and that the day after, it would be only men so that we can raise the issues of this day with the men the day after.
- That what we have been inferring from the monitoring is that the men seem to be able to share and change more easily than the women, so that today we would like to make it easier for the women to change and share as well. That it is normal that there are differences, so that today we want to them to share strategies so that women can achieve what they want to achieve without conflict. Opportunities and challenges, should not be put negatively
- That it is about the things they themselves want to change, not what the project or people in Addis want.

After this introduction the groups were organized the participants into groups of 3-4 so that each group is comprised of one original champion, one new champions and one wife and from different kebeles. There was a bit of chaos in the grouping. One champions chose first a wife that was not part of their kebele. Since there were not enough new champions, they had to wait till the first step was done and went afterwards to a table (formed by a champion and one wife) where there was no one else from their kebele. The wives who remained went to a table where no one else from their kebele was. Some groups had 4 members, others 3. We handed out notebooks to the wives and pens and pencils (which we explained they needed to return, apart from the notebooks).



In those groups, the champions (original and new) shared with the wives the happy family tree which they also drew (on the third page of the notebook because the first and second page were for the vision and vision journey, to be filled in later). The women with the new notebook held their notebooks up and drew just the circle with the rays on the first page for the vision (they were informed they can also do it alone, and it is up to them to share with their husband or not). On the next page they would draft later the vision journey, it was suggested they look at the drawings of their husbands to know the steps.

There was a lot of confusion when the facilitators wanted to find out which of the wives already saw the HFT from their husbands, and some women did not seem to be the wife of an original but of a new champion, which the facilitators were not aware of in the beginning (we assumed some men had more than 1 wife). It seemed that almost all of them did not see the vision, vision journey nor the HFT because their husbands' did not share with them. *We might need to differentiate between sharing and training, maybe the wives were told by their husbands/male champions but did not see the tools.*



We noticed that the drawings of the new champions were well-done, indicating the original champions did a good job sharing. The main aim of this exercise was to strengthen on gender and to know if the men champions had been sharing. At the same time this was also a facilitation training for the champions where some basic principles (like no one should hold somebody else's pen, and no one should copy – the notebook is just opened to show the steps, the content is personal) were reinforced. It was noticed that some of the champions did not seem to understand the content of their tree anymore. For instance buying clothes or washing clothes as work in the HFT: they mixed up sources of income with things they want. Things they want are to be indicated in green as unripe fruits. The champion Yasin had been training could explain the tools very well. They were invited to continue their HFT (if not finished by noon) at home.

When we replicate in another woreda, this will basically be the way it is done: sharing in groups. As staff we need to balance between observing and intervening, we need to build confidence among the champions meaning not to intervene too much but still fill the gap where necessary. It should be noted here neither the champions neither the staff are used to this kind of training before this intervention.

Quantification of HFT

In the afternoon 3 groups were formed (champions, new champions and wives). Each person got a set of 6 green cards and 6 red cards. The red papers were to indicate own changes and the changes of their husband. For the wives it was about the changes of their husband and the things they had been able to do because their husbands changed. The green indicated the changes they want to make (from the original tree but not achieved) or new things they want to change (only relating to themselves, not to their husbands). This was to be quantified and fed back later. The colours varied (could be dark or light, depending on the availability of the coloured sheets) but each group had the same set. There were 4 groups: the one of the original champions, the one of the new champions, one of the wives of the original champions and one of the wives of the new champions.



The pens and pencils were collected and it was explained that the project aims to reach thousands of people and that it is not possible if we would hand each with pens and pencils for free and that therefore we take them back for the next people. Furthermore Linda elaborated that it is an investment from their side to buy

notebooks and pens and that if they can buy *khat* and more, they can also buy this. If they learn, they will be able to get more money.

The quantification was done in a way that one of the participants stands with their drawings held up to see and guess for the others. Then they quantified (self-facilitation) the number of people that had been having the same change or want to have it. The intention was to count the blue, black, green and red numbers per change (be it red or green) but that didn't work. So often the red and green cards were put up separately. Translation was a challenge.

Wives of the new champions: they started to take a good care of their coffee trees (before they were not). In other happy family trees the '*dado*' came up which is a facility to have coffee together where women come with coffee, sugar and *Khat* and often compete over the quantity they would bring. Sometimes they even sell maize (children's food) to buy sugar for this gathering.

Meseret facilitated for the quantification of the original champions: she categorized the changes on their part:

- Reducing expenditure in clothes: 7 red, 8 green
- Reducing expenditure on scarfs: 3 red, 6 green
- Reducing expenditure on jewellery: 7 red, 9 green (except in the future, when they have enough money they will buy again)
- Selling the coffee beans from their garden: 2 red
- Reducing coffee drinking: 5 red, 3 green
- Reducing expenditure for sugar: 3, but nobody wanted to minimize more
- Reducing expenditure for oil: 2 red but the others didn't want to minimize
- Reducing expenditure on umbrella: 1 red, 5 green
- 2 husbands stopped smoking cigarettes, 2 men reduced spending on clothes and 5 reduced *Khat* consumption

The women used the money they saved for investment in chicken for instance. One invested on her coffee plants and earns 2500 ETB a year by selling it to the local market.

By the end of the day, the programme was not through. The participants started to stand up and leave. It was proposed to continue on Thursday early morning which did not happen. It was confirmed at the end that all participants are willing to upscale in their kebeles and/or replicate in other woredas. Eight of the original women champions out of the 10 wanted to go to other woredas. All new champions wanted to stay in their kebele but later some were interested to train in new woredas.

Day II

Men Only

Facilitators: Linda Mayoux; Shimelis Hailu; Daniel Belema; Muluken Teshome; Petros Oyda; Leul Habte

Champions and other people who were invited (husbands of the women champions) started arriving from 09:00 am onwards and kept on coming until the tea break. We formed three groups with the first group comprised of original men champions, the second new champions and the third husbands of original and new women champions. In the third group we had two sons of (Bedria and Etenesh). Almost all of the original and the new champions brought their notebooks but did not bring pencils and pens except for the few of them.

Sitting in their groups, the original and the new champions groups were asked to discuss what changes they have managed to have and what challenges they have been facing while sharing the tools with others and working on their drawings.



The husbands' group also discussed whether their wives have shown them (shared) the tools the changes they themselves and their wives have made in their households and on their behaviours, etc...



Some of the husbands of the women champions (original) brought a notebook. However, a notebook was given to all individuals in this group which they used throughout the day.

The original champions proceeded to writing the verses of the Vision Song (*Raiye*) after their discussions of what went well and what not and the changes and the challenges they have faced. They did it in four copies so that it would be posted on each side of the walls for everybody to see while dancing around. Everybody including

original champions, new champions and husbands sang the vision song together immediately after lunch.

An interactive facilitation of the HFT was done with the husbands which took more than two hours from tea break till lunch. Only a few of the husbands (estimated 2 out of each five) knew some of the steps of the Happy Family Tree. Two of the husbands were actually among the five people being trained by an original champion. Accordingly, those who are a bit familiar with the tool were encouraged to come to the front one by one to illustrate each step to the others and all of them copied the steps (separately) to the back of their notebooks.

The new champions also did an interactive facilitation of the Happy Family Tree with Muluken. Almost all of the new champions had brought their notebooks so there was no need to give them notebooks on that day. The notebooks were given by GYEM through the original champions.

After lunch the husbands of the new and the original champions were divided in to two groups. In their own groups they were given 12 cards of two colours. They were encouraged to calmly think first about those changes that they have noticed in their respective households in their wives and also on themselves. These changes which we considered as Red Fruits were drawn on the red cards; participants drew with a marker and in larger forms as it needs to be visible for everyone when plenary was done. Next they were also asked to draw the issues that they think need to be solved in the future (things that have not changed so far and continue to be a challenge/problem). These were drawn on the blue cards as we did not have any green cards.



After the drawing, the participants were kindly asked to go out to the front to show their drawings one-by-one. As they stand and show their drawings in front of everyone, the others try to guess what the drawings refer and the one in front collects the drawings of the participants who did have same changes in their households. The groups then discuss where on the HFT that the collected cards should be posted. After discussed and up on agreeing on the appropriate part (roots, branches, etc,) the cards are posted on the flipchart. Remarks and suggestions were given by the facilitators who were (most of the time) facilitating from the back.

The major changes are still around cutting on consumption of addictive substances including *khat*, cigarette and drinks. Other positive changes include husband and wife starting to discuss on things that need joint decision making; cutting on the cost of coffee (both on the side of the wives and the husbands), cutting on unnecessary expenses for fashion trouses.

This took us through the afternoon and the husbands were encouraged to draw their own HFTs on the front side of their notebooks at home.

The day after the same process was followed (but maybe faster). The objective was threefold:

- For the husbands of the champions to draw their own HFT
- For the champions to learn facilitation skills
- For the staff to learn how to support the champions

For the last day, we focused on kebele and woreda upscaling. The agreed agenda was:

Kebele, morning:

- Get the steps of the tools at the back of the notebook: V, VJ, HFT, CLM
- One facilitator for each group who takes notes
- Separate discussion with government (as from 11:00)

Kebele, afternoon

- CLM, individual + group: upscaling plan
- Role play (we get some ideas for solving challenges through the role play)

Woreda, afternoon:

- HFT in notebook
- Discuss on DSA, notebook, map, targets, tools, schedule

Day III

Men and Women | Original and New Champions | Husbands and Wives of Original and New Champions | Government Office People

Facilitators: Shimelis Hailu; Petros Oyda; Muluken Teshome; Fekade Teshager; Rutta Firdissa; Meseret Worku; Linda Mayoux; Sarah De Smet; Daniel Belema; Leul Habte

The following is an indicative attendance:

- o *Original champions:* 10 M and 9 F
- o *New champions:* 19 M and 14 F
- o Wives of original champions: 8
- o Husband of original champions: 9
- o Wives of new champions: 8
- o Husbands of new champions: 5
- o 82 in total divided over 5 kebeles
- o Government: 6 people

Morning: steps of VJ and HFT in notebooks

As an introduction Linda explained that:

- People can share their own vision and through sharing they can get to know each other. Often in the family people are so busy, that they don't have time to sit, reflect and share. Parents don't know what their children are thinking or wanting and the other way around. That's why there are so many issues and everybody goes its own way, people are not communicating. Right from the very beginning they can share within their family, for which they need some papers and share the pencil. They can also share with friends. They should not show their vision but explain how to do it (circle with rays) and afterwards they share the content of the vision so that then they understand their own vision better and can communicate about it.
- What we had observed the past two days, is that this sharing in the household had not really happened, wives and husbands of champions did not see the tools. Men said that their wives were too busy cooking for instance and the women said their husband was out. But somehow they have to find time to sit together as a family.

Some of the participants had the steps more or less in their notebooks but it is important that all have it in a systematic way. The participants were asked to open the books on a double page (small notebook), or one page for a big notebook. During the following session new people came in and they were sent to the other room where Leul and Petros facilitated. This was done in order not to distort the process. We started with the vision journey and went through the steps (with as much participation as possible from the champions):

1. **Vision:** You don't make a plan for everything all at once. How to go from the bigger vision to the vision journey was discussed. Some said whether they should make a big circle or draw a small one. It was explained that in the end they should take one thing that they want to realize: They were asked which one do they choose from the vision? Some replied for instance something that they can achieve quickly or the ones they can achieve within a year. For everything that they have in their dreams they can make a plan, but it was explained they do it one by one. Or they can have a short and a long term plan for the same thing. When you are really used to the tool, you can do 3 or 4 things on the same journey (Multilane).
2. **Current Situation:** What is the situation now in relation to your vision?
3. **A) Opportunities:** it needs to be more than 10. You have to think first of the opportunities to make you feel positive. Otherwise as soon as a difficulty comes, you can get discouraged. You can work with others to identify them.
B) Challenges: you have to do a good risk analysis, and have to foresee yet not get discouraged. If you have 20 challenges for instance and 10 opportunities, you look if there are more opportunities that will solve the challenge. You discuss with your friends and family to see if they have ideas to address the challenges. This is why it is important to share: if they are trying to achieve something and you too, you can understand each other and help one another. The sharing is not for the project, for SNV, for the DSA, but to really help you achieving your vision and get help for the things you cannot do alone. Sometimes there are too many challenges, in that case you might for now choose something a bit less ambitious. You don't get rid of the plan, it can be useful for later. Long term dreams are important, it is just an issue of breaking it up.
4. **Milestones:** People had difficulties to capture this step, there was confusion with the calendar. A one year/six months/three months target is the next step (mostly one year), drawn as a green planned circle as close as possible to the vision. For determining the timing of the other targets, many replied every month which would lead to a lot of circles. Linda suggested they divide the year into 2 to 4 steps/milestones, depending on the vision. The first one should be about one month after the current moment (or less, but not later), because otherwise you might lose the motivation. The other ones you can put at a time when you expect something to happen like harvesting, important religious event ...
5. **Activities:** they had it correct from the beginning!
6. **Green Fruits/Red Fruits:** You ring the activities you achieved in red + the opportunities (did you get the opportunities or not). If things don't go as planned, you need to put it again forward in green, so you continue to work on the plan. Things that will never work out are ringed in blue as perished fruits. If it becomes a mess, you can do it again. Or you can buy yourself a flipchart.
7. Sharing is also very important from the start – to reinforce your own understanding, share and learn from ideas from others about ways forward and to help those one cares about.

In the same fashion, the steps of the VJ and the HFT were revised with those people who came in late. This was facilitated by Petros and Leul. There were four original champions in this group (Yasin, Mohammed, Shemilla and Etenesh).



While Mohammed, Shemilla and Etenesh brought their notebooks to the training, Yasin said he forgot to bring his notebook. He was encouraged to bring his notebook to whatever PALS process he is invited to in the future.

People were active and quickly responded to the questions (of the steps). The facilitators made sure that everybody had the steps of the VJ by morning tea break and the HFT by lunch copied on to the back of their notebooks. There were four women who came in with kids and it was a bit difficult at times to listen to one another.



After tea break, everybody put those steps in their notebooks. Then the steps of the HFT were explained (Rutta) including the green fruits on the tree. We were not able to get to the quantified HFT that day.

In the meantime Linda, Fekade and Sarah sat together with the government. We explained the tools and the importance of sharing and we gave some background on the project. The government people represented:

- Meskan, agri office, horticulture
- Soddo, agri office, horticulture
- Meskan, women and child affairs – gender mainstreaming department
- Mareko, cooperative office
- Mareko, agri office, horticulture

- Meskane, cooperative office

Linda asked what the expert from the women and child affairs office could explain about the last two meetings we had in November 2016 and March 2017. The lady explained about the vision, targets, and the drawing methodology of the tools which makes the tools inclusive for literates and illiterates. She also explained how important the sharing is. She saw that the numbers of participants had increased. Linda replied that the drawing is not only for overcoming illiteracy. That it has also a better effect in the brain (brain training), that you remember better, that everybody around the globe can understand and that you can fit much more in a drawing. In the meantime Dardebo, Abdo and Wolkito joined the group and explained the methodology to the government people (pairwise).

We explained to the government about the woreda to woreda and kebele to kebele upscaling, where we want to link to other structures like VSLA, FFS and cooperatives. It is important that champions are inclusive (so it are not necessarily the existing leaders that people have issues). Gender mainstreaming is also about men changing to reach their own vision. If men change, it makes it easier for women to do what they want to do. Men do some things out of peer pressure. So we explained that gender isn't just for women's affairs. Next to that men benefit if their wives are not completely dependent on them and afraid to share. The champions explained further how it was before where the conclusion was more or less that they have all the resources but they lack the skills to handle those resources and that they are responsible to share.

So in the selection of the champions, there needs to be a gender balance, it should not be existing leaders, but people who need the methodology to succeed. Once it is shared in the woredas from here, the same upscaling process happens and we need to think from the initial kebeles to the other kebeles. The champions who train others outside their own kebeles and networks should get an incentive, which in ideally should come from a sustainable source eg cooperative, rather than the limited-time GYEM project.

Afternoon: kebele and woreda upscaling groups

In the afternoon, the champions who were going to train in their kebeles, the 'kebele group', were put together per kebele and did the CLM (individual and at group level). At the end of the afternoon everybody had it in their notebook the CLM and with whom they will be sharing. The fruits were also indicated: green for the future, red for achieved and blue for the ones with whom it didn't work. The new people did not have the red and the blue fruits as it would be their first time planning to share with others. People had to map their relationships, because the sharing is based on self-interest. Based on that they did their kebele upscaling plan: a spider map so that they can see where they can work together while not duplicating. The indirect sharing was not indicated.

Leul, Muluken, Rutta, Petros and Shimelis facilitated each one of the 5 kebele groups. Fekade and Sarah were with the woreda group. The participants were encouraged to sit according to the kebeles they came from. There was a considerable difference in the number of people that came from the five kebeles, while there were only seven people from Enseno Usme, there were as much as 24 people in Ocha Geneme. As much as possible, an interactive facilitation of the CLM was done and when there was a pressure of time (likely because it was the last day of workshop) staff got out to the front to facilitate. Participants drew their own CLMs in their respective notebooks and aggregated their numbers per kebele which is reported in the next day closing team meeting. The number of people in each woreda to be reached directly and indirectly is also presented.

In the 'woreda' group, the champions who will replicate in other woredas and the government discussed the upscaling plan. First we tried to increase the number of women. As Abdo was the only one of the kebele, we asked his wife to join. Wolkito was also alone but his wife cannot go to other woredas, therefore he asked one of the female new champions he has been training. Mudesir is actually not able to go to other woredas but he was here to share his ideas about kebele to kebele upscaling. The level of skills to train in another kebele is less than if one goes to another woreda – it is more informal.

We explained that those champions here have been selected because we have seen the quality of the drawings and the quality of the training to others. They will get an advanced certificate.

We discussed how they will train in other woredas:

- A team of 8 champions who go together and each person trains 5, like at the open community day.
- They track the same champions.
- We asked how the practical organisation would be in terms of timing, number of days, stay overnight or not, venue, can men and women go together, can the government support in any way?

The government officials replied that:

- They have to communicate with the administration and the key stakeholders and that we have to document formally our success and challenges (which GYEM has done through the mid-term evaluation)
- The schedule depends on the season
- They appreciate the changes they saw that had been achieved by the champions
- That the support from the government is limited in terms of budget but that apart from that they are willing to support at every point: mobilize the community and use the structures at kebele level; create awareness among the champions to buy their own notebooks (we do usually give for the first batch since other people need to see the added value)
- They can invite champions at different activities for government where champions
- They can use this methodology to improve the performance of the coops

After further discussion and reflection, the champions gave their inputs, based on which we concluded the following:

- Women can go with men but not with their own husbands as then nobody takes care of the children. They can mix with different kebeles (2 women from one kebele and 2 men from other kebele for instance). Everything needs to be completely safe (no repercussions or damage of reputation). It is for them to say what is appropriate and what is not.
- Their cost will be covered and an incentive will be given. The types of benefits they can get are more than an incentive but relate to business contacts, learning about other crops ... and a certificate that in the long run can help them to find a job. Providing and planning for those non-financial benefits could be facilitated by government as part of their organisation and mobilisation.
- in terms of period, harvesting time needs to be avoided
- The women can be away from home for 4 nights, 5 days. It included half a day of travel (2 times)
- Based on this, the schedule will be as follows:
 - o You need your notebook and some flipcharts (songs are on computer)
 - GYEM staff supports from the back while you sit in 1 to 5 groups. Morning is teaching and afternoon sharing.
 - o Day 1: arrive at lunch, lunch with participants; afternoon vision and vision song.

- Day 2: change leadership map and sharing role play. Sing new local song
- Day 3: vision journey (teach the steps, facilitate the drawing in the notebooks, ensure the tool steps are at the back of the notebook and afterwards share the content). New local song?
- Day 4: HFT, the same process new local song on HFT?
- Day 5 morning: songs and certification as voluntary champion with govt and stakeholders invited. Afternoon travel home.
- Second 5 days is about 3 months later: Travel and recap on changes and peer-sharing (Day 1) Income CAT (Day 2), MLVC (Days 3/4) songs and volunteer certification 2 and travel (Day 5).
- In the meantime some sharing and changes will have happened and the champions who are training can follow-up on those.
- Another certificate at the end: that you have trained so many people ...
- One it is seeded, it goes on a voluntary basis

Some questions that still need to be answered are:

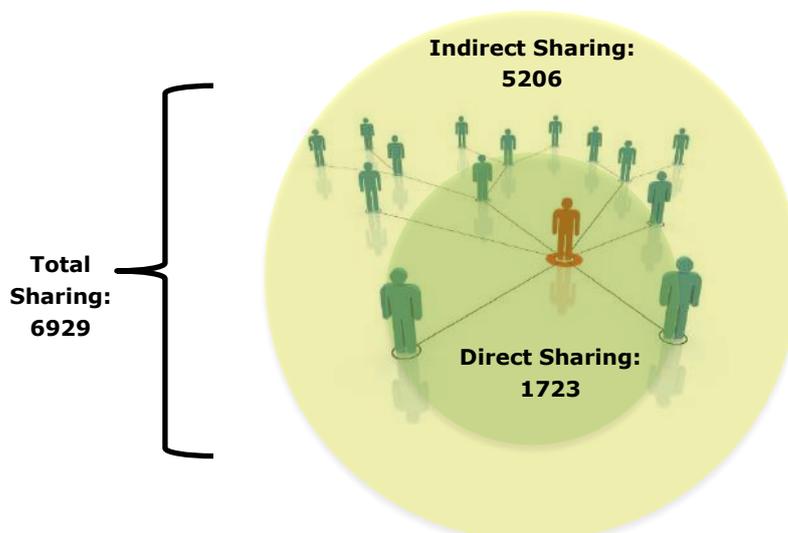
1. Go to one kebele in one woreda? Train together with the government?
 - It is suggested by the consultant that same process as Timret ie 4 champions from 5 kebeles. 1 Timret CCF to train 5 champions in groups of same education level and gender. But some groups where the CCF is less confident might need more support.
2. Different kebeles, need 4 people per kebele to have enough critical mass. Government to be trained by new champions after the first 4 tools as a refresher before the following livelihood training.

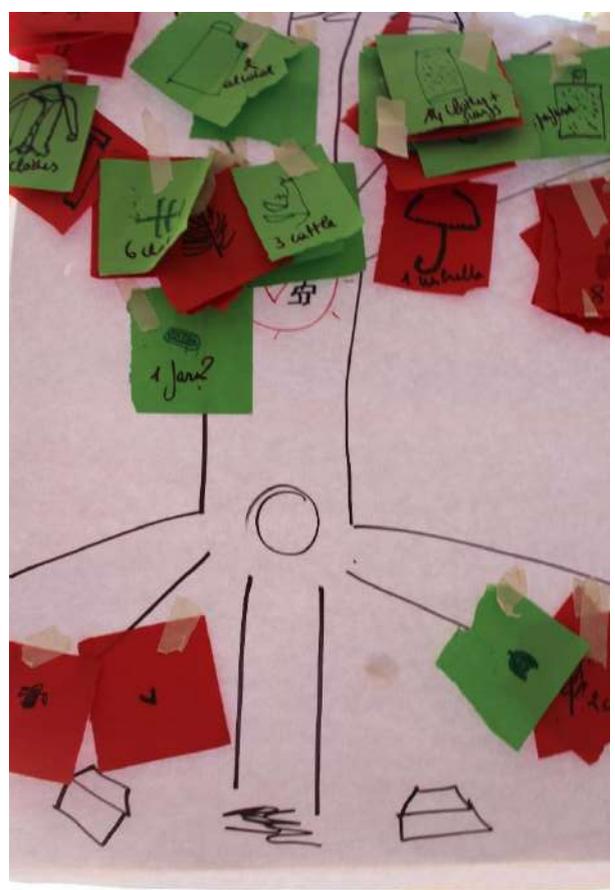
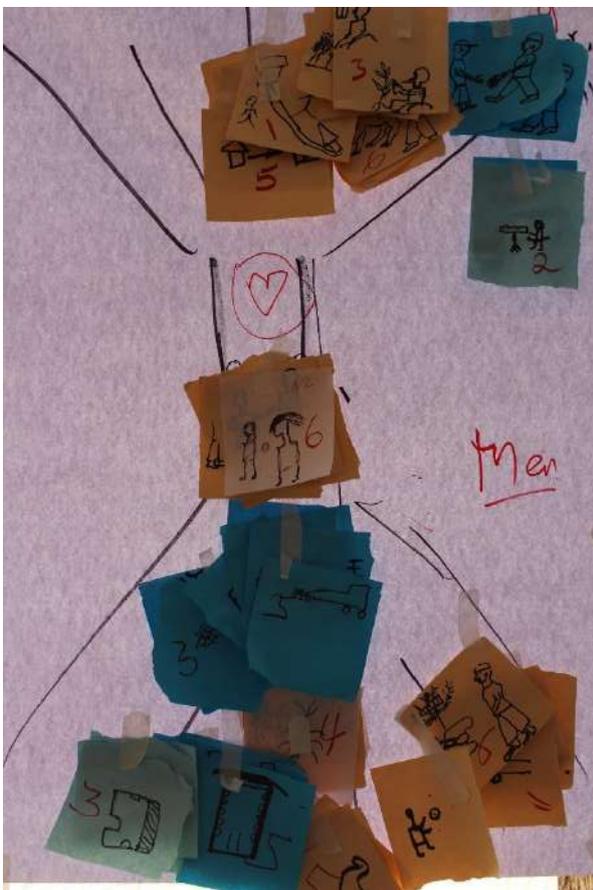
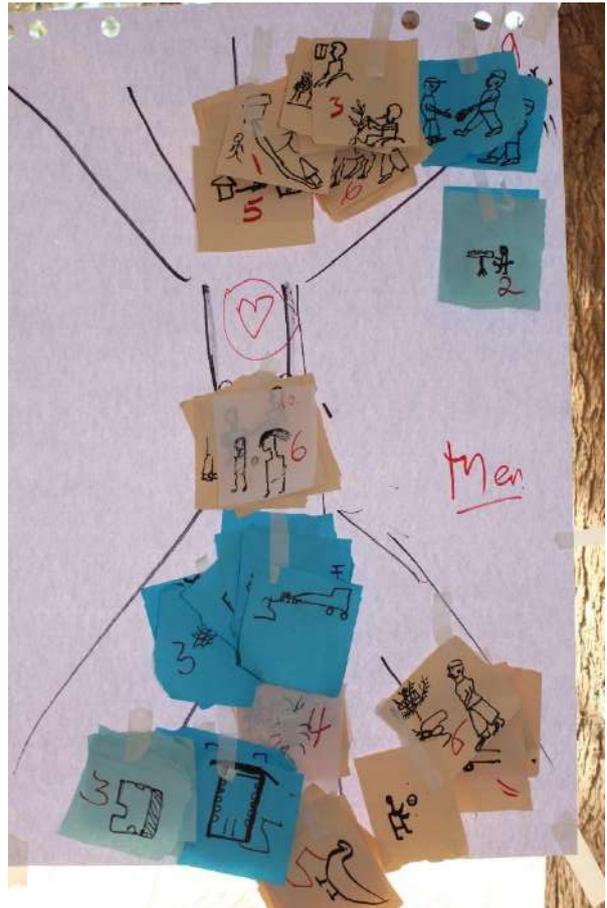
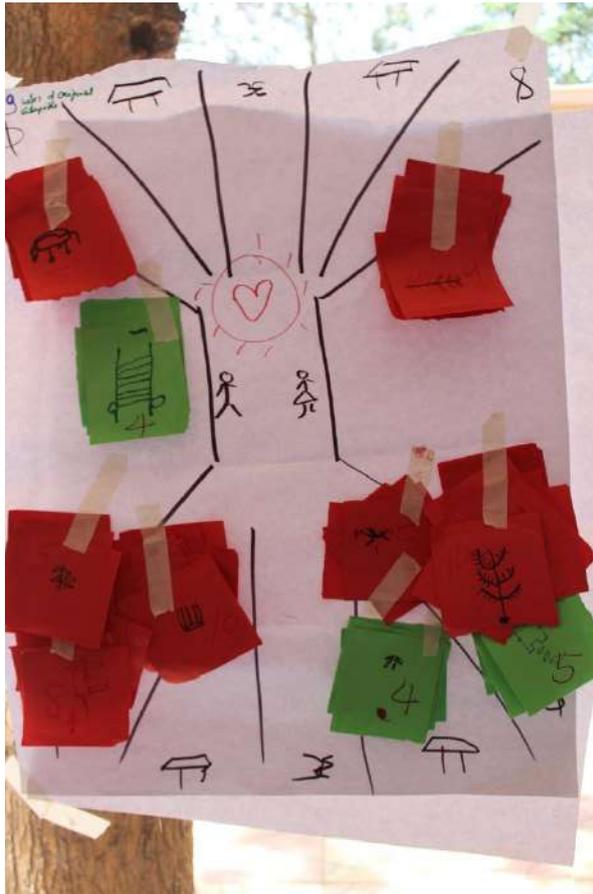
Day IV

Closing Team Meeting

We fed back on the kebele upscaling plans, but no spider map was drawn. Next time this should be included. As GYEM we are responsible for the 1st tier of upscaling. With the lead champions we can gather information on the next tiers and cross-check. We can make the plans transparent and show how everyone is supporting the sharing in each kebele (as a kind of healthy competition). To monitor the outreach of the champions we can think of a pictorial sheet for the champions. For the paid champions, we can also ask them to collect data for us. The staff would then respond to what is needed, what comes up.

The *kebele* upscaling plans from the previous day were organized and summed-up and the results are:





The focus was on planning how many people would be reached and that those which have already been reached (shared and/or trained) were not taken in to account so the above numbers do not reflect them.

The total number of participants over the 5 kebeles was 57, this makes an average of 122 per champion which is high. Per kebele the direct sharing was quantified as follows:

- Ocha: 1043 – 61 on average
- Enseno: 120 – 20 on average
- Dida: 240 – 21 on average
- Bati: 170 – 24 on average
- Bati Futo: 50 – 6 on average

We need to know why there is a difference between the kebeles. It can be related to the fact that the woreda champions were in the woreda group and thus not present for these CLM (this was particularly true to Enseno usme from which the original champions Mudesir, Shemilla, Bedria and Fedlu are from. While Mudesir and Shemilla were in the woreda upscaling meeting, Bedria did not come, to the level of experience of the champions in the respective kebele group, to the fact that some people have smaller networks than others.

The aim of those maps is for people to identify and increase their networks. Some women might feel they have a small network, but are not alone as they think. We need to encourage them to think more and not to make them feel bad. Within each kebele you can also do CLM for men and women separately, it might reveal that women usually have smaller networks than men and it shows the gender differences in outreach.

We continually have to reinforce the direct and indirect sharing: 1-5-3-3-... it needs to be a chain, nobody can be directly responsible for 1000 people, but they can be the catalyst for that type of network. We need to develop networks of dissemination downwards and information upwards so everyone benefits from the range of trainings people in the network are receiving. As champions apply for level 3 certification part of that can application can include a filled in spider map. But the peer sharing can also be aggregated on a spider map at group level, or ultimately cooperative level
Action point: follow-up and get the CLM up to date with CCFs.

The past three days were really to give the process a boost. But as GYEM staff we need to integrate our follow-up: how many times did we visit the champions, how easy was it, what did not work well ... The challenges is that there is not stable community-level group and therefore things are much more relying on staff. The role of the staff is to document (not extract information!), ask questions to the champions that help them to move on, see how the changes are happening and analyse how to support (next project). If it is done in this way, it should not be too heavy on staff. People should not think they have to be perfect before they share. Sharing at vision stage requires only one sheet. Once they have a vision they might be much more motivated to buy a notebook. The tools might change adapted to their reality. If people are too result-oriented, they are more scared to make mistakes. But the champions are quite skilled now.

At the end of the project the champions should get a new certificate for which they can apply yearly. For their application, they have to submit a list of names and we need to check whether this is correct. If not, the application is cancelled.

Criterion to be certified as a trainer (certified trained):

- Personal changes: tracked and new plan – working diagrams (all kinds of colours of fruits)
- Sharing (with spouses) and change at home with the spouses (certainly for the men))
- Number of people they have shared with outside the family (direct and indirect)/ get the idea in that these people also share with other ones – how

many people exactly (bearing in mind that women's networks are not as large as those of men)

- Quality of the tools (bearing in mind the illiteracy level)
- Quality of facilitation

For those who do it voluntarily (within their kebele): community facilitator.
Assessment: PM

We distinguish between direct monitoring and 'rest' for which we assume it went in the same way as with the direct monitoring. We restrict the number of people we feed into excel. What really should be followed up is the changes. For the moment this has been 'easy' but once we reach 1000 people we cannot monitor in the same way. Therefore we reduce the number of indicators to what is really important (what is easy is often not so important). As issues come up we do qualitative assessments (guideline, interview structure) and focus on why some people are managing and others are not. We aim at improving practice while measuring.

Action point: which indicators from the HFT can we take? We should focus on what is difficult for the future to change.

The Multilane Vision Journey for Timret Union

Team Timret presented their multilane. It was a very good first draft which is detailed and did promote discussion and thinking on linkages and where we can make the interlinkage concrete and the indicators we need to measure. Some comments:

- All lanes can be gender-disaggregated.
 - Top lane is **production/productivity** targets. Could mark on here women/men trained/reached/women's crops etc. Number of women trained in FFS etc. To make that really visible – preferably use symbols.
 - Middle lane is **gender relations** changes mostly from HFTs – division of work, expenditure, decision-making. Women/youth in leadership could also go here as power relations.
 - Bottom lane is **numbers of people/outreach** eg coop membership/VSLA membership, PALS peer training, other woredas etc. Gender disaggregated again.

Then you can see how lanes 1 and 3 can maximise contribution to gender changes. And gender changes eg increased income for women to expansion of VSLA/coop membership. And put arrows.

- The VSLA membership and leadership should go on the middle lane
- We can make sub lanes
 - In the 1st lane: commodity, coop membership, coop leadership
 - In the 2nd lane: champions, FFS, VSLA, community – changes in gender should be considered and how these changes are linked to changes in FFS, VSLA, community ... the middle lane is the biggest part
 - In the 3rd lane: the direct and indirect upscaling (woreda and kebele)
- On the second lane ownership of assets should be included and participation in the community, and furthermore implementation on gender. Decision-making is more difficult but we could measure how many gender issues are included in discussions.
- We need to involve more on the FFS – Sarah will take it up with Gerrit. We can include lead farmers in the CLM. It is good to have a proper plan for this. And use of LMC to help with investment in good production.

- We can make a photograph of every single FFS at the beginning and the end to assess the women participation and the same could be done for VSLAs
- It is good to have separate outreach (FFS, VSLA ...) but now is the time to integrate, it will threefold the impact of the intervention
- More of the women champions should be considered. This needs to be done for all as part of the CCF facilitation strengthening after making sure they all have the 5 tools in their notebooks.
- The 3rd lane: a distinction needs to be made between direct and indirect outreach and how to set up monitoring. Are the groups of 5 growing in number or will there be more groups? It should also entail information on tools that are being up scaled, the number of woredas and the number of champions. Probably a mix of groups growing and more groups. All plans should be based on estimates by the champions.
- The risk analysis should be done in more depth
- The plan can be adapted (Photoshop/collage): Means that as you reach one milestone, you can adjust the next and collage on a clean version of your final version for the next milestone based on experience.