



FLA NESTLÉ GENDER DIALOGUE PLATFORM: GALS TRAINING REPORT

Report prepared by the Fair Labor Association
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A Working Group during GALS training in Zaranou.

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I. INTRODUCTION

In July 2014, following Oxfam's¹ the “Behind the Brands,” the Fair Labor Association (FLA) published a report on the roles of women in Nestlé's Supply Chain in the Ivory Coast². In response to one of the recommendations³ made by the FLA, Nestlé committed to developing and promoting local women's associations in its supply chain.

To achieve this objective, Nestlé and FLA are collaborating to implement a two-year pilot project in two cocoa growing communities supplying to Nestlé: Yaokouakoukro (Gagnoa) and Zaranou (Abengourou). The overall project activities include; 1) community profiling and mapping of women's associations; 2) a baseline assessment to identify the involvement of women in local governance structures and their needs, 3) capacity building interventions at the community level, and 4) an impact assessment.

II. TRAINING CONTEXT

Project staff, assisted by Nestlé staff, initiated field-level activities with introductory community visits from March 16 – 27, 2015. The objectives of these community visits amongst others⁴ were:

1. To explain the project's objectives and proposed methodology with the communities to generate interest and buy-in;

2. To consult with local stakeholders on the project's activities and key performance indicators;

During the initial discussions, project staff identified a number of topics requiring further dialogue at the community level (especially between decision-making bodies and women⁵). The economic independence of women emerged as one of the most important issues⁶ in the communities, and project staff also identified the following goals for the project:

- Support for the organization and formalization of women's associations;
- Training of women's associations in leadership, effective management, drafting of administrative documents, archiving, agenda-setting, holding meetings, and effective communication techniques;
- Sensitization of women about cohesion and unity;
- Fostering communication between village leaders and women's associations for social change that will reduce the gender related gap in communal governance;
- Training on personal development topics (public speaking; self-esteem; self-perception; overcoming feelings of rejection, fear, and bitterness; and development of a positive attitude);
- Raising awareness in the community of gender equality;
- Decreasing gender inequality, aiding decision-making ability, achieving women's empowerment, and promoting dialogue;

1 <https://www.oxfam.org/en/pressroom/pressreleases/2015-03-31/unilever-takes-top-spot-oxfams-behind-brands-scorecard>

2 http://www.fairlabor.org/sites/default/files/documents/reports/nestle_gender_report_7-9-14_0.pdf

3 Explore the establishment of women's platforms/forums in communities that could serve as a dialogue platform to handle and redress grievances.

4 Please refer to the Community Visit Report for a detailed overview.

5 Review the Community Visit Report for details.

6 FLA is in dialogue with Nestlé to define a strategy to address the issues through other activities as part of the Nestlé Cocoa Plan.

Based on an initial exchange of ideas, research and review of the Gender Action Learning for Sustainability (GALS) methodology during a workshop in Nigeria by the two Abidjan-based FLA staff, GALS methodology appeared to be an appropriate approach to address some of the above-mentioned intervention areas. Therefore, the FLA invited Dr. Linda Mayoux, GALS global expert, to implement the GALS methodology in Zaranou, one of the two target communities covered by the project. The goal was to conduct all activities in the community along with a training-of-trainers (through an action-based learning approach) so that the FLA staff and Nestlé local representatives are equipped to replicate the intervention in the second project community.

This report provides an overview of the capacity-building interventions conducted in the two communities in 2015.

III. GENDER ACTION LEARNING FOR SUSTAINABILITY (GALS) AT SCALE

According to Dr. Mayoux, gender empowerment is not something that can be taught like a production techniques. It requires women, and also men, to have a realization and vision that things can be different, that gender inequalities are not 'natural' but social constructs. It also requires people to analyze their lives and be willing to change. That change is easier if many people come to a realization together and support each other in the positive changes they want to make.

GALS at Scale is a cost-effective and sustainable community-led visioning and planning methodology. It helps women and men to have more control over their lives and work together on a basis of shared visions and

values of equality. People begin by developing their individual visions for change, with achievable targets and road maps to move towards these visions. A key focus is analyzing and breaking through gender-based barriers at the individual level and within the family and personal networks. Participants draw their diagram plans in notebook diaries, in which they continually review and track their own progress as a process of reflexive learning, based on their own planning needs.

The methodology uses participatory techniques and adapted versions of four core diagram types:

- Road Journeys,
- Trees,
- Circle Maps,
- Diamonds.

The same basic tools are then further developed as business and livelihood plans within which gender equality is mainstreamed.

People identify others in their families and support networks with whom they have a self-interest in sharing the gender messages and GALS methodology. The methodology thus scales up through voluntary 'pyramid marketing.' The most effective voluntary community trainers are later paid from the additional profits and resources they generate for an organization or company through training in new organizations and communities⁷.

⁷ The GALS methodology relies on a cascading structure. Trainer and community based volunteers trained on GALS methods can use the same in their own communities or in other communities. The parties interested to get this type of training conducted (Government, Cooperative, Companies, International NGO, Local NGO etc.) can secure the services of the GALS trainers and the community volunteers to train other beneficiaries in lieu of some form of compensation. This compensation becomes additional profits and resources available to community trainers.



FLA staff being trained by Dr. Linda Mayoux

GALS tools and participatory processes originated in work by Linda Mayoux for Hivos, Oxfam Novib, the International Fund for Agriculture Development (IFAD) and the International Labour Organization (ILO) in East Africa and with micro-finance practitioners in Latin America and South Asia. Under the Hivos GALS@Scale coffee initiative the methodology was adapted to the needs of private sector companies, large cooperatives, and governments. The successes of these initiatives in terms of changes in gender relations, improving quality and quantity of production pointed to its suitability as the methodology to be adapted for the FLA-Nestlé Gender Dialogue Project.

IV. TRAINING ACTIVITIES

i. Part 1: GALS Training-of-Trainers

Training-of-Trainers was one of the major goals of the GALS training held by the GALS global expert in Côte d'Ivoire. During the workshop in Zaranou, two FLA local staff and Nestlé's representative participated in all training activities alongside Dr. Mayoux. Additionally, the FLA trainers benefited from four days of in-depth trainings and discussions with the gender expert. These discussions focused on potential challenges, most appropriate tools, and how their use will support the implementation of the FLA-Nestlé Gender Dialogue Project in Côte d'Ivoire.

ii. Part 2: GALS Workshop at Zaranou

The gender expert held the first workshop from August 20-25, 2015, in Zaranou with the support from the FLA staff. The opening formalities with the Zaranou authorities attracted a large number of community members⁸. Between 150 - 350 women and 10-15 men came for six hours over six days for the training each day, going home for lunch. A large number of women continued to come even after the training closed. The workshop culminated in many women dancing from the chief's house through the market showing their vision drawings to other women as they went.

1. Challenges of Zaranou's workshop

During this workshop, FLA staff identified the following specific challenges to following the tool '**Rocky Road to Diamond Dreams**' in the GALS Manual⁹ with a small group of 20 pre-identified champions:

- The aim of the project is to work with the community as a whole and at present the existing **social structures** are fragmented. There are many different ethnic communities living in the same area. These ethnic groups are bound by unequal relationships and speak different languages, thereby making communication difficult. This means that the methodology needs to spread through many informal arrangements from which representative structures can emerge, not through one imposed structure. Identifying champions in advance would risk focusing on people who - even if they themselves committed to changing gender relations in their own lives - would start to 'preach' gender-

equality to others and would not be listened to because of divisions within and between the communities with no clear and transparent mechanisms for representation of all groups in the project.

- The main focus of the project is **gender** and so the gender tools have been a focus from the start. The different communities have very different gender issues. Initially most women said there were no gender issues in their families. Some of the communities are matrilineal¹⁰ and so income rather than land ownership is the key challenge. By contrast, local Muslim communities are not matrilineal, and emphasize women's subordination to their husbands in all matters.
- There is a very high demand from women from all communities for their own **independent economic activities** and in some of the cultural contexts it is likely that women would retain control of their incomes. Women must be able to justify to men the time they may want to spend in meetings and on income-generating activities. Initially women should learn to do their own market analysis to gain experience and discipline in making even small income increases, changing relations in their households so that men and better-off women are less likely to take over once larger-scale activities are started.
- There is a very high level of **illiteracy** particularly, but not only, for women. There is no one common language and most women do not speak French. This

⁸ Annexe 1 &2

⁹ [http://www.oxfamnovib.nl/redactie/Downloads/English/SPEF/140701_RRDD_manual_July_small\(1\).pdf](http://www.oxfamnovib.nl/redactie/Downloads/English/SPEF/140701_RRDD_manual_July_small(1).pdf)

¹⁰ In a matrilineal descent system, an individual is considered to belong to the same descent group as her or his mother. This matrilineal descent pattern is in contrast to the more common pattern of patrilineal descent from which a family name is usually derived.



A working group in Zaranou.

means that some women relying drawing for written communications, together with participatory and analytical skills they need to develop their own plans. The GALS methodology needs to focus on developing confidence in these areas first. Once that is done, experience elsewhere suggests the rest can come quite fast.

- **Interest of men in the project is very limited.** Although women were asked to invite their husbands, the Zaranou workshop was conducted in the rainy season and women said their husbands were busy in the fields. At the same time the workshop was well received by key men in the community like the Chief and Muslim leaders.

2. Achievements of Zaranou's workshop

The Zaranou workshop proceeded with the use various tools from the GALS directory, as listed and explained below.

a. The Soulmate Visioning

Through this tool, the facilitator showed participants how to map their visions and their dreams. At the end of the exercise, participants had identified seven main activities in which they would like to engage:

- 1) food crop production,
- 2) food crop trading,
- 3) shoe and clothes trading,
- 4) chickens, pig and sheep ranching,
- 5) fish farming,
- 6) cocoa farm creation and
- 7) hardware store trading.

Then, the participants were grouped according to their primary interest.



Women presenting their vision.

The workshop used another tool, the Challenge Action Tree, to analyze the eight activities that emerged from the Soulmate Visioning.

b. The Challenge Action Tree

This tool permitted the groups of participants to analyze the challenges that they face, and to determine the actions they should undertake to overcome these challenges and achieve their visions. This tool also guided participants to list the individuals who should be involved in the implementation of each project. Challenges are mapped along three main axes dedicated to:

- 1) production issues,
- 2) social issues, and
- 3) market-related issues.

c. The Empowerment Leadership Map

This tool taught the participants how to share what they have learned with others community members. During the training session, and by applying this tool, 160 trainees (132 women and 28 men) modeled how they would share their learning experience with 848 others members of the community (family members, friends, members of their church or mosque). Participants identified 415 women and 443 men to share with, averaging five persons per trainee.

d. The Gender Justice Diamond

The Gender Justice Diamond focuses on gender stereotypes and norms, which stand as barriers to building a community free of gender injustice. Participants used this tool to describe what they like or dislike as men or women, what they think the opposite sex

likes or dislikes, and what likes or dislikes are common between the sexes. This analysis prompted participants to reflect on what they want now and for the future in terms of gender relations, and to exchange ideas with other women and men to catalyze progress in households and in the community.

e. The Vision Road Journey

At the end of the training program and given the interest of the women participants, the gender expert developed with them a vision road journey. The philosophy of this tool considers that we need to start our road to the future somewhere -- to have faith in the possibilities of progress and change and to develop the habit of visioning, planning, and assessing our progress. This tool helped the participants to draw their main vision, and to plan activities and steps and make a SWOT¹¹ analysis to achieve (and monitor the achievement of) the vision.

iii. Part 3: GALS workshop at Yaokouakoukro

From September 7-14, 2015, the FLA's field staff independently conducted the GALS training in the second project community, Yaokouakoukro. The training began in the presence of the cooperative managers and community leaders. The workshop had an attendance of 150 people with an average of 126 participants per day including 30 men (24 percent of the men in the community) and 96 women (76 percent of the women from eight camps (Yaokouakoukro, Blaisekro, Chantier, Zibouyaokro, Danielkro, Kopakro, Goli N'guessankro and N'zuékro). Some representatives from other communities (Zigopa, Salifoukro, Allakro, Zérétikro, Djakro) and the members of the cooperative USCRG were also present to benefit from the training.

¹¹ Strengths, Weakness, Opportunities, Threats

The training was conducted using two main languages: French and Baoulé. The women's association of Yaokouakoukro (Bah Mé Tioh) also attended the training, bringing members from several surrounding camps. Each camp sent both women and men to the training session.

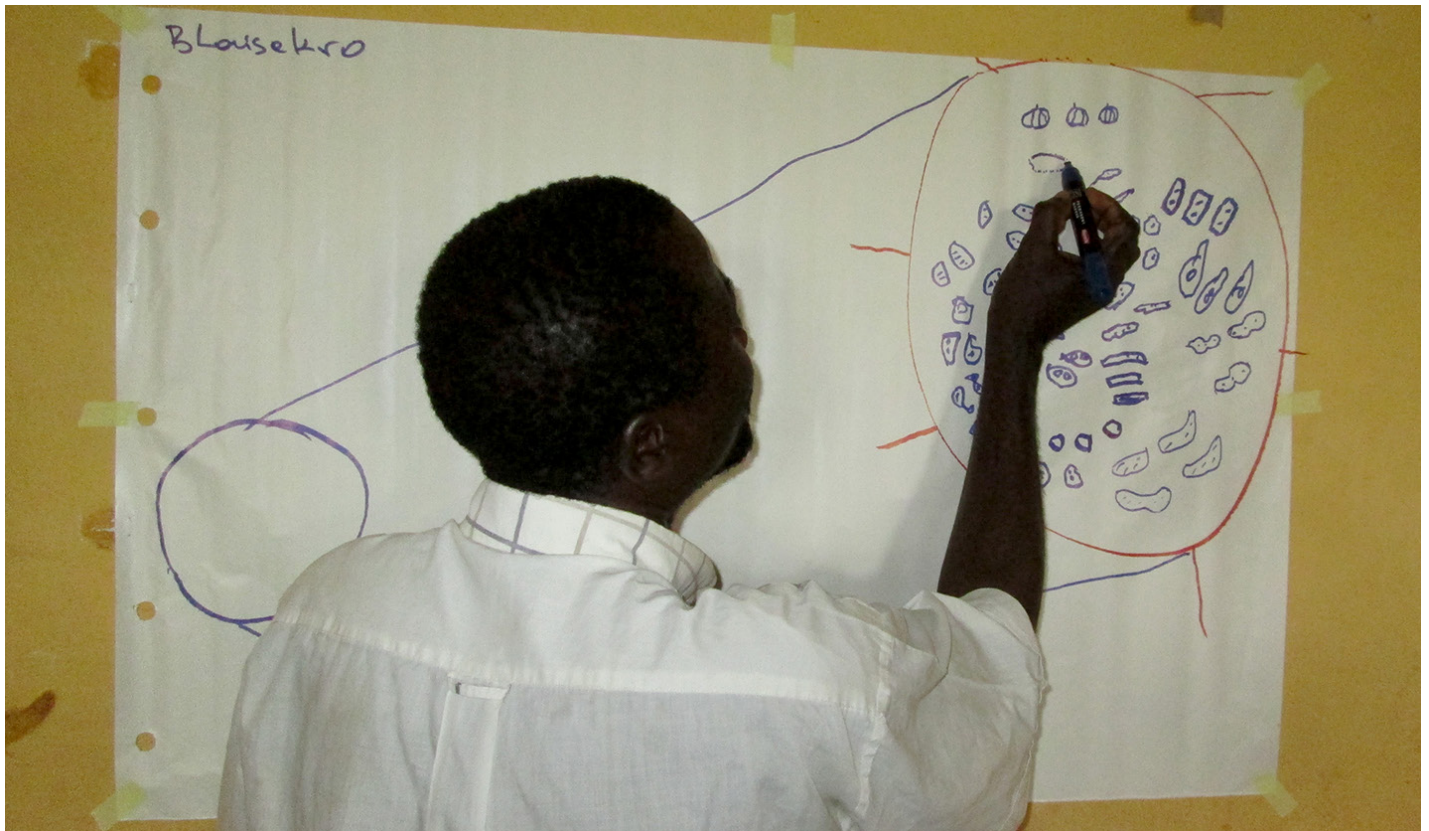
1. Achievements of Yaokouakoukro's workshop

From individual visions to group projects for economic empowerment of participants

Based on the learning and achievements of the first training session in Zaranou, FLA's trainers adapted the second training's approach to the context of Yaokouakoukro. The first training conducted in Yaokouakoukro addressed issue of how to achieve economic empowerment based on the main finding of the introductory visit, which highlighted the need for women's financial independence. Through the Soulmate Visioning exercise and the Increasing Income Challenges Actions Tree, the participants identified and analyzed eight concrete group projects from their own initial vision.

Eight economic empowerment projects

The participants were able to identify eight projects that could build their economic capability. Beyond individual visions, each community group worked towards a common vision for the group, which concluded in specific projects for each of the eight camps. Through the Challenges Action Tree, each group identified the main challenge they could face during the implementation of their respective project and discussed actions to overcome these challenges. Finally, each group planned its project activities and defined deadlines for monitoring the first step. Annex 3 provides details on identified projects and their planning.



A man participant drawing the vision road journey.

2. Challenges of Yaokouakoukro's workshop

The training allowed participants to establish concrete projects that could foster their economic power. However, participants identified serious challenges during the projects' analyses through Challenges Actions Tree. Even if participants also identify ways to overcome these challenges, they will need much external support.

As indicated above, many camps are linked to Yaokouakoukro. Hence, coordination and monitoring of activities in these camps will be difficult without suitable means of transportation between camps for the coordinator of the association based in Yaokouakoukro.

iv. Key results of workshops at Zaranou and Yaokouakoukro

- Ownership of the FLA-Nestlé Gender Dialogue Project project by all stakeholders at the communities of Zaranou and Yaokouakoukro through the presence of local administrative authorities and the participation of the villages' heads; notabilities; cooperative managers; and representatives from various religions, different ethnic groups, women's associations, youth and old people.
- Men and women who have never attended school participated in the workshops successfully and used communications techniques not dependent on an ability to read and write.

- Men and women participated in the workshops together in working groups led by either sex. All were able to express themselves freely.
- Women who had no previous experience with public speaking participated fully, explaining and commenting on group work in front of the other participants.
- Participants were exposed to various practical tools and methodologies for devising economic empowerment strategies and advancing gender equality.
- Participants achieved a greater sense of self-reliance..
- In Zaranou, the workshops averaged 187 participants per day, including participants from from nine organizations and women's associations, using three languages: Agni, Dioula (autochthones) and Moré (Aliens).
- In Yaokouakoukro, 126 participants per day from eight camps walked an average of 10 km per day to attend the trainings.
- At Yaokouakoukro, women and men from eight camps have formed project teams and established concrete economic empowerment projects. They have identified their challenges and actions to overcome these challenges and they have planed activities to achieve their respective projects.
- The capacity of FLA's local team has been strengthened and the team is now equipped with new tools to support the implementation of the Gender Dialogue project and similar social projects in future.

V. NEXT STEPS

At Zaranou, given the number of participants, the language barriers between the gender expert and trainees, and the heterogeneous origins of trainees with few common interests, the training was not able to produce concrete items that could be directly linked to the project's KPIs and monitored in the future. Nevertheless, trainees were exposed to many tools and learned how they function. Based on this achievement, the FLA field staff will focus on follow up actions by linking tools to specific project objectives, to meet the project's KPIs.

At Yaokouakoukro, the first step of training permitted the identification of eight concrete empowerment projects with planning in each community that is linked to Yaokouakoukro. The next step will consist of monitoring the launch of these projects to insure that economical empowerment needs are suitably addressed. Then, FLA's staff will develop the dialogue platform in communities and will continue to address the gender challenges identified during the introductory visit and during the baseline social impact assessment (SIA), by using the GALS tools.

ANNEX 1: IDENTIFIED PROJECTS TO BE MONITORED IN YAOKOUAKOUKRO

COMMUNITY NAME	PROJECT IDENTIFICATION	COMMITMENTS TO ACHIEVE THE FIRST STEP OF THE PROJECT	FIRST STEP ACHIEVEMENT DATE	CHALLENGES THAT COULD PREVENT THE ACHIEVEMENT OF THE FIRST STEP
Yaokouakoukro	Pig Rearing	<ul style="list-style-type: none"> • Obtain land for enclosures • Create an enclosure with wood • Cassava farming to feed the pigs • Obtain the first pigs from a friend 	December 2015	<ul style="list-style-type: none"> • Lack of first breeding pair of pigs • Lack of food for pigs • Lack of training in pig-ranching techniques
Goli N'guessankro	Pepper and Cassava Farming	<ul style="list-style-type: none"> • Ask for land • Land clearing • Creation of the pepper seed nursery • Looking for improved cassava cutting 	December 2015	Lack of improved cassava cutting
N'zuékro	Cassava Farming	<ul style="list-style-type: none"> • Ask for land • Land clearing • Looking for improved cassava cutting 	December 2015	Lack of improved cassava cutting
Kopakro	Cassava Farming	<ul style="list-style-type: none"> • Ask for land • Land clearing • Looking for improved cassava cutting 	February 2016	Lack of improved cassava cutting

COMMUNITY NAME	PROJECT IDENTIFICATION	COMMITMENTS TO ACHIEVE THE FIRST STEP OF THE PROJECT	FIRST STEP ACHIEVEMENT DATE	CHALLENGES THAT COULD PREVENT THE ACHIEVEMENT OF THE FIRST STEP
Zigbouyaokro	Tomato Farming	<ul style="list-style-type: none"> • Ask for land • Land clearing • Creation of the tomato seed nursery • Creation of wells for watering 	December 2015	Bad weather
Danielkro	Eggplant Farming	<ul style="list-style-type: none"> • Ask for land • Land clearing • Creation of the eggplant seed nursery 	December 2015	
Blaisekro	Groundnut Farming	<ul style="list-style-type: none"> • Ask for land • Land clearing 	December 2015	Lack of improved cassava cutting
Chantier	Cassava Farming	<ul style="list-style-type: none"> • Ask for land • Land clearing • Looking for improved cassava cutting 		