

Gender and Youth Empowerment in Horticulture Markets (GYEM)-

This document is a minute of meeting held on 11/12/2017 on issues related with the Participatory Action Learning for Sustainability (PALS) Process among GYEM team and the consultant.

TEAM MEETING

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The purpose of the meeting was to explain and agree the purpose, content and what was wanted from the following training, and roles of various people. That in the context of discussion to decide and agree on project directions going forward on issues including changes, peer sharing, monitoring and follow-up of the champions and the overall process, certification of original and new champions, upscaling with in kebeles and across woredas.

It was suggested that the *multilane vision journey* could be done at project level for each of the regions with 3 lanes (from top to bottom): **value chain, gender and upscaling**. All lanes are means for the level above and are also an end in themselves. The vision represents the changes that the project aims at achieving. It was agreed a suitable structure to support the champions in upscaling (including the certification type and process) should be in place.

CERTIFICATION OF COMMUNITY CHANGE FACILITATORS – to train in other kebeles and woredas and deepen change in their own community

The need to be clear on at what level we provide certificates was stressed: which criteria do we use for which type of certification and graduation. (See PALS overview for the following clarification from Linda).

There are different levels of certification:

- 1) **Voluntary Peer Trainer (champions) upscaling in own community and networks:** This is to give the champions status and respect so others listen to them. But the criteria for certification should be full attendance and not too difficult – either full attendance at a training workshop (original champions already have this), or having all their own diagrams and the pictorial steps in their notebooks from peer learning process (assessed by SNV). On this certificate the word 'voluntary' should be clear – in other places people had assumed the champions were paid and so did not value their voluntary commitment and that they were giving their spare time. If people think the champions are paid, then also new people will not share with others, they will leave it to the 'paid people'. It is good if these certificates are given at a public ceremony in the kebele with local government and other stakeholders to maximise community visibility and respect – and hence interest of many others in the community to learn. It is also good if there are periodic certification and champion recognition ceremonies eg every 6 months – these could be organised by champions with local government through the kebeles beyond the end of the project.
- 2) **Community Change Facilitators (CCF):** These are the people who graduate from voluntary peer trainers to train in new kebeles and woredas and for other organisations on a paid basis. Anyone who wants to be a CCF should be able to become one and it is the task of staff to give them the right support to do so. There are champions who start out already confident and capable, and there are champions who want to train but don't at first feel confident. Both are needed in the upscaling process. For instance, Abdo cannot train women like Bedria in the same way as she herself could do because their backgrounds, needs and ways of learning are different. Also their opportunities and constraints for change. The aim

of the PALS process is not lots of people with perfect tools, it is change and development. And particularly empowerment for the people currently most disadvantaged. The criteria for certification need to reflect this diversity of needs of people to be trained, and the diversity of ways they may use the tools to change their lives. The facilitation process in the trainings they give should also be adapted to what they can do – mostly sharing in small groups rather than standing at the front presenting, or even facilitating from the back.

The criteria for certifying CCFs should therefore be:

- 1) **People using the tools themselves and changing their lives** – men in particular as the people with currently most power should need to have significantly changed gender relations in terms of shared decision-making and assets with their wives. Women could have made changes in growing businesses, greater equality of assets and participation in major decisions. These criteria should be discussed and agreed with the men and women champions' so it is clear and transparent – becoming helping them to achieve. The change should be clearly indicated and tracked (honestly) on their own diagrams.
- 2) **Demonstrated commitment to training others** through the voluntary peer sharing. Both numbers of people reached, existence of a chain of sharing from there, and the quality of the individual diagrams and diagram steps in the notebooks of those trained. They should have clear explanations and strategies to inspire new people to buy their own notebooks and pens. Here the requirements in terms of numbers and quality should take into account that men, particularly better-off men and young men, are likely to have bigger networks of people with time to sit with them to learn. And that learning will go more quickly for people with formal education. Poorer women who cannot read and write are likely to have more restricted networks of people with less time and who take longer to learn – but those are people who need to be reached for an inclusive process. So the criterion here is based on commitment and effort as well as outcome.
- 3) **Clear understanding of the PALS training process.** In preparation for certification, the champions should have all the steps of each tool in pictorial form at the back of their notebooks – it is these steps they will share so that new people do their own diagrams. They should also be familiar with the pictorial number system so that they can explain this to people who may be training people who cannot read and write. They should be clear about the Change Leadership Spider Map and the need to stress in their training the pyramid 1-6-4-4 process (in Ethiopia saying 1-5 seems to echo the government structures too much, and so the chain process is not understood enough, so suggest changing the numbers slightly).

CCFs should be self-selected - invited from currently active champions based on criteria 1 and 2. They should be given a skills reinforcement training before they go to train, to ensure that all have the clear understanding in criterion 3. Those who have not updated their own notebooks would have to have done so before they are finally approved – time with staff could be allocated in the morning or afternoon before and after the main workshop. The CCF certificate would then be given at the end of their first outside training. But it is important that the actual paid work is rotated so that the skills and certification is spread to as many potential CCFs as possible, and the system remains dynamic.

The CCF certificates should be on three levels:

- 1) **Level 1 Certificate: CCF Core planning tools:** this certificate should be possible for everyone. It involves ability to inspire change. The certificate would qualify people to offer themselves as paid trainers to government and other organisations in the basic planning tools, through the group peer training methodology with 1 champion for 5 people. This certificate should be recognised as qualification for

preferential selection in other types of training – as evidence that these people have developed networks and skills to both learn themselves and share whatever they learn with others and increase the impact and outreach of other trainings. Those selected in December would be eligible for this after they have had the facilitation skills training, and given their first core tools training.

- 2) **Level 2 Certificate: CCF Livelihood strengthening tools** (including pictorial number system): this certificate would be more advanced and requires more knowledge of livelihoods, business etc. It should be possible for anyone involved in agricultural production with a LMC that they are following to get this certificate, but preferably they would have attended also other livelihood/business trainings between level 1 and level 2. Those selected in December would be eligible for this after they have given their first livelihood strengthening training.
- 3) **Level 3 Certificate: PALS lead facilitator** CCFs who continue to use the tools and change themselves, have gone through levels 1 and 2, and can now lead a training process including facilitation of workshops from the back. This certificate would be given to the best CCFs by the end of GYEM as a handover to sustainability. They would be asked to submit to SNV a report on their changes, and a list of people they have trained to a level at which they are satisfied with the total numbers they have trained. They cannot be held responsible for 100% success of training. But of those they are satisfied with SNV chooses a random sample of 3 people from their list and cross-checks. If those details are accurate and quality, then it should be assumed the others also will be. Their profiles in their own words (own language, Amharic and English) should be displayed on the PALS blog, with their achievements and contact details so that other organisations can contact them directly if they want trainers. This is the certificate that could be given now to all SNV staff on the ground after they have attended the facilitation skills training, and given their first PALS upscaling training in another woreda.

The overall aim should be to build up a team, with a vision of a change movement that can work with government and other organisations, as well as lead on PALS after the end of GYEM. With profiles and contacts on the blog.

For staff with proven expertise of managing a team of CCFs and managing a PALS process from the beginning, it is hoped that some globally recognised accreditation will be in place by the end of GYEM. But a **PALS lead practitioner** certificate as the highest level could also be agreed with SNV, and linked to processes in other organisations.

How should tracking be done?

This is done by the champions on their own diagrams, shared in group meetings (eg the 1-5 teams once they are established also VSLA meetings etc) initially supported by staff covering: the changes, the peer sharing and 1-5 training. Tracking is done by champions, shared in group meetings with support and documented by staff. It is only for CCF level 3 certification that any random visits are needed. The Change Leadership Map is now Tool 2 to keep the peer sharing at the heart of the training from the beginning and for reinforcement of champion skills as well as to increase and monitor outreach. **The incentive** for a champion to train others is not only payment but reinforcement of their own skills, possibility of exchanging information on certain crops and access new markets through improved networks and contacts, learning about other trainings from people they share with (maybe they exchange knowledge and skills) and committed champions could get preferential selection for new trainings because of their proven ability to use and also share what they have learned. There is a need to carefully observe the dynamics of the champions as to who comes in to the process as a new champion and who drops out in order to understand the opportunities, challenges and particular strategies people can use.

The systematic follow-up of changes and continuing to work on the tools such as the multilane livelihood calendar was mentioned as very important for champions to deepen their changes. For instance somebody who has done the multilane calendar and who has managed to increase their income by the end of the year more than if he/she had not one can even increase their income by greater amount for the next year because of the learned opportunities and challenges.

What resources are needed?

Written notebooks are not required or desirable. These are unlikely to be used. And special notebooks will mean that anyone who does not have this is less likely to come forward to learn, and unlikely to then share with others. So the peer sharing chain will be broken.

Simple pictorial steps for each tool should be drawn by champions themselves at the back of their notebooks. This is what they share. People they share with buy their own cheap notebooks and at least a pencil – though to start the existing champions may give them one sheet of paper and lend a pencil. People should be serious if champions are giving their time to teach them something useful. The new people then copy the pictorial steps at the back of their notebook.

Before the upscaling in other woredas, the CCFs should be given a facilitation strengthening training, with a hard-back nice notebook where they will copy these steps as part of the training. They all now have them in their existing books, but still a bit untidy. See pictorial guides given in the final version of the Toolkit. But it is important that the champions copy these and can present to others. They should not be given printouts. That means then that anyone they share with – up to millions – can repeat the same. Only CCFs get a nice glossy notebook after proven effort. That means also it is easier to crosscheck on the peer sharing based on what new people have in their notebooks.

In addition to this for quick publicity, promotion and fundraising, it would be possible to print some branded:

PALS school/notebooks with just the names, diagrams and names of each step in local language (ie not necessarily Amharic). In black and white for colour added. And the 5 CEDAW women's rights. No details. Editions each year could include the names/photos of the top 5 champions in that area. They should be designed with the champions, not in Addis. An example from Tanzania is linked on the gamechangenetwork blog. These could be sold instead of children's schoolbooks at same cheap price for colouring in and use by teachers. They could also be bought by new champions as their PALS notebooks so these stay special.

A calendar with a blank LMC framework – though this needs to allow for lanes to be added. See example at the back of the LMC Tool.

No glossy manuals or notebooks are needed. For peer sharing, CCF level 1 and level 2 certification, the above is sufficient. And the training is just in small groups with 1 champion to about 5 new trainees.

The only manual that might be useful is for CCF level 3. But a set of video interviews etc with champions explaining each tool and what it meant to them and of facilitation role plays that they could incorporate into the training they give would be better than a written manual – as the process will still need to be inclusive at that stage with people with little formal education.

Some points to be kept in mind regarding the notebooks are:

- Who is going to be using what?
- What would they understand?
- What sort of process would then needs to be gone through?

Videos, songs (with incorporated steps) could also be used in the upscaling.

The consultant suggested the use of more songs in the PALS process. She referenced to a research that singing and particularly singing and dancing together (with others) makes people more intelligent and that it removes a lot fear and resistance. This could be used to transform gender relations as well. She commented we should integrate more songs in to the process and that she sees this to be feasible and could go well in Ethiopia.

UPSCALING:

For **upscaling**, there are 3 levels:

- **Within the kebele and champion support networks around:** informal voluntary sharing (now) 1-5-3-3 within networks and the 1-5 groups aiming to get complete coverage of champion kebeles (i.e. already in thousands just with this) and in the process strengthening cooperative membership With the current arrangement of the five people who are meeting regularly, the following points need clarifications:
- **What is their motivation? What do they want to do? (see suggestions in Overview)**
 - Is the attendance regular; is everybody coming; If not, why not and what can be done to improve?
 - How long are they spending together;
 - What do they exactly do when they are meeting; do they think any of that time could be better used?
 - What they want to discuss and do as a group going forward?
- **From kebele to kebele:** formal 1-5 training
- **Woreda replication** – with afterwards the same upscaling process within that woreda Need to develop a team – with recognition that people can inspire people from similar backgrounds to them. All the first trainings people do should be 1 person to 5 new people, matched on the basis of gender and level of formal education. Staff to give support to those with little education, and the most advanced group so both levels are covered to leave behind, and can then work together to bring up the rest. The staff needs to support the champions who take the lead in facilitation (meaning doing the recap and more advanced tools/facilitation). A mix of champions train through sharing (1 to 4 or 5) like done during the open community days, with the government people included. Some champions might have contacts in other woredas (women who have married to other families and left their kinship for instance) and that should also be considered as an opportunity to reach more people in other woredas. A gender and literacy balance should be kept and checked in the champions who are selected for upscaling. In the woreda replication, there is no need of printed notebooks but maybe good flipcharts and video and songs as pitch.

In SNNPR the woreda replication would be done through 14 (7 women) active and new champions screened out during the workshop after evaluating their performance of up scaling within their own woreda (Meskan) for the last 3 months. This up scaling training will follow somewhat similar approaches as that of the piloting program in Meskan. The distinctive feature is related to the arrangement of the training days. It has two phases of training each having 4-5 training days. Men and women champions will go together and train 20 (10 men and 10 women) new champions for 4 or 5 consecutive days. The ones who would be trained will exercise the tools and make changes to their lives for 2-3 months. After 1-3 month stay the trainers will go to provide the second phase (livelihood) training to the new champions. This interval gives enough time to the trainees to apply the tools and see changes on their day to day lives. Another difference from the piloting program is all the trainers are the champions not project staffs. The project staff will be responsible on facilitating activities (venue, stationery, and accommodation etc arrangements). The government stakeholders will be part of the training in the whole

training process to ensure the sustainability and to provide support in PALS up scaling training through their own structure and creates enabling environment to the champions found at their own woreda. Men will train only men champions. Similarly, women champions also responsible to train new women champions.

- DSA, other costs and incentives need to be discussed
- Community-led action learning: after people have understood the tools and made their changes, we bring it from individual level to community level.
- The role of government is to really understand the champions and support similarly in other kebeles. Further discussion is needed on which offices and departments, it is not necessarily the women and youth affair's office since gender matters to women and men.

SUSTAINABILITY:

The need to sustain and transform the regular meetings the original and the new champions are currently having in to a long-term community (group) problem solving platform was also discussed on the meeting. Champions like Abdo have completed all the tools and are now refreshing. After the tools have been covered and there is a need to proceed, the groups can do the tracking of changes and can also continue to identify what is working and what is not. If the same people are going to be present in each of the meetings, a **systematic follow-up** that leads to community led monitoring system incorporated in the Community Action Learning which is at a draft stage could also be done. Some ideas were also proposed on order to motivate people coming to the regular meetings:

- Linkage with the VSLA and setting up their own VSLA
- Discuss on production (follow up on the 'increasing income' challenge action tree) and use this as a basis for meetings

In addition to that champions can also discuss if things have gone well for some and not so well for others they can discuss what happened and those who have not succeeded by then can also succeed in the future and. Champions can exchange views and experiences. Once the group has finalized a proper reflection on this year's plans, opportunities and challenges, then they can proceed to planning for the next year. This is one way the groups can continue functioning.

Sustainability and Post-GYEM PALS: The women's affairs office is the office strongly involved with the PALS processes so far and the one likely to continue being involved in the process. They are also responsible to mainstream gender in government structures. The team asserted that this office should take the lead in the PALS implementation process. However, the consultant suggested that the women's affairs office can also take a monitoring role while implementation is done by the agriculture development bureau. The need to get them engaged with the project activities in advance (well before the project ends) was also raised as an important point.

Annex:

The following is a proposed schedule for PALS Catalyst and Livelihood sessions in the community.

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 for teaching and the afternoon sharing.

- 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