

# Stocktake of the use of household methodologies in IFAD's portfolio





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This report has been prepared by IFAD's Environment, Climate, Gender and Social Inclusion Division (ECG) to provide information about IFAD's activities and results on household methodologies (HHM) in the loan portfolio.

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# Executive summary

This report presents the findings from a desk-based review of household methodologies (HHM) activities and results in the IFAD loan portfolio and a consultation with individuals with first-hand experience of HHM. Household methodologies are innovative approaches used to promote gender equality and livelihoods development. IFAD is one of the leading development organizations innovating with HHM as a key strategy to advance its gender and broader development agenda. Currently, there are over 50 IFAD projects across the five regions that make provision for the use of HHM. This considerable body of experience represents a good opportunity for IFAD to take stock of what has been done so far.

## Snapshot of HHM in IFAD's loan portfolio

In the context of IFAD's work, the term "household methodologies" refers to two approaches. Gender Action Learning System (GALS) is the most widely used and innovative HHM; at its core lies the vision journey in which a family develops a shared vision for their future and analyses their current situation – including gender inequalities – in order to address current constraints. The second one, household mentoring, is particularly effective as a mechanism for social inclusion and a graduation model for ultra-poor households. Mentors from the local community are trained and then befriend poorer households that are beyond the reach of usual community development initiatives.

A total of 51 ongoing projects (representing almost one quarter of the total loan portfolio) have some HHM-related activities, of which 37 projects are currently under implementation, the majority of which are in East and Southern Africa. HHM are most commonly found in projects working on value chains, agribusiness and enterprise development, general agriculture and, to a lesser extent, rural finance. They can also be used in the context of nutrition, youth engagement and climate change.

Out of the 26 countries with HHM experience, there are five "hotspots" where HHM are well established in the portfolio. Nigeria, Rwanda and Uganda have participated directly in IFAD-Oxfam Novib grant activities, and Rwanda has also participated in the Joint Programme on the Economic Empowerment of Rural Women activities. The other two hotspots were inspired to introduce HHM in their projects as a result of attending learning routes/workshops (Sierra Leone) or field visits to practitioners in Zambia (Malawi). In each hotspot, a project staff member "has kept the HHM flame alight". All now have in-country HHM specialists or service providers.

## Benefits of HHM

Intra-household dynamics are crucial to the productive and long-term success of family farming and rural livelihoods. What happens inside the family has substantial implications not only for individual motivation and well-being, but also for the productivity and investments in agriculture and rural development.

HHM are a transformative approach which deepen project impact in many different contexts. Using HHM enables members of households, groups and communities to dig deeper than the traditional approaches to gender mainstreaming by identifying and addressing some of the principal underlying causes of gender inequality and exclusion. This not only improves gender equality outcomes, but also removes gender-based barriers which would hinder the achievement of other development outcomes.

The testimonies from household mentoring and GALS participants provide insights into the often profound changes experienced in people's lives. Shared visions and plans for the future motivate household members to examine their current way of "doing business" and living their lives. Improved planning and the use of resources result in a more focused approach to livelihood activities. Many households achieve a more equitable workload balance between family members. One of the most significant aspects of HHM is reaching aspects of household dynamics that traditional approaches to gender mainstreaming do not reach, such as a reduction in domestic violence. Women develop their capacity and self-esteem to engage more fully in groups and community activities, and groups also report improved performance and better governance.

The overall benefits of HHM on participating households are reflected in a range of interlinked improvements, both quantitative (increases in productivity, incomes and food security) and qualitative (decision-making, intergenerational and well-being). Household mentoring has a particular focus on addressing the needs of the poorest households and promoting social inclusion. HHM benefits are also reaped by community members who are trained to facilitate the process, such as household mentors.

### Lessons learned from expert opinion

There was much consensus among 18 experts about the attractions of HHM, the challenges typically encountered, and the factors critical to HHM taking off in the context of IFAD-supported projects.

HHM are attractive because they are an innovative approach to addressing gender inequalities and promoting social inclusion, generating positive changes in mindsets and behaviours in a short space of time because all household members are on the same journey. The use of visual methods grounds the analysis and discussions in reality and enables the methodology to be used by all types of households in the community, including illiterate ones. Moreover, the methodology is adaptable to examining inequalities and identifying practical solutions in many different contexts.

However, because HHM are not the "business as usual" approach to addressing gender, they require an in-depth understanding of how the methodologies work and the profound benefits that they can generate at the household, community and project levels. The biggest challenges are getting the HHM process under way and securing sufficient resources to do it well. Critical factors contributing to the successful HHM introduction and implementation were identified.

### Conclusions

The evidence arising from the stocktake demonstrates a high level of resonance between HHM and the IFAD portfolio. Many who have witnessed first-hand the impacts of HHM on the lives of individuals and their families appreciate the relevance of addressing intra-household dynamics and gender inequalities for the achievement of broader development objectives.

HHM are attractive on three counts:

- They are flexible and adaptable to different project contexts, starting with the household through to self-help groups, producer organizations and community groups.
- They are inclusive, especially for engaging with poorer households, men and youth, as well as women.
- They make project benefits not only more profound (both in terms of productivity gains but also well-being), but also more sustainable, developing mechanisms of motivation and self-reliance.

By addressing intra-household dynamics and strengthening community engagement, HHM have great potential to deepen IFAD's achievements for the post-2015 rural world, particularly regarding eliminating intra-household poverty or food and nutrition insecurity; empowering poor rural women, men and young people to have a voice in the forums in which their livelihood options are determined; and enabling all family members to live in dignity. In addition, HHM also have the potential to make a major contribution to the Sustainable Development Goals commitment to "leave no one behind" and the "Decade of Family Farming 2019–2028".

However, a recent detailed review of project documentation (in particular, project design reports, midterm reviews and supervision mission reports) found the quality of information provided in the project design to be a major area of weakness that subsequently hindered implementation. Moreover, catering the projects' demand of support proved to be challenging for the limited number of experts available in the HHM field.

## Recommendations

It is evident from the review that if HHM are going to be able to realize their potential in the context of the IFAD loan portfolio, action is required. The challenge is how to move from pockets of experience to mainstream HHM in operations; this may require a staff member to fully focus on delivering HHM in the portfolio.

### Responsibilities at the project level:

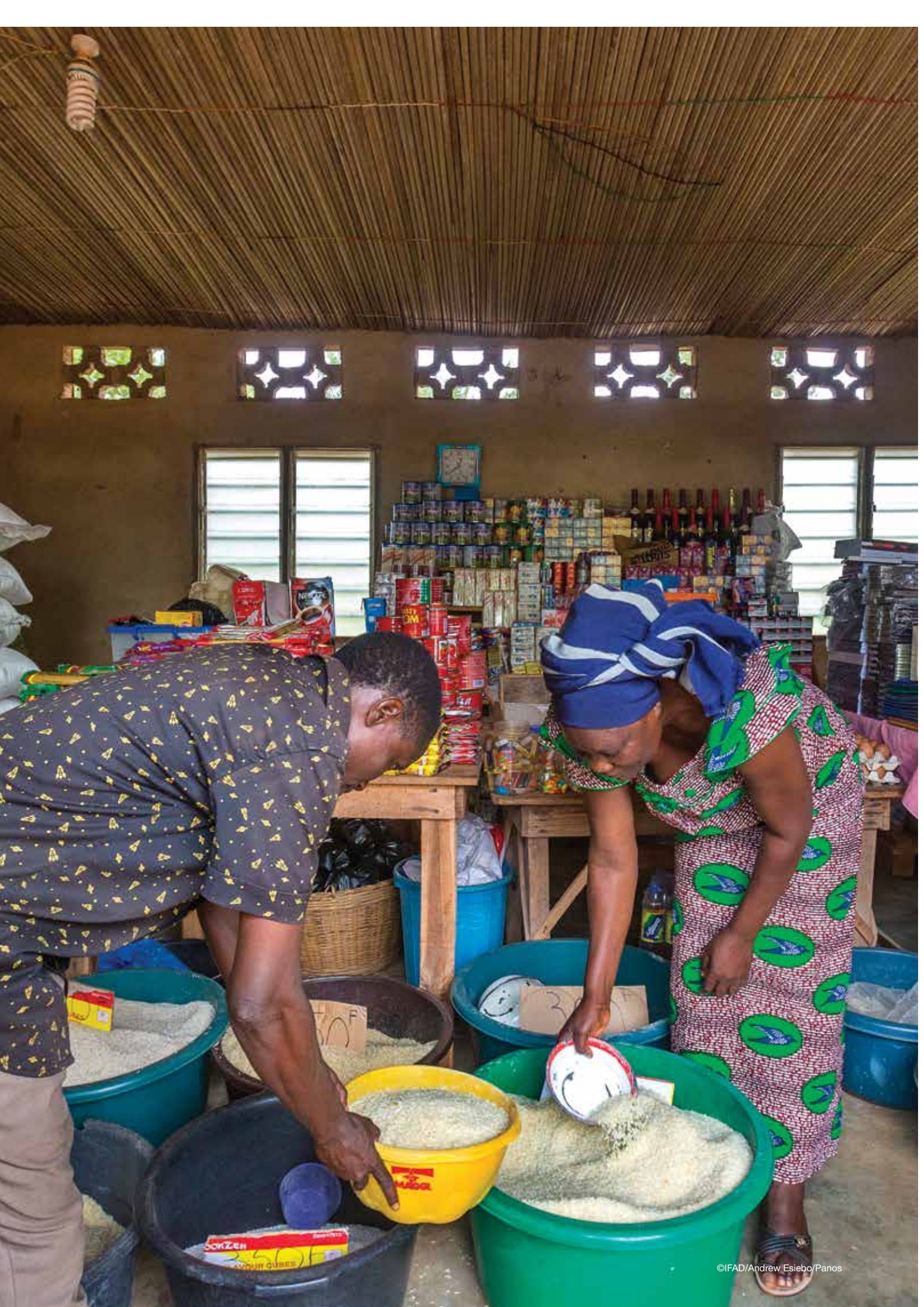
- during *project design*, to ensure sufficient attention is given to the potential contribution of HHM to project objectives, integration across the components and underpinned by adequate allocation of human and financial resources; and
- during *implementation*, to develop an understanding among the project team, including implementing partners and other key stakeholders, of the potential of HHM to contribute to project outcomes and impacts, ensure sufficient resource allocation and commit to engage in the process over a period of two to three years, supervise HHM implementation to ensure it is applied in respect of its key principles on beneficiaries' empowerment, and capture changes in the monitoring and evaluation system and impact assessments.

### Responsibilities of the IFAD gender and social inclusion team:

- to provide *technical support* to design teams to ensure the comprehensive inclusion of HHM in the design process;
- to develop a *cadre of specialist facilitators and service providers* who can initiate HHM activities at the project and community level;
- to initiate *learning activities*, such as HHM learning routes, to inspire staff from IFAD, governments, projects, partners and other agencies about the vital and relevant contribution of HHM to the rural development agenda;
- to establish a *robust evidence base* which can be used at the project level to capture changes in various domains of women's and men's lives through the regular monitoring and evaluation system, coupled with rigorous quantitative and qualitative studies of impact in beneficiary communities; and
- to develop the *internal capacity of the IFAD gender and social inclusion team* to provide effective support for HHM roll-out at both the design and implementation stages.

Several initiatives are already under way, which will address some of these points, such as the ongoing grant with Oxfam Novib and Hivos to develop capacity to deliver on HHM by establishing regional hubs and a global network, and the grant with the International Food Policy Research Institute (IFPRI) to develop a validated methodology and tool for measuring gender-transformative results.





# 1. Introduction and purpose of assignment

Household methodologies (HHM) are innovative approaches used to promote gender equality and livelihoods development. They encourage the development of self-generated strategies that can benefit all household members and ultimately achieve transformative changes for gender equality. They can also be used as a participatory planning tool by groups to support the implementation of a variety of technical interventions, ranging from value chain development and rural finance through to natural resource management and infrastructure development.

IFAD is one of the leading development organizations innovating with HHM as a key strategy to advance its gender and broader development agenda. IFAD's work on HHM started in 2009 with a small grant to Oxfam Novib to support the development of the Gender Action Learning System (GALS). Since that date, the Fund has experimented with different methodologies through its grant and loan portfolios. Currently, there are over 50 IFAD projects across the five regions that make provision for the use of HHM. The Fund has continued to work with Oxfam Novib to strengthen GALS and expand its use for value chain development and financial services. IFAD has also promoted the use of HHM in the Joint Programme on the Economic Empowerment of Rural Women (JP RWEE) (which is implemented with the Food and Agriculture Organization of the United Nations, World Food Programme and UN Women). Specific initiatives to deepen HHM experiences include the Forum on Empowerment through Household Methodologies held in Rome in 2016, a writeshop held in Uganda in 2013, and several learning routes.

This considerable body of experience represents a good opportunity for IFAD to take stock of HHM activities and results in the context of IFAD operations. The overall purpose of the assignment is to generate evidence on:

- GALS' effectiveness in promoting gender-transformative results in the context of IFAD operations;
- GALS' contribution to the achievement of overall objectives of projects, country programmes and the corporate agenda; and
- effective implementation arrangements (covering delivery models, synergies and links with technical interventions) tuned to the project context.

The assignment will be undertaken in two phases. This report presents the findings from the first phase, which comprised a desk-based review of HHM in the IFAD loan portfolio and a consultation with individuals with first-hand experience of HHM. Information was gathered from project documentation available on xdesk, including project design reports (PDRs), supervision mission (SM) reports and midterm reviews (MTRs). The second phase will focus on a quantitative and qualitative evaluation of GALS delivered in an IFAD-supported project, and the preparation of a practitioner's note on HHM and the project cycle.

The report is organized as follows. Section 2 provides an overview of HHM, highlighting the importance of addressing intra-household dynamics and the principal methodologies: GALS and household mentoring. Section 3 presents a snapshot of HHM in IFAD's portfolio, identifying the regional distribution of projects with HHM, their status and sector focus, and HHM hotspots. Section 4 explores the factors which may explain the differences in the uptake of HHM between projects. Section 5 focuses on the benefits derived from using HHM, both in terms of their expected contribution to project outcomes on gender equality and social inclusion, as well as broader project objectives and the results experienced in projects in which HHM had been used. Section 6 reviews the key lessons learned based on expert opinion, in terms of the attractions of HHM, the challenges typically faced and the key factors for successful HHM uptake. The final section summarizes the findings and highlights the relevance of HHM for delivering on IFAD's vision for the post-2015 rural world, and identifies key recommendations, including the next steps for the second phase.



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## 2. Overview of HHM

### The importance of working inside the household

Intra-household dynamics are crucial to the productive and long-term success of family farming and rural livelihoods. Smallholder families usually share the same living space, eat from the same pot and rely on the family to undertake most of the work. Yet there is often a disconnect between the workloads of family members, their voice in decision-making and their share in the benefits. In some parts of the world, men and women within a household pursue separate livelihood strategies, with women typically disadvantaged in terms of access to resources, services and markets, and burdened by more onerous daily tasks. Consequently, what happens inside the family has substantial implications not only for individual motivation and well-being, but also for the productivity and investments in agriculture and rural development.

### HHM approaches

In the context of IFAD's work, the term "household methodologies" refers to two approaches:<sup>1</sup>

- **Gender Action Learning System (GALS):**<sup>2</sup> This is the most widely used and innovative HHM used in the IFAD portfolio, as well as by others (e.g. GIZ, Twin Trading, ECOM, Nestle). It was developed by Linda Mayoux with partner organizations including IFAD, Oxfam Novib and Hivos. At its core lies the vision journey in which a family develops a shared vision for their future. In analysing their current situation, many self-identify gender inequalities as one of the main factors hindering the productivity and well-being of the household. Peer support from group members provides encouragement to individuals or couples when implementing their plan, especially if they are addressing



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<sup>1</sup> For an overview of the range of HHM, see IFAD's toolkit: IFAD (2015) Household methodologies: harnessing the family's potential for change, Teaser and How-to-do Note <https://www.ifad.org/en/web/knowledge/publication/asset/39409831>

<sup>2</sup> For GALS materials and videos see <http://www.galsatscale.net/Resources.html> and <https://gamechangenetwork.org>

challenging behavioural issues. Some people naturally emerge as GALS champions and play a crucial role in the dissemination process. In addition to stimulating positive change within the household, GALS is a versatile approach that can be integrated in a variety of technical interventions: it is very effective for participatory planning at group and community levels, as well as along value chains. The use of pictorial tools as the principal medium not only enables illiterate people to engage in the process but also grounds the visions and analysis in visual representations. For example, a picture depicting domestic violence—as experienced and drawn by household members—conveys a much more powerful message than the written word.

- **Household mentoring:** This approach is particularly effective as a mechanism for social inclusion. Mentors from the local community are trained and then befriend poorer households which are beyond the reach of usual community development initiatives. Poorer households tend to exclude themselves from groups and consequently lack voice in community-based planning. Through the process of mentoring, poorer households take basic steps towards improving their homes and livelihoods and gradually become more engaged in community and mainstream activities. Hence mentoring is often used as part of a graduation model for ultra-poor households. The household mentoring approach has adopted several of GALS visioning tools.

The majority of HHM-related activities in the IFAD portfolio are based on GALS. Household mentoring has been used in projects in Malawi and Uganda where there has been a specific focus on engaging with poorer households in project communities. In some settings, there is a pathway between household mentoring and GALS (box 1).

**Box 1: The complementarity between household mentoring and GALS**

**Uganda:** DLSP initially used household mentoring as the key mechanism for engaging with poorer households. GALS was introduced as a result of the IFAD grant with Oxfam Novib, which was developing the GALS methodology in western Uganda. District-level project implementers were trained on how to blend GALS into household mentoring, and this worked well.

The new project PRELNOR was able to draw on this experience of complementarity. Mentored households used GALS tools for undertaking the household situational analysis which brought out the gender dynamics at household level. It was found that the vulnerabilities of many mentored households were based on gender-related challenges; for example, the gender balance tree brought out issues of inequalities regarding workloads, benefit sharing, asset ownership and decision-making.

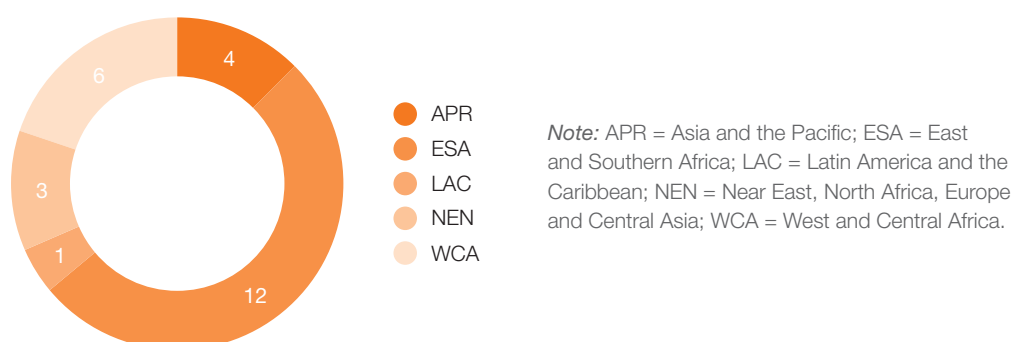


## 3. Snapshot of HHM in IFAD's loan portfolio

### Regional distribution

A review was undertaken in September 2018 of all ongoing programmes and projects (hereafter both are referred to as projects) in the country portfolios in which it was understood to be some HHM-related activities. A total of 51 ongoing projects were identified in 26 countries (see figure 1 and table 1), representing almost one quarter of the total loan portfolio (211). The number of projects per country ranged from 1 to 5, with 53 per cent of the projects based in East and Southern Africa (ESA).

**Figure 1:** Countries with ongoing HHM activities by region (September 2018)



**Table 1:** IFAD projects with reference to HHM by region (September 2018)

	APR	ESA	LAC	NEN	WCA	Total (%)
Projects citing HHM under implementation	5	21	1	3	7	37 (73)
Projects citing HHM recently approved	3	6	0	2	3	14 (27)
Total number of ongoing projects in which HHM cited	8	27	1	5	10	51 (100)
Projects in pipeline	0	1	0	0	2	3
Closed projects	0	3	0	0	2	5
<b>Grand total of projects with HHM</b>	<b>8</b>	<b>31</b>	<b>1</b>	<b>5</b>	<b>14</b>	<b>59</b>

*Notes:* All projects are using GALs, with the exception of four projects in ESA (Malawi and Uganda), which have used household mentoring (two ongoing and two closed). APR = Asia and the Pacific; ESA = East and Southern Africa; LAC = Latin America and the Caribbean; NEN = Near East, North Africa, Europe and Central Asia; WCA = West and Central Africa.



Out of the 51 projects in which HHM have been cited, 37 are under implementation (73 per cent) and 14 were approved recently (in 2017 or 2018) and are not yet being implemented (27 per cent). A further three are in the pipeline and five have closed from which lessons may be learned. Further details of the projects in each country (and their abbreviations) are presented in Annex I.

### Status of ongoing HHM activities

Of the 37 projects under implementation, 24 (68 per cent) have HHM activities taking place, the majority of which are in ESA (table 2). Indeed, 86 per cent of ESA projects that had stated an interest in doing HHM have undertaken some HHM activities. Section 4 explores factors that may account for the difference in uptake of HHM by projects.

### Sector focus

The sector focus of projects with HHM ranges from broad agriculture and rural development programmes, to specific agriculture subsectors, through to infrastructure projects (table 3). HHM are most commonly found in value chain, agribusiness and enterprise development projects, especially among the more recent designs (accounting for 33 per cent of the ongoing projects in which HHM are cited); general agricultural projects (25 per cent); and, to a lesser extent, rural finance (10 per cent). The rate of uptake is highest in value chains, agribusiness and enterprise development projects; elsewhere there would appear to be little association between sector focus and rate of uptake.

### HHM hotspots

Using a subjective rating of country experience and performance on HHM, it is possible to identify five hotspots where HHM are well established in the portfolio (classified as “HHM competent”) and a further two that are “gaining HHM experience” (table 4). Of the remaining countries, eight are classified as “early days for HHM” and 11 have no HHM experience. In attempting to understand these differences, several factors have been identified which may have supported and accelerated the introduction of HHM (see table 5).

**Table 2:** Projects citing HHM under implementation and status of ongoing activities on HHM by region

Status	APR	ESA	LAC	NEN	WCA	Total (%)
Active on HHM	2	18	0	1	4	25 (68)
Not yet active on HHM	3	3	1	2	3	12 (32)
Total projects under implementation	5	21	1	3	7	37 (100)

Notes: APR = Asia and the Pacific; ESA = East and Southern Africa; LAC = Latin America and the Caribbean; NEN = Near East, North Africa, Europe and Central Asia; WCA = West and Central Africa.

**Table 3:** Sector focus and level of activity

Sector focus		Active on HHM	Not yet active on HHM	Recent designs	Total (%)
Agriculture and rural development		2	0	0	2 (4)
Agriculture		7	5	1	13 (25)
Specific subsectors	Dairy	2	1	0	3 (6)
	Irrigated agriculture	2	1	0	3 (6)
	Oil palm	1	0	1	2 (4)
	Fisheries	1	2	1	4 (8)
Value chain, agribusiness, enterprise development		7	3	7	17 (33)
Rural finance		2	0	3	5 (10)
Infrastructure		1	0	1	2 (4)
Total		25	12	14	51 (100)

**Table 4:** Rating of country HHM experience by region

Status	APR	ESA	LAC	NEN	WCA	Total (%)
HHM competent (score = 3)	2	18	0	1	4	25 (68)
Gaining HHM experience (score = 2)	0	2	0	0	0	2 (8)
Early days for HHM	2	18	0	1	4	25 (68)
No HHM experience (score = 0)	2	3	0	1	2	8 (31)
Total number of countries	4	12	1	3	6	26 (100)

Notes: APR = Asia and the Pacific; ESA = East and Southern Africa; LAC = Latin America and the Caribbean; NEN = Near East, North Africa, Europe and Central Asia; WCA = West and Central Africa.

## **Box 2: Country-level commitments**

**Ethiopia COSOP, 2016:** “IFAD will apply the HHM where feasible to promote women’s empowerment for the benefit of all household members.”

**Malawi COSOP, 2016:** “The methodology is inclusive and addresses gender equality while respecting household diversity. The vulnerable and poor, often more affected by the impact of HIV/AIDS, have different needs than do more commercially oriented farmers. The household methodology constitutes the backbone of the COSOP approach to gender equality.”

**Mozambique COSOP, 2018:** “HHM will be the main instrument used to enable household members to identify and overcome obstacles and to maximize on the household’s economic potential. ... The formation of a ‘family vision’ to which adult family members contribute – along with children, in many cases – enables the family to conceptualize and work towards shared, time-bound goals.”

**Nigeria RB-COSOP, 2016:** “Projects will continue to include strategies for gender equality and women’s empowerment to support women’s participation at all levels and in all spheres – public, private and community – and will scale up the GALS methodology and successes from village savings and credit groups.”

**Papua New Guinea country strategy note, 2017:** “IFAD will introduce gender and social inclusion strategies and household methodologies to more effectively target women, youth and men – and importantly to reduce risk associated with changing household power dynamics.”

Among the “hotspots”, three countries (Nigeria, Rwanda and Uganda) have participated directly in IFAD-Oxfam Novib grant activities (see Annex II) and one has also participated in JP RWEE activities (Rwanda). As part of this process, project staff will have participated on learning routes or workshops to experience HHM first-hand. The other two hotspots were inspired to introduce HHM in their projects as a result of attending learning routes (LR)/workshops (project staff from Sierra Leone) or field visits to practitioners in Zambia (project staff from Malawi). In each hotspot, a project staff member “has kept the HHM flame alight”.

Several of the hotspot countries have also hosted international workshops and learning routes, as well as conducted training specifically for their own portfolio. All now have in-country HHM specialists or service providers. In Kenya, Malawi and Uganda, there are non-IFAD initiatives (through Oxfam Novib and Twin, for example) also promoting HHM.

## **HHM penetration into country portfolio**

Project penetration reflects whether HHM activities are a “one-off” experience in a portfolio or mainstreamed. Countries in which projects with HHM account for at least 60 per cent of the portfolio include Burundi, Kenya, Mozambique, Nigeria, Papua New Guinea, Rwanda, Sierra Leone and Uganda. Some countries have also expressed their commitment to HHM in their country documents, such as the country strategic opportunities programme (COSOP) or country strategy note (see box 2), often reflecting the positive experiences they have arising from using HHM in the portfolio.

**Table 5:** Selected countries with HHM-related experiences

Region	Country	IFAD projects participated in HHM Oxfam Novib grant activities	IFAD projects participated in JP RWEE activities	Project staff attended HHM learning routes/ training in another country	Hosted HHM training/ learning routes open to others
APR	Bangladesh				
	Papua New Guinea				
ESA	Burundi	X		X	
	Ethiopia				
	Kenya			X	
	Malawi			X	
	Mozambique				
	Rwanda	X	X	X	X
	Uganda	X		X	X (4)
NEN	Sudan			X	
WCA	Nigeria	X		X	
	Sierra Leone			X	X

\* Number of ongoing and pipeline projects with HHM in relation to total number of ongoing projects and/or HHM cited in country strategic opportunities programme (COSOP)/country strategy note (CSN). \*\*Rating scores of country experience: 0 = no HHM experience; 1 = early days for HHM; 2 = gaining HHM experience; 3 = HHM competent.

Note: APR = Asia and the Pacific; ESA = East and Southern Africa; NEN = Near East, North Africa, Europe and Central Asia; WCA = West and Central Africa.

	Hosted HHM training for country portfolio	Non-IFAD HHM activities in-country	In-country HHM expertise	Portfolio penetration*	Rating of country experience on HHM**
				2/7	1
				2/2 + CSN	1
				3/5	1
		X	X	1/5 + COSOP	1
		X	X	3/9	2
	X	X	X	3/4 + COSOP	3
	X		X	5/7 + COSOP	1
			X	3/3	3
		X	X	4/6	3
	X			2/4	1
			X	3/3 + RB-COSOP	3
			X	3/3	3

## 4. Detailed analysis of HHM uptake

This section identifies factors that may explain the difference in uptake of HHM between projects under implementation, including the point at which HHM were first introduced to the project, the quality of initial documentation describing HHM, enabling factors and in-country experience with HHM. One limitation of this analysis is that it is based entirely on documents available on xdesk. In order to reduce errors of omission or interpretation, information was sought from project staff for clarification. It was noticeable that the amount of attention given to gender and targeting issues in project documents varied considerably depending on the composition of the mission and, in particular, the presence of a gender specialist.

### Point in project cycle when HHM were first introduced and rate of uptake

The most common route for HHM to be introduced to a project was through the PDR. Of the 37 projects under implementation, reference was first made to HHM in 27 PDRs (73 per cent) and 10 through MTRs or SM reports (27 per cent).

Interestingly, of the 10 projects that were introduced to HHM through MTRs/SM reports, all but one now have ongoing HHM activities. In contrast, only 65 per cent (15 projects) of those that had HHM listed in the PDR have ongoing HHM activities. This includes three that also received an additional “significant nudge” to use HHM during an MTR or a supervision mission.

Several reasons may explain why introducing HHM during implementation is more effective than the PDR:

- The relevance of the benefits of HHM is more evident because HHM would address a concrete problem that has been noted during implementation (see box 3).
- The mission member is on hand to explain directly to someone in the project management unit (PMU) how HHM work and how to tie them in with project activities.
- There may be direct follow-up by the mission member to support the PMU to take the next steps, for example, by providing contact with an HHM technical expert or arranging an in-country training.
- The HHM promoter is on the project team, with the ability to influence management and budget allocations to introduce HHM and act immediately.

### **Box 3: Examples of midterm review (MTR) impetus on HHM**

#### **Bangladesh – Coastal Climate Resilient Infrastructure Project (CCRIP) MTR 2017:**

The programme was already performing well on gender (rated as “highly satisfactory”). The MTR 2017 recommended to use some unallocated grant funds to pilot HHM to further enhance programme outcomes for women (economic and social, short and long term) and to assess the potential of HHM for replication and scaling up.

**Malawi – Sustainable Agricultural Production Programme (SAPP) MTR 2016:** The mission observed that, while the various committees discussed technical issues affecting the farming system, gender and social issues that had a direct impact on agriculture productivity and adoption of good agriculture practices were not discussed. Women indicated reasons for their limited participation in decision-making, including that some husbands do not allow their wives to attend meetings and women lack self-confidence in their leadership abilities. The programme started using the household approach to tackle the underlying root causes of gender inequalities (including prevailing social norms, attitudes and behaviour) to achieve real transformative gender impact. The mission, however, noted that the scale at which SAPP was implementing the approach is too small to have meaningful impact at the community level and recommended a shift in implementation modalities to increase outreach.

**Mozambique – Pro-Poor Value Chain Development in the Maputo and Limpopo Corridors (PROSUL) HHM were introduced in the PDR 2012 and then nudged in the MTR 2016:** The Gender Action Learning System (GALS) had been identified at design as an approach for addressing these issues. Gender training on this transformative approach had been provided at the outset of the project, but the methodology was yet to be rolled out to the farmers. While women were represented in the three value chains, their quality of participation was at risk given the cultural norms on gender relations and gender roles, which limited opportunities for their access to resources and benefits through value chain development. The GALS approach was highly recommended for transformed gender relations and empowerment of women, men and youth.

**Mozambique – Rural Markets Promotion Programme (PROMER) MTR 2014 and SM 2016:** The supervision mission (SM) report noted that the challenge for PROMER was to ensure that women’s high participation in most of the activities translate into their empowerment as well as improved livelihoods and quality of life. Findings from the gender audit indicated that this was usually hindered by cultural traditions in areas such as decision-making, power relations, women’s mobility, gender division of labour, and access and control over assets and benefits, among others. To address this, and in line with the MTR’s recommendations to adopt a transformative approach aiming to tackle the root causes of gender inequalities, it was agreed that PROMER would use GALS. Experiences from GALS showed that within a relatively short time, household analysis of gender inequalities can lead to fundamental tangible changes.

**Nigeria – Value Chain Development Programme (VCDP) PDR 2011 plus nudge in the MTR 2018:** The programme was encouraged to make more use of women-only initiatives to ensure an appreciable level of women’s participation and their economic empowerment. However, women’s increased workload due to their involvement in all the stages of the value chains had not been addressed. The MTR noted there was room for additional investment in land development with direct targeting approaches to support market participation of women in the value chains. GALS, a gender-transformative approach that addresses the various forms of inequalities in the household, had yet to be successfully scaled up by the programme. The GALS approach was seen to be relevant and effective in improving joint decision-making, confidence and leadership, record-keeping at the family level, a balanced share of assets, incomes and workloads, and an increased engagement for community development. The MTR recommended identifying local institutions for potential partnerships to act as multipliers of the GALS experience. Increased participation of the women folk into the programme and into leadership positions could be achieved by stepping up the GALS methodology among households and communities.

## Quality of initial documentation

The quality of information provided in the document in which the initial reference was made to HHM was reviewed (see Annex III for review criteria). The results were grouped in three categories:

- Weak: the amount of information provided to guide HHM implementation is minimal.
- Satisfactory: the use of HHM is set in the context of project components and some guidance is provided about how to implement them.
- Excellent: in addition to the above, there is a detailed description of the next steps, underpinned by a budget allocation.

Overall, 15 per cent of PDRs<sup>3</sup> and 15 per cent of all MTRs/SM reports<sup>4</sup> were rated as excellent; 44 per cent of PDRs and 15 per cent of MTRs/SM reports were rated as satisfactory, and 41 per cent of PDRs and 70 per cent of MTRs/SM reports were rated as weak (table 6). It is relevant to note the improvement in the quality of information on HHM provided in more recent PDRs.<sup>5</sup>

**Table 6:** Quality of documentation and uptake of HHM

Initial point in project cycle	Quality of documentation	Active on HHM	Not active on HHM	Total number (%)
Project design report (PDR)	Excellent	4 (25) *	0	4 (15)
	Satisfactory	8 (50) **	4 (36) ***	12 (44)
	Weak	4 (25) ****	7 (64)	11 (41)
	Subtotal	16 (100)	11 (100)	27 (100)
Midterm review (MTR)/supervision mission (SM) report	Excellent	0	0	0 (+2) (15)
	Satisfactory	1 (14)	0	1 (+1) (15)
	Weak	7 (86)	1 (100)	8 (+1) (70)
	Subtotal	8 (100) *****	1 (100)	9 (+4) (100) *****
Recent PDRs (2017 onwards)	Excellent			2 (14)
	Satisfactory			8 (57)
	Weak			4 (29)
	Subtotal			14 (100)

\* Includes one PDR plus excellent MTR/SM report.

\*\* Includes one PDR plus satisfactory MTR/SM report.

\*\*\* Includes one PDR plus weak MTR/SM report.

\*\*\*\* Includes one PDR plus excellent MTR/SM report.

\*\*\*\*\* Missing values = 1 MTR/SM report.

\*\*\*\*\* For the summary, the four MTR/SM reports linked to PDRs (and noted above) are also included in this column.

3 The following PDRs were rated as excellent: RDDP, Rwanda; RFCIP, Sierra Leone; PRELNOR, Uganda; and E-SAPP, Zambia.

4 The following MTRs were rated as excellent: RFCIP, Sierra Leone, and VODP2, Uganda.

5 The following recent PDRs were rated as excellent: ASDP, Nepal, and NOPP, Uganda.



#### **Box 4: Implications of insufficient resource allocation**

**Nigeria – Value Chain Development Programme (VCDP):** Until 2016, there was no gender specialist in the PMU to drive the Gender Action Learning System (GALS) process. The gender focal persons at the field level were charged with other priorities; they also lacked the knowledge and skills to implement GALS activities. Eventually, the Rural Finance Institution-Building Programme's (RUFIN's) positive experiences and the 2016 supervision mission (SM) recommendation provided the push to progress on GALS.

**Rwanda – Climate Resilient Post-harvest and Agribusiness Support Project (PASP) SM 2018:** The mission report noted that gender activities were not clearly assigned a dedicated budget in the design, which has affected the implementation. The GALS methodology was used in eight cooperatives in the context of the Joint Programme on the Economic Empowerment of Rural Women (JPRWEE). Even though the outcome of the GALS was positive and much appreciated by the beneficiaries, it was not extended to other cooperatives due to time and means constraints.

Linking the quality of documentation to uptake, it would appear that quality is important at the design stage, whereas it is less critical if HHM are introduced during implementation; this observation may reinforce the points noted above about the significant role played by supervision missions and MTRs.

One crucial weakness was insufficient budget allocation. It was often difficult in the review to identify the budget allocated specifically for HHM, but when it was possible, the sums were usually minimal (in the order of tens of thousands), which clearly limit the timeliness, scale and impact of the intervention (see box 4). Occasionally, realistic sums were allocated for gender-related activities, including HHM, amounting to 2 per cent of the overall project budget.<sup>6</sup> In many designs, there was no reference to a specific person who would have responsibility for ensuring HHM would be implemented. In some instances, this task was allocated to a staff member in the PMU who had other responsibilities (often monitoring and evaluation); occasionally, a full-time gender specialist/sociologist would be cited.

#### **Factors facilitating the uptake of HHM**

**Learning routes and workshops:** Participation on a learning routes (LR)/workshop can act as a catalyst to introduce HHM into a project, when backed by management support and resource allocation (box 5). But LR experience alone is not sufficient; sometimes staff are enthused by a LR and work hard to incorporate HHM into their portfolio but struggle to get it off the ground, while on other occasions staff attend an LR or workshop but the methodology does not resonate. It was disappointing to note that several project documents made provision for project staff to attend an LR on HHM, but this opportunity was not followed through. Consequently, those projects have failed to make much progress on implementing HHM, partly because they are not clear about what to do, but also because they have not witnessed the profound changes that HHM can stimulate.

<sup>6</sup> For example, ASDP, Nepal, and RDDP, Rwanda.

**Box 5: Seeing is believing.**

**Kenya:** Two events triggered interest in adopting HHM in Kenya. The first was the launch of a Community Development Network which was established by the projects in the Kenyan portfolio; an early network event included some sensitization about HHM. The second, specifically cited by the Upper Tana Catchment Natural Resources Management Project (UTaNRMP), was the Forum on Empowerment through Household Methodologies held in IFAD, Rome, in 2016 – this was the point of conviction to use the methodology.

**Sudan:** From 2014 onward, project staff attended various learning routes/workshops in Uganda. In 2017, with the collaboration of PROCASUR, they organized their own 10-day workshop for staff from four projects in the country portfolio and 2018 was declared to be “the year of GALS”.

**Box 6: Missed opportunities**

**Ethiopia – Participatory Small-scale Irrigation Development Programme II (PASIDP II):** Provision was made for HHM in the PDR 2016. Yet the link was not made to this opportunity when SM 2018 noted several problems regarding women's participation and sharing in benefits, and their lack of voice which could be answered by HHM. There was no gender specialist on the SM team.

**Nigeria – Value Chain Development Programme (VCDP):** Even when there is in-country expertise and a commitment to using the Gender Action Learning System (GALS) in the PDR, the SM 2016 and MTR 2018 both noted a lack of progress on GALS which would address some of the gender-related issues being experienced. There were gender specialists on both missions. For example, the number of women in leadership positions in the farmer organizations was still very low. Social, religious and cultural beliefs were impeding the participation of some stakeholders in the VCDP, disallowing women to speak in public gatherings where men were present. Intra-household decision-making, lack of control over resources, polygamous families and heavy workloads hindered households from operating profitable businesses.

**Gender expertise on missions:** The significant role of MTRs and SMs, in either introducing HHM to a project or nudging activities along, has been already been noted above. During the document review, it was noticeable how the attention that was given to gender considerations varied hugely, often reflecting whether a gender specialist was part of the mission team. This has implications not only for identifying opportunities when HHM may be relevant (see box 6), but also for following up earlier mission observations about possible HHM-related actions. Thus, the thread of following up what is happening on the ground is easily lost in project documentation.

## HHM activities and entry points

*Activities:* Since the desk review was based on information reported ad hoc in mission documentation, it was not possible to collect a complete list of HHM activities undertaken.

Activities typically cited include:

- learning routes, visits or workshops for project and government staff for awareness-raising and orientation;
- training of trainers/facilitators on household mentoring/GALS methodology;
- developing and adapting a household mentoring/GALS manual, including translation into local languages;
- technical backstopping during implementation and scaling up; and
- refresher training for facilitators and peer champions.

*Entry points:* Project documentation often recognized that IFAD works with groups which would act as natural entry points to introduce GALS. They include, for example, farmer field schools, farmer organizations, savings and credit groups, producer cooperatives, water users' associations, fisher groups, functional adult literacy classes, youth groups, labour construction groups, community innovation centres and forest associations. Not only do these groups provide an entry point to train members in the GALS methodology, but through that process, it also improves the performance of the groups themselves. Similarly, multistakeholder platforms established for value chain development also act as a forum for introducing GALS to a range of value chain actors to develop common areas of interest, address inequalities and strengthen mutually beneficial linkages.



## 5. Detailed analysis of expected and actual benefits

This section provides an overview of the expected contribution of HHM to project outcomes, key HHM activities and entry points, as noted during the design process. Results from closed projects which had used HHM were reviewed to provide evidence to validate these expectations.

### Expected contribution of HHM to project outcomes

The rationale for using HHM – as noted PDRs, MTR or SM reports – is much more than solely as a mechanism for promoting women’s economic empowerment. HHM are a transformative approach which deepen project impact in many different contexts, including income generation, food security and overall livelihoods planning. Using HHM enable members of households, groups and communities to dig deeper than the traditional approaches to gender mainstreaming by identifying and addressing some of the principal underlying causes of gender inequality and exclusion. This not only improves gender equality outcomes, but also removes gender-based barriers that would hinder the achievement of other development outcomes.

**Table 7:** Rationale for including HHM in projects from gender and inclusion perspectives

Domains of IFAD’s Gender Policy	Rationale for HHM
Economic empowerment	<ul style="list-style-type: none"> <li>• Improving women’s access to and control over productive resources, including land</li> <li>• Improving decision-making in the household (for example, over assets, financial planning and savings)</li> <li>• Promoting the equitable sharing of participation and benefits arising from project activities for women and men</li> </ul>
Voice and representation	<ul style="list-style-type: none"> <li>• Ensuring women have a voice in how the household income is spent and reducing the risk of men’s capture of women’s earnings or withdrawing household support once women’s earnings increase</li> <li>• Promoting women’s membership and leadership in producer organizations</li> <li>• Strengthening women’s associations for advocacy</li> <li>• Providing opportunities for youth to have a voice – thereby generating intergenerational benefits – and develop their own livelihood pathways</li> </ul>
Workloads	<ul style="list-style-type: none"> <li>• Encouraging more equitable workloads between family members, including unpaid care and domestic work</li> </ul>
Transformation	<ul style="list-style-type: none"> <li>• Empowering women in their households through improved intra-household gender relations</li> <li>• Empowering individuals to take control of their own lives and address cultural norms that exacerbate the gender gap</li> <li>• Changing cultural norms and attitudes of communities, including husbands, fathers and boys, towards gender equality</li> <li>• Reducing the risk of domestic violence, especially in cultural settings where this behaviour is considered to be “normal” (for example, conflict can arise as a result of women gaining economic benefits from accessing financial services and consequently becoming stronger in household and community decision-making)</li> <li>• With specific reference to household mentoring, enabling poor and ultra-poor households to take the first steps towards moving themselves out of poverty</li> </ul>

**Gender equality and social inclusion:** Reasons cited in project documentation for including HHM typically include outputs linked to the main domains of IFAD’s Gender Policy (table 7).

**Broader project objectives:** In addition to being a key element in gender and targeting strategies, HHM have more traction when they are set in the context of broader project objectives (table 8).

## Evidence of results

To date, the majority of results on outcomes and impacts generated by use of HHM is based on qualitative evidence. The testimonies by participants in household mentoring and GALS activities provide insights into the often profound changes experienced in people’s lives. The observations below are based on documented evidence from several of the more mature or closed IFAD-supported projects in which HHM have been used.

**The power of having a vision:** Shared visions and plans for the future motivate household members to examine their current way of “doing business” and living their lives (box 7). A household’s potential to move forward is unlocked by, firstly, gaining an understanding of what currently holds it in its current situation, rather than achieving its dreams, and secondly, a commitment to act on those findings. A failure to address gender inequalities is often self-identified by household members as one of the main causes for a household’s lack of progress. Moreover, the empowering effect of having a vision is identified as a factor that will contribute to sustainability beyond the life of a project.

**Household decision-making:** One of the key changes experienced as a result of using HHM is the way in which households make decisions (box 8). Improved planning and the shared use of resources result in a more focused approach to livelihood activities. There is more trust and transparency regarding the disclosure of assets and bank accounts to other household members, and more joint decision-making regarding the use of household income. Women increase their ownership of assets. Youth find a voice in their household setting.

**Table 8:** Rationale for including HHM in projects from a broader project perspective

Context	Rationale for HHM
Household level	<ul style="list-style-type: none"> <li>• Encouraging life planning and livelihood development</li> <li>• Promoting farming as a business</li> <li>• Developing a proper business plan and following up on it</li> <li>• Developing a culture of savings and financial literacy</li> <li>• Improving household productivity</li> <li>• Improving the nutrition of household members through more equitable intra-household distribution of food</li> <li>• Addressing issues associated with HIV/AIDS in the household</li> </ul>
Group and community level	<ul style="list-style-type: none"> <li>• Supporting participatory community planning</li> <li>• Acting as a source of behaviour change communication</li> <li>• Strengthening institutions and improving the performance of groups, setting group visions and understanding the steps necessary to move forward</li> <li>• Planning and negotiating for equitable and sustainable value chain development, including engaging with the private sector</li> <li>• Promoting community engagement with sustainable natural resource management and climate change mitigating measures</li> <li>• Strengthening the performance of financial service provision</li> <li>• Reaching households which usually lie outside the reach of development interventions</li> </ul>

### **Box 7: The empowering effect of a vision**

**Malawi – Irrigation, Rural Livelihoods and Agricultural Development Project (IRLADP) lessons learned:** Halmiton Chemdala used to live in a grass-thatched house. After participating in the household approach with the support of the agricultural extension development officer, his family set the vision to have a burnt brick house with iron sheets. The family grew enough rice, sweet potatoes and maize for the household and sold the surplus. The money was used to build the brick burnt house with iron sheets and this was achieved within two years.

**Sierra Leone – Rural Finance and Community Improvement Programme II (RFCIP-II) MTR 2017:** “Beneficiaries of the GALS training had a distinct advantage resulting from their experience with analytical thinking, their position in the communities, and commitment to the programme.”

**Sierra Leone – Rehabilitation and Community-based Poverty Reduction Project (RCPRP) SM report 2016:** “The use of a tool like GALS has given people the opportunity to envisage and plan for a better life and use their resources to move forward. Empowering people to be self-reliant and take responsibility is a key element in the exit strategy: the empowerment activities are leading to changes in behaviour and performance of stakeholders that are likely to be sustainable in the post project era.”

**Uganda – District Livelihoods Support Programme (DLSP) impact assessment 2015:** Mentoring opened up the beneficiaries’ eyes to the opportunities and possibilities that surround them. The PCR 2015 noted the participation of households and farmer groups in preparing their own visions and/or business plans ensured the ownership of these plans and visions, which would remain the focus of the household for many years and would be a powerful tool for sustainability. However, the risk was recognized that, as the project closed and the household visits by mentors subsided, some households may become complacent and not implement their visions as planned.

**Uganda – District Livelihoods Support Programme (DLSP) PCR 2015:** Mentored households experienced visible improvements in hygiene and sanitation; better housing conditions by the construction of permanent houses; and increased incomes, especially from sales of farm produce, engaging in petty businesses and participating in savings and credit groups. They also experienced a change of mindset: mentored households appreciated the cause of their vulnerability and, using the GALS methodology, set future visions for their households. Households with a set vision performed better than others, as they worked hard to achieve their vision; they bought cows, paid school fees and built permanent houses. “DLSP is associated with having empowered people to speak for themselves, an outcome associated with functional adult literacy classes and mentoring of households”.

“Joseph Talibita is a mentee in Mayuge District. He is married with 12 children. Before mentoring, his children were not in school and his family was food insecure, eating only one meal a day. His housing condition was in a sorry state and was ranked among the poorest in the community. After mentoring, Joseph’s family grows a variety of crops, has enough food to feed the family and a surplus for sale, has enlarged his agricultural land, constructed a better house and all his children go to school. Joseph is now a mentor, a model farmer, and an adult literacy trainer. He has joined two village development groups, he is an opinion leader in his community, and his self-esteem has increased.”

**Box 8: The benefits of greater transparency in household decision-making**

**Malawi – Irrigation, Rural Livelihoods and Agricultural Development Project (IRLADP) lessons learned:** The household approach stimulated members of households to take joint decisions on what crops to plant, what to harvest and what to do with the revenues. “The Household Approach has changed my life and those of others about how we think about issues to do with gender, HIV/ AIDS, food security and financial management at household level,” said Makawa. “Now I am able to cook at home and, when it comes to money issues, I sit down together with my wife and decide on how to spend it as a family. We are able to manage our funds well with the training we received. And because of the Household Approach our marriages are now getting stronger and women now have a say in all that families do.”

**Malawi – Sustainable Agricultural Production Programme (SAPP) SM report 2017:** “The household approach was well received by households and anecdotal evidence showed it had a positive impact on gender equality.” In particular, it helped to tackle the main issue reported across the SAPP districts that men control all household resources, such as income, radios and bikes.

**Madagascar – Vocational Training and Agricultural Productivity Improvement Programme (FORMAPROD):** Young women and men used the Gender Action Learning System (GALS) to develop detailed visions for their businesses and identified the assets required, including their own labour (paid or unpaid) and expenses. A key issue that emerged was power imbalances in intra-household decision-making between young people and their parents, and conflicts which can result in children leaving school or being unable to access household assets. The GALS tools also enabled youth workers to obtain new and often unexpected insights into the aspirations and challenges of the young people they support, which would help with their mentoring responsibilities.

**Nigeria – Rural Finance Institution-Building Programme (RUFIN) MTR 2013:** Positive changes in gender relations and improved financial well-being were recorded as a result of awareness and sensitization using GALS. The SM report 2016 noted GALS training beneficiaries reported substantive improvement in joint decision-making, record-keeping at the family level, a balanced share of assets, incomes and workloads, and an increased engagement in community development.

**Nigeria – Rural Finance Institution-Building Programme (RUFIN) lessons learned:** “Gender relations can change immediately, especially when couples participate in the GALS learning process together. Joint planning and harmonious relations at the household level enhances livelihoods, increases productivity and savings.” These observations were based on testimonies from men who made positive changes, such as reducing alcoholism, and sharing household work as well as holding joint decision-making with their family members.

**Rwanda – Climate Resilient Post-harvest and Agribusiness Support Project (PASP) MTR 2017:** “Through GALS methodology I can share everything with my wives,” said 60-year-old Muhozi Djafali. “Before GALS methodology, I never shared my property with my two wives, not even my bank accounts and I didn’t help them in home activities. The gender balance tree tool helped me realize how my wives are suffering because of me. I was selfish, spending my money in the bar eating alone without sharing with my family. I decided to start step by step to abandon my bad behaviour. Now, my household, together with my wives, knows what assets we own and the amount of savings in my bank accounts. At home, we sit and discuss what to do and when to do it and improve ourselves. In the past, I was the ‘king’, making all the decisions alone without any advice from women (my wives)! GALS is not talk and talk; it is by doing.”



**Sierra Leone – Rehabilitation and Community-based Poverty Reduction Project (RCPRP)**  
**GALS findings and achievements:** “GALS has been remarkably powerful in shifting gender norms and relations in a positive manner for both men and women.” There were reports of increased household and farm work collaboration with a fairer distribution of the workload, increased sharing of family income and a decrease in arguments over income and expenditure. Unplanned expenditures, such as alcohol consumption and gambling, reduced once both men and women realized the strain this placed on household funds. A reduction in conflict and violence was also reported. Women also reported increased decision-making within the household. The SM report 2016 noted that a high proportion of women trained in GALS were expanding their farmland to increase income and were in the process of obtaining land documents in their name, facilitated by the project.

**Workloads:** Many households achieve a more equitable workload balance between family members (box 9). In particular, men become aware of the burden of women’s unpaid domestic workload and assist with tasks, such as fetching water for domestic use and caring for children. Conversely, women have opportunities to engage in paid tasks which were traditionally in the male domain.

**Box 9: More equitable workloads**

**Malawi – Irrigation, Rural Livelihoods and Agricultural Development Project (IRLADP) lessons learned:** Cidrick Thopi, a father of six children, said IRLADP really helped his family, which was on the brink of collapse. “I was doing things on my own as head of the family and never listened to my wife. Most of the work was done by her and the children, but when IRLADP came in with this Household Approach I am now a changed man.”

**Malawi – Irrigation, Rural Livelihoods and Agricultural Development Project (IRLADP) lessons learned:** Maria Chibungu: “My husband and I are now doing things together without any problems. But before that it was hard for my husband to do any work at home because he was saying it was my duty to do so.”

**Sierra Leone – Rehabilitation and Community-based Poverty Reduction Project (RCPRP)**  
**GALS findings and achievements:** Overall, the GALS process generated competences, commitment and enthusiasm among the different people involved. Community facilitators shared stories of real changes in their lives, including increased collaboration within the household, for example, increased male participation in household tasks such as childcare, and increased male participation and male-female collaboration in farming tasks, leading to increased production and income with less need to borrow money to pay for school fees. In addition, service providers changed their practices and encouraged women to participate in paid tasks previously reserved for men, such as dam construction. Women were now selling cocoa, a domain previously reserved for men, and they were developing joint strategies to overcome labour constraints. One woman farmer reported that previously her husband would sell the cocoa and she would not know about the income, whereas she now sells it herself.

**Well-being:** One of the most significant aspects of HHM is reaching aspects of household dynamics that traditional approaches to gender mainstreaming do not reach (box 10). In particular, HHM can contribute to a reduction in domestic violence, extramarital affairs and an abandonment of wives.<sup>7</sup>

**Representation and voice in groups and engagement in community activities:** The HHM processes not only develop women's capacity and self-esteem to engage more fully in groups and community activities, but also, by working at the group level as well as the household level, create the space for them to do so (box 11). Groups also report improved performance and better governance.

**Other applications:** GALS includes tools which may be adapted to different contexts, such as climate change and nutrition (box 12). The financial action learning system (FALS) is a closely related methodology focusing on financial systems that is being used in five ongoing projects; this will become more useful if the proportion of rural finance projects grows in the overall loan portfolio.



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<sup>7</sup> Oxfam Novib 2017.

#### **Box 10: Improvements in the quality of life**

**Malawi – Irrigation, Rural Livelihoods and Agricultural Development Project (IRLADP) lessons learned:** “The household approach is inclusive and is successful in addressing gender issues and AIDS. There is less stigma for AIDS now and people search for medication.”

**Kenya – Upper Tana Catchment Natural Resources Management Project (UTaNRMP) MTR 2017:** The beneficiaries from Thika irrigation scheme noted that the GALS training is “the most empowering”.

**Uganda – District Livelihoods Support Programme (DLSP) impact assessment 2015:** It was found that one of the key causes of domestic conflict was the practice of household members hiding their plans and productive activities (e.g. proceeds from marketing produce) from each other. This changed as a result of the mentoring: all produce and marketing issues were handled transparently and jointly by the household. The functional adult literacy and mentoring programmes improved communication and cooperation among married and cohabiting couples, which reduced the points of conflict in these relationships. The net effect of improved household incomes, increase in assets, and sending children to school was a much improved and harmonious home environment with a reduced level of domestic and gender-based violence. The communities were considered to be generally happier and more peaceful.

#### **Box 11: Women’s engagement outside the home**

**Nigeria – Rural Finance Institution-Building Programme (RUFIN) PCR 2017:** Out of almost 21,000 village savings and credit groups, 70 per cent had women as leaders (proportionally more than their 61 per cent of membership); this was attributed to the successes arising from using the Gender Action Learning System (GALS) in the programme. GALS helped to bring synergy and build more transparent financial relationships among family members and involved women in financial decision-making. GALS also promoted balanced workloads between women and men, as women were seen as individuals who could contribute to financial decisions and have control of their own assets. The gender study of RUFIN found that most families enjoyed a more harmonious existence due to the financial empowerment of women. It was recommended that GALS should be applied in all village savings and credit groups.

**Sierra Leone – Rehabilitation and Community-based Poverty Reduction Project (RCPRP) SM report 2016:** Women reported gaining the courage to speak during planning meetings. Women were well represented in the committees of the Inland Valley Swamp Associations, with examples of women being active as chairpersons. The findings study noted the potential of GALS as an advocacy tool, observing the way women debated with men about their rights during a district-level GALS event as well as during the training of trainers.

**Uganda – District Livelihoods Support Programme (DLSP) impact assessment 2015:** The skills acquired through the combined efforts of household mentoring and the functional adult literacy classes enabled household members to participate in other government programmes such as the agricultural advisory services.

### **Box 12: Other applications**

**Eritrea PDR 2016:** At the household level, the activities to promote fish consumption, behaviour change communication, and nutrition education will be implemented using the household methodology approach. This approach will explore gender issues to accelerate uptake of nutrition information and improve eating habits for sustainable adequate family diets. The entire household will be engaged – men, women, children, adolescents and the elderly – to ensure a common understanding of the nutrition messages for adequate dietary intake.

**Nigeria – Rural Finance Institution-Building Programme (RUFIN) lessons learned:** The use of the Gender Action Learning System (GALS) was complemented by the financial action learning system (FALS) that enabled microfinance institutions and their clients to define the most appropriate products and increase the participation of clients in developing financial services. The system helped to develop synergy among family members in decision-making, including decisions on savings and investment. Improved gender relations significantly influenced savings in households and ensured that women benefited from financial services.

**Sierra Leone – Rural Finance and Community Improvement Programme II (RFCIP-II) SM report 2016:** RFCIP-II had started to pilot GALS, linked to client business plans and application processes. It was expected that GALS would help to address reported challenges, including women's issues, with loan repayment linked to the need to divert loans to household use (for example, during the school fee paying period), especially if husbands did not take responsibility for household expenses. GALS would also help to tackle gender norms, which limited the ability of women to develop their business and strengthen groups to ensure inclusive access to loans. The SM report 2017 noted benefits for rural finance institutions, which had developed more trust with their clients, improved loan repayments and provided more relevant products.

**Sierra Leone – Rehabilitation and Community-based Poverty Reduction Project (RCPRP) SM report 2016:** Through using GALS tools, climate-related issues were translated to the local level in a meaningful way, with participants using their own symbols for what climate change means to them. GALS tools were used to look at climate-related issues and how they would like to see them in the future, and develop concrete actions to take to move towards this. Many participants had not been aware of issues they themselves were responsible for, such as cutting down trees. It was reported that communities were for the first time requesting trees for replanting. Previously, much would end after training sessions concluded because illiterate men and women were not able to record the information. Furthermore, the use of technical terms would often intimidate and fail to engage.

**Overall impacts:** The overall benefits of HHM on participating households are reflected in a range of interlinked improvements, both quantitative (increases in productivity, incomes and food security) and qualitative (decision-making, intergenerational and well-being) (box 13). Household mentoring has a particular focus on addressing the needs of the poorest households and promoting social inclusion. Benefits are also reaped by community members who are trained to facilitate the process, such as household mentors and GALS champions.

### **Box 13: Impact of HHM**

**Nigeria – Rural Finance Institution-Building Programme (RUFIN) lessons learned:** Experiences with the methodology in RUFIN demonstrated deeper and more sustainable improvements in rural livelihoods through ownership, high quality of beneficiary participation, empowerment and sustainability plans, among others. The use of the Gender Action Learning System (GALS) improved household income management and women’s capacity to effectively access and use financial resources for their agricultural production.

**Uganda – District Livelihoods Support Programme (DLSP) impact assessment report 2015:** There was a general appreciation of household mentoring that transformed poor households. Between 2007 and 2015, 1,200 trained community workers and change agents mentored a total of 20,555 households in sanitation, home improvements, basic farming methods, nutrition and savings. Mentored households were among the poorest and had not been engaged in productive economic activities. They were encouraged to join clusters in order to build their confidence and gain access to services linked to mainstream development activities. Their confidence and self-esteem developed and their participation in public activities consequently increased, including improving the relevance and quality of sub-county planning. The improvement in living conditions was largely driven by increased income levels; this resulted in households graduating from grass-thatched houses to permanent houses and improved sanitation. Household food security improved, partly as a result of households redirecting their efforts to engage in productive activities, underpinned by the provision of food security grants (for accessing seeds, planting materials, farm tools and small livestock) and training in post-harvest methods. Mentored households became more secure than non-mentored households and some had a surplus to sell, which increased their household income. The impact of mentoring, together with functional adult literacy, changed attitudes towards appreciating education as an economic enabler and resulted in increased expenditure on school fees for both girls and boys.

**Uganda – District Livelihoods Support Programme (DLSP) PCR 2015:** The knowledge and skills gained by mentors not only empowered mentee households, but also helped mentors gain self-esteem and improve their position in society. Some women mentors successfully contested for elective offices and became leaders in their communities. In some districts, such as Busia, many mentors were referred to as change agents and village consultants, as they guide the community in the development process. Many became chairpersons of village councils, members of the executive committees of local councils, councillors of sub-county councils, and members of water and road committees, etc. The training of community members in mentoring and functional adult literacy led to “a ripple effect of creating a mass of change agents in the community, who are being used by development programmes as entry points”.

**Uganda – District Livelihoods Support Programme (DLSP) PCR 2015:** The household mentoring methodology increased the opportunity for the inclusion of the very poor and vulnerable households in mainstream development activities and was recognized as an innovation that can be up scaled. It fostered changes in the mindset of poor households, improved their household gender relations, developed self-esteem, and supported them to improve their livelihoods. Mentored household were encouraged to use locally available resources to handle their immediate needs and reduce their vulnerabilities, such as sanitation and housing. The mentoring approach was relevant because it started with where the poor households were, what they had, and dealt with the needs identified by the poor. The process, pace and issues addressed showed that the poor owned their development process under DLSP. “Household mentoring ignites inner power of individuals to respond to their context thereby creating long-term mindset change.”

## Recognition by others

One indication of the positive impacts of HHM is the endorsement by others (box 14). Several agencies which have worked closely alongside IFAD-support projects in which HHM have been implemented have expressed an interest in mainstreaming HHM in their own areas of work.

## Evaluation findings on effectiveness

IFAD introduced GALS to the programme in the Joint Programme on the Economic Empowerment of Rural Women (JP RWEE) in Guatemala, Kyrgyzstan, Rwanda and Nepal. The Kyrgyzstan JP RWEE has conducted one of the few quantitative external evaluations on the impact of GALS. A comparison of two villages, one which had participated in GALS and the other which had not, found some interesting differences which could be attributed to GALS (box 15). Through using a pyramid approach following the training of 38 champions, over 3,000 people – including self-help group members as well as their family and neighbours – were directly exposed to GALS tools.

### **Box 14: Wider interest in HHM**

**Malawi – Irrigation, Rural Livelihoods and Agricultural Development Project (IRLADP):** IRLADP's close relationship with the Ministry of Agriculture, Irrigation and Water Development (MOAIWD) and the Department of Agriculture Extension Services (DAES) resulted in the HHA being mainstreamed in the work of the Department of Agricultural Extension's AGRESS officers.

**Rwanda – Kirehe Community-based Watershed Management Project (KWAMP):** The SM 2016 report noted that the Director, Good Governance Unit in Kirehe District, under whose programme gender and youth issues are implemented, was keen to include training in GALS as part of the district's gender activities.

**Sierra Leone – Rehabilitation and Community-based Poverty Reduction Project (RCPRP) PCR 2017:** The Gender Action Learning System (GALS) methodology generated a high level of interest in-country and is currently being scaled up by the Ministry of Agriculture, Forestry and Food Security (MAFFS) in the elaboration of the Ministry's Gender Policy; by service providers in the cocoa sector; by other IFAD projects that learned from RCPRP; and by academics and other sectors. At the PCR final wrap-up meeting, the Deputy Minister II observed that GALS should be mainstreamed in the MAFFS. Service providers trained in GALS by the project have trained others, including the World Food Programme, UN Women, UNICEF, Action Aid, World Vision, and engaging in discussions with Twin Trading.

**Uganda – District Livelihoods Support Programme (DLSP) PCR 2015:** The household mentoring approach engaged all members of the household, and triggered their urge for better well-being across generations and realization that communities can use the innate power and resources to positively change their lives. This may not have necessarily been a new methodology to development, but a unique holistic approach for government-led interventions. It was hailed by many of the respondents as a new model for districts as well as a model for the government to achieve effective results. "Even ministry officials have complimented the household mentoring approach and many see its inclusion in future programmes." The PCR 2015 noted that household mentoring activities had been mainstreamed into the local government system, using the Community Development Department to oversee its implementation through refresher training of the mentors.

**Box 15: Joint Programme on the Economic Empowerment of Rural Women experience of GALS in Kyrgyzstan**

Adding the Gender Action Learning System (GALS) to the implementation model considerably increased the Joint Programme's positive impact on women's empowerment while transforming patriarchal gender norms. Benefits included increasing women's self-awareness, increasing their decision-making over the use of family income, improving their management skills, increasing their status in the family, establishing more equal gender relations in the family, and living lives free from violence.

GALS also, to some extent, offset the disempowering effect of the reduction in leisure time available for women, who increased their engagement in income-generating activities. As a result of participating in GALS, women realized their needs and dreams, and their husbands recognized the value of domestic work. Men started sharing domestic tasks, as well as supporting women to purchase time- and labour-saving appliances such as washing machines. As a result, women ended up with more time for themselves.

Since GALS training did not require a lot of time and physical effort, it was observed that women with disabilities and those taking care of small children and disabled family members could participate.

The strongest degree of ownership of the programme was demonstrated by the non-governmental organization Community Development Alliance that was directly involved in programme implementation and benefited by developing GALS expertise, which it now tries to apply to its other projects.

**Source:** N. Kosheleva and E. Kerimalieva. 2018. Final evaluation of the Kyrgyzstan Joint UN Women/FAO/IFAD/WFP Programme on Accelerating Progress towards the Economic Empowerment of Rural Women. <http://gate.unwomen.org/Evaluation/Details?evaluationId=11308>



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## 6. Lessons learned

This section is based on a review of expert opinion conducted as part of this study. A total of 18 people participated (78 per cent women), comprising three IFAD staff, five IFAD-supported project staff, and ten others (former IFAD staff and IFAD consultants) (see Annex IV). There was a lot of consensus on the attractions of HHM, the challenges typically encountered, and the factors critical to HHM taking off in the context of IFAD-supported projects.

### Attractions of HHM that differ from other approaches to promoting gender equality

HHM are an innovative approach to addressing gender inequalities and promoting social inclusion (box 16):

- They generate positive changes in mindsets and behaviours in a short space of time because all household members are on the same journey; the solutions are self-identified and implemented; they have total ownership over the process and the outcomes are “win-win” for all (rather than pitching gains for women against losses for men).
- The use of visual methods grounds the analysis and discussions in reality and enables the methodology to be used by all types of households in the community, including very poor and vulnerable as well as illiterate ones.
- The methodology is adaptable to examining the causes of inequalities and identifying practical solutions in contexts. The tools are analytical and the findings as diverse as every community that exists.



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### **Box 16: Unique contribution of HHM**

**Nigeria:** The use of very simple and participatory tools by poor illiterate women and men generated great interest among the communities, unlike other training. Staff were also excited and considered the Gender Action Learning System (GALS) useful for the programme. Indeed, some of them reported to have found the tool very useful and practical for vision planning and improved decision-making in their own homes. *Lydia Ameh*

**Rwanda:** The methodology can demonstrate impact in a short time, and it can be adopted by very poor persons and vulnerable groups, illiterates and educated people. Other gender mainstreaming measures are generally limited to policies for organizations and public institutions, but GALS focuses directly at the household level. Training one household member in GALS directly touches all family members and neighbours, as they observe a change in behaviour and are attracted by the drawings. The methodology facilitates individuals to assess themselves. *Raymond Kamwe*

**Sierra Leone:** The GALS tools helped people to dream in a safe environment, plan, go into action and, in a short time, were able to do a self-evaluation which showed positive results. People saw changes in terms of better personal relationships and increased income, including the use of new skills, abilities and self-esteem – and wanted more of it. GALS made people feel appreciated and that was a big boost for action; peer monitoring was also linked to appreciation. The mindset of women changed, as they began to see themselves as resources and not as victims. *Helena Zefanias Lowe*

**Uganda:** The GALS tools can be used to analyse gender issues in almost all situations, from the individual members of a household, to the whole household, to the farmer group level. These tools bring out issues that other tools often fail to decipher. The methodology is simple, down to earth and can be used by all categories – putting aside the illusion that gender mainstreaming is technical and difficult. Beneficiary appreciation and the adoption of the methodology is high because it is participatory, unpacks and blends gender-related issues into the beneficiaries' daily life, and introduces the concept of planning and visioning. GALS causes a lot of excitement among the beneficiaries (both mentored households and farmer group members). *Judith Ruko*

Benefits are reaped when each project undertakes its context-specific adaptation of GALS, including key social risks identified by local stakeholders, which, if unaddressed would compromise the project's core business. In this manner, the use of GALS strengthens the sustainable engagement and enjoyment of associated benefits by beneficiaries of IFAD investments. *Chiqui Arregui*

HHM tackle intra-household dynamics, bringing in men and youth. Gender inequalities are identified as one of several factors to be addressed in a negotiated household plan. People take control rather than have “development done to them”. *Soma Chakrabati*

GALS is a methodology that fosters transformation on many levels, including that of gender equality and social inclusion. What makes it different is the transformation it brings about in people: you see things differently and you do things differently; it is so much more than learning something – it goes directly to behaviour. In the context of IFAD loans, it can act as an accelerator of development results. *Beatrice Gerli*

GALS creates greater awareness and understanding of the status quo in a couple, family, relationship; it thus helps people to become aware of possibilities (including related to those offered by the project), how to get motivated and strengthens personal resilience. HHM create social capital and build institutions, which are preconditions for all other project components (improving production, creating businesses, maintaining infrastructure, etc.). If HHM are not placed in the context of community development and the challenges linked to it, the other project components suffer. *Maria Hartl*

### **Box 17: Experiences of country directors**

Ron Hartman, Country Director, Indonesia (previously in Papua New Guinea): “The main rationale for pursuing a family-based targeting approach in Papua New Guinea is to increase the capacities of participating farming households, and especially of women and youth, to take advantage of project benefits, through financial, business and nutrition education. The approach will try to engage communities to create a supportive environment for household-level activities and to support broad inclusion. This type of family approach is critical in my opinion to respond to the local context whereby women have considerably less access to services, limited control over the use of productive resources and participation in decision-making. Gender-based violence severely affects women’s abilities to participate in the economy and support their families.”

Alessandro Marini, Country Director, the Philippines (previously in Uganda): “I have worked as a CPM for a number of years and have struggled to find mechanisms through which we can reach out to the really poor households and allow them to benefit from the different activities and investments of the various projects that IFAD is financing. Household mentoring is enabling us to do that, and I am very committed to making increasing use of this in future activities in Uganda as the main tool of our country programme for targeting and social inclusion.”

Thomas Rath, Country Director, Lao People’s Democratic Republic: “I will introduce the HH methodology in Laos because it could be useful for engaging with ethnic groups in a more sensitive way.”

The views of Country Programme Managers (CPMs) demonstrate evidence-based understanding of the benefits of HHM (box 17).

### **Challenges typically encountered when introducing HHM in IFAD-supported projects**

However, because HHM are not the “business as usual” approach to addressing gender, they require an in-depth understanding of how the methodologies work and the profound benefits that they can generate at the household, community and project levels. The biggest challenges are getting the HHM process under way and securing sufficient resources to do it well.

The principal challenges identified at the different levels were:

#### **General**

- A lack of understanding by key people in the PMU, government or IFAD of what HHM are, how they are delivered and the benefits they generate; as a result, project management may not be very convinced of the need to spend money on implementing HHM.
- An inherent bias against the terms “gender”, “household” and “methodology”: the word “gender” can raise alarm signals in local institutions; “households” suggest small scale and a complicated and costly process to reach everyone; and “methodology” emphasizes the process rather than the outcomes.

## **Project level**

- Insufficient resources are allocated for a thorough HHM process, both in terms of funds for implementation and staffing the PMU with a qualified person who can lead the process at a reasonably senior level.
- A failure to appreciate the time frame required to complete the full process; in practice, GALS activities are often short and intensive and are not continued; for example, a project may undertake some initial training, but then fail to follow it up and roll it out to other communities.
- A lack of local expertise of skilled facilitators or service providers who are familiar with the methodology, and committed to women's empowerment, gender equality and true participation.
- In the absence of local expertise, a reliance on international facilitators to support the process over a period of time (requiring more than a one-off visit), but this may be perceived to be expensive; if there are concerns about a project exceeding the technical assistance ceiling in budgets, then this "unknown" activity may be cut first.
- Ad hoc technical support after the initial design, whereas implementation support should be systematic.
- GALS activities are often assumed to be stand-alone rather than integrated into overall project activities and implemented at their own pace; this has implications for the off-take of the methodology and its mainstreaming across project activities.
- A reluctance by project management to spend on gender-related activities if it is not understood how these activities add value to the overall project.
- A failure of monitoring and evaluation (M&E) systems to adequately capture changes – especially around well-being, which is often not reflected in standard indicators – and to systematically document the lessons learned; many positive changes happen at the beneficiary level but go unreported.

## **Communities**

- An initial reluctance by educated people to use drawings (but after visiting GALS champions they appreciate the approach).
- A lack of materials (flip charts, markers) for champions to train more individuals in different groups, associations and cooperatives, and challenges for champions to reach people in remote areas.
- Concerns about the sustainability of benefits: although women build up their asset base as a result of participating in GALS, their assets may be at risk of being forfeited when relationships break down, especially in patrilineal, patrilocal systems.

## **IFAD gender and social inclusion team**

- The inability to provide systematic support at all stages of the project cycle, especially during early implementation.
- The absence of a strong network for collaboration and learning between projects implementing HHM.

Specific challenges are cited in box 18.

### **Box 18: Specific challenges**

The Gender Action Learning System (GALS) takes continued effort and personnel to start the process before it can become an integral part of an organization's activities. However, if it is seen as a one-off activity, no concrete effort is made to follow up or scale up GALS activities. *Lydia Ameh*

For HHM to be accepted, there needs to be a clear rationale, backed by evidence, with a typical cost-benefit analysis per household in different contexts. Without this, it is challenging to argue for HHM when there are so many competing demands for project resources. *Soma Chakribati*

Although the GALS may appear to be cheap and simple, it is not a quick fix. The people that GALS is designed to help are very vulnerable and, while change happens fast, making sure that change is sustainable and becomes embedded is key. Part of this involves attaining critical mass. Organizations should commit to managing the process over at least two or three years. *Cathy Farnworth*

Even if there is buy-in at the project level, the IFAD gender team lacks capacity to properly support the process, in terms of operational tools; the ability to supervise it and provide relevant implementation support; and a lack of good trainers and facilitators. *Beatrice Gerli*

HHM involves all members of the household, not only the women; that is why it is so effective. But only if it is clear from the start that other household members are also involved and that this is about achieving gender equality. Unfortunately, this is lost in too many cases. It is known from research that people thrive where there is more equality, but not all involved in rural development think about how to get there. Human development is complex and requires time and resources in order to prepare the ground. Household mentoring and GALS are aiming for long-term change to establish more equality. *Maria Hartl*

As an M&E officer who has attended learning routes and workshops on GALS, I have a good understanding of the relevance of GALS to the portfolio. Despite my commitment, it requires a more strategic approach to get action. *Cletus Yenet Kayenwee*

Implementation of GALS is technical work and design should always be followed up with technical backstopping. A lot of projects get it wrong or just get it partially. It should be systematic to receive implementation support, just like any other technical innovation. *Anja Rabezanahary*

A project's ability to implement GALS is often constrained by a lack of capacity. GALS is a specific methodology and requires people with specific skills, rather than general gender specialists. *Elizabeth Ssendiwala*

## Key success factors for HHM

In settings where HHM have taken off, the following were identified as critical factors contributing to the successful *introduction* of HHM:

- IFAD staff prepared to innovate and take a risk during the early days of HHM;
- a senior staff member in the PMU to champion the methodology and convince management to invest in the process;
- a committed team within the PMU that is HHM-competent, backed by management support;
- support for HHM among the wider project staff and partners, service providers; and
- HHM integration across the project components, not as a stand-alone activity, as well as contributing to a broader gender and targeting strategy.

Once introduced, the following were identified as factors contributing to successful *implementation*:

- sufficient resources available to enable training, backstopping and rolling out to be carried out in a thorough manner over a period of two to three years;
- ensuring GALS activities are included in the annual workplan and budget, project monitoring and progress reporting;
- consolidated activities during the pilot phase to create a critical mass of expertise in one location and then using that capacity to move to other locations;
- dedicated staff in the PMU responsible for delivering on HHM;
- sensitizing all project implementers to appreciate the methodology, supported by evidence from the field;
- developing a local cadre of specialist facilitators/service providers;
- partnership, capacity-building and networking with service providers implementing GALS;
- participatory selection of participants, with the community and local government representatives, and paying attention to the gender balance;
- frequent consultation and dialogue with field staff to facilitate their understanding and the rationale for GALS as well as to motivate staff;
- active engagement and technical implementation support from the IFAD gender team;
- quality assurance through refresher training for the first generation of GALS trainers and certification of GALS community facilitators;
- exchange visits and knowledge-sharing events for staff, partners and community facilitators; and
- flexibility to be blended with other methodologies such as Stepping Stones for HIV prevention or BRAC's graduation model for targeting the ultra poor.

Specific examples of success factors are presented in box 19.

**Box 19: Examples of key success factors**

**Nigeria:** A strong engagement from community members to participate and the peer learning structure helped in scaling up the process, especially among village savings and loan groups. Constant documentation and circulation of evidenced-based results from the field by both staff and GALS champions provided a strong support for rolling out the methodology. *Lydia Ameh*

**Sierra Leone:** GALS was used as a primary strategy to mainstream gender into the project activities. GALS activities were included in the annual workplan and budget. Specific staff were given responsibility for coordinating, supervising and monitoring GALS during implementation. The IFAD Country Programme Manager and Country Programme Coordinator bought into the GALS methodology. *Borteh Sillah*

**Sierra Leone:** Starting small at the community level allowed for learning. The initial groups were selected carefully to “go to where the energy is” and to provide strong examples for moving forward. *Claire Bilski*

Facilitative methodologies, such as GALS, have to be well implemented, client-centred, responsive to local needs, adaptive and results focused. It is not a “tick the box” exercise, but can only work under the leadership of a champion who understands the importance of the quality of the process and allocates adequate human, financial and time resources. *Chiqui Arregui*

Take the project team to see with their own eyes how powerful GALS is and how the methodologies work. Convince project management of cost-benefit ratio if invest x amount of money, what would be the return in terms of reducing the gender gap and productivity gains. *Chiara Romano*



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# 7. Conclusions and recommendations

## Conclusions: Why HHM resonate with IFAD's work

The evidence arising from the stocktake demonstrates a high level of resonance between HHM and the IFAD portfolio. Many who have witnessed first-hand the impacts of HHM on the lives of individuals and their families appreciate the relevance of addressing intra-household dynamics and gender inequalities for the achievement of broader development objectives.

HHM are attractive on three counts:

- They are flexible and adaptable to different project contexts, starting with the household through to self-help groups, producer organizations, community groups, etc.
- They are inclusive, especially for engaging with poorer households, men and youth, as well as women.
- They make project benefits not only more profound (both in terms of productivity gains but also well-being) but more sustainable, developing mechanisms of motivation and self-reliance.

By addressing intra-household dynamics and strengthening community engagement, HHM have great potential to deepen the achievements of IFAD's vision for the post-2015 rural world (box 20). For example, while it may be possible to eliminate poverty or food and nutrition insecurity at the household level, is that vision achieved if some members within those households still remain poor or malnourished? In many contexts, women have little voice over how the household income is spent, including their own earnings, and women and children often eat less nutritious foods and eat last. Similarly, how can rural poor people and young people be empowered to build their own livelihoods if they do not have a voice in the forums in which their livelihood options are determined? And finally, can every family member live in dignity when discriminatory norms, such as gender-based violence, are commonplace?

### Box 20: IFAD's vision

IFAD's vision of the post-2015 rural world is one in which:

- extreme rural poverty is eliminated through inclusive and sustainable agriculture and rural development;
- poor rural people and communities, including those who live in remote areas, are empowered to build prosperous and sustainable livelihoods;
- rural families, and in particular children, no longer go hungry and are assured of their food and nutrition security;
- every family lives in dignity; and
- young people can hope to realize their aspirations for a better life in their own rural communities.

*Source:* IFAD. 2014. *A Strategic Vision for IFAD 2016-2025: Enabling Inclusive and Sustainable Rural Transformation.*

<https://webapps.ifad.org/members/repl/10/2/docs/IFAD10-2-R-2.pdf>.

In addition, HHM also have the potential to make a major contribution to the Sustainable Development Goals' commitment to "leave no one behind" and the "Decade of Family Farming 2019-2028". Indeed, the word "family" provides an entry point to focus on the importance of working inside the family to realize the many benefits arising from working towards shared family visions. Underlying gender inequalities are addressed and the potential of the household is realized for a more productive and sustainable farming sector.

### Recommendations and next steps

It is evident from the review that if HHM are going to be able to realize their potential in the context of the IFAD loan portfolio, action is required. The challenge is how to move from pockets of experience to mainstream HHM; this may require a staff member to focus on delivering HHM in the portfolio.

#### Responsibilities at the project level:

- during **project design**, to ensure sufficient attention is given to the potential contribution of HHM to project objectives, integration across the components and underpinned by adequate allocation of human and financial resources; and
- during **implementation**, to develop an understanding among the project team, including implementing partners and other key stakeholders, of the potential of HHM to contribute to project outcomes and impacts, ensure sufficient resource allocation and to commit to engage in the process over a period of two to three years, and to capture changes in the M&E system.

#### Responsibilities of the IFAD gender and social inclusion team:

- establish and regularly update a *HHM database* with information about in-country expertise held by individuals, IFAD staff, non-governmental organizations or civil society organizations, previous IFAD-supported projects and other projects or organizations;
- provide *technical support* before, during and after design missions in a systematic manner to ensure the comprehensive inclusion of HHM in the design process;
- develop and strengthen a cadre of specialist facilitators and service providers who can initiate HHM activities at the project and community level;
- proactively support *catalysts* to disseminate the methodology in new geographical regions and thematic contexts;
- initiate *activities*, such as HHM learning routes, to inspire staff from IFAD, governments, projects, partners and other agencies about the vital and relevant contribution of HHM to the rural development agenda;
- advise on *indicators* which can be used to monitor performance as well as evaluate achievements and impacts arising from HHM;
- establish an *evidence base* which can be used at the project level to capture changes in various domains of women's and men's lives through the regular M&E system, coupled with rigorous quantitative and qualitative studies of impact in beneficiary communities;
- participate in *knowledge-sharing and learning events*, including networking to link HHM practitioners and organizations, both within IFAD-supported initiatives and beyond;
- participate in *advocacy and policy engagement* on HHM as a tool for gender transformative impacts, social inclusion and sustainable development, especially in the global arena;
- use their interest and expertise as *leverage for securing resources* to support HHM initiatives; and
- develop the *internal capacity of the IFAD gender and social inclusion team* to provide effective support for HHM roll out at both the design and implementation stages.

Several initiatives are already under way which will address some of these points. The ongoing grant “Scaling Up Empowerment through Household Methodologies: From Thousands to Millions” with Oxfam Novib and Hivos will be developing capacity to deliver on HHM by establishing regional hubs and a global network. There may be opportunities to link up with the grant “Assessing the gendered impact of rural development projects” with the International Food Policy Research Institute (IFPRI), which will develop a validated methodology and tool for collecting sex- and age-disaggregated data that allows for the assessment of differentiated effects of development projects.

The immediate next steps will be to (i) conduct an impact survey of GALS in the context of an IFAD-supported project (Sierra Leone); and (ii) prepare a practitioner’s note providing details about how to mainstream HHM in the project cycle, focusing on key information to guide project design, implementation and supervision.

# Annex I: List of projects by country

Rating scores: 0 = no HHM experience; 1 = early days for HHM; 2 = gaining HHM experience; 3 = HHM competent

## Asia and the Pacific

Country	Programme/project by status			Pipeline	Closed	Rating on country HHM experience
	Active on HHM	Not yet moving on HHM	Recent design (PDR 2017 or 2018)			
Bangladesh	Coastal Climate Resilient Infrastructure Project (CCRIP)		Promoting Resilience of the Vulnerable through Access to Infrastructure Improved Skills and Information (PROVATI)			1
Nepal		High-value Agriculture Project in Hill and Mountain Areas Adaptation for Smallholders in Hilly Areas	Agricultural Sector Development Programme (ASDP)			0
Papua New Guinea	Productive Partnerships in Agriculture Project (PPAP)		Markets for Village Farmers (MVP)			1
Sri Lanka		Smallholder Tea and Rubber Revitalization Project (STaRR)				0

## East and Southern Africa

Country	Programme/project by status			Pipeline	Closed	Rating on country HHM experience
	Active on HHM	Not yet moving on HHM	Recent design (PDR 2017 or 2018)			
Angola			Smallholder Agriculture Development and Commercialization Project in Cuanza Sul and Huila Provinces (SADCP-C&H-SAMAP)			0
Burundi	Programme de développement des filières II (PRODEFI-II) Projet d'appui à l'intensification et à la valorisation agricoles du Burundi (PAIVA-B)		Financial Inclusion in Burundi (PAIFAR-B)			1
Comoros	Family Farming Productivity and Resilience Support Project (PREFER)					1
Eritrea		Fisheries Resource Management Programme				0
Ethiopia		Participatory Small-scale Irrigation Development Programme II (PASIDP II)				0
Kenya	Smallholder Dairy Commercialization Programme (SDCP) Upper Tana Catchment Natural Resources Management Project (UTaNRMP)		Aquaculture Business Development Programme			2
Madagascar	Vocational Training and Agricultural Productivity Improvement Programme (FORMAPROD)					1

## East and Southern Africa (cont.)

Country	Programme/project by status			Pipeline	Closed	Rating on country HHM experience
	Active on HHM	Not yet moving on HHM	Recent design (PDR 2017 or 2018)			
Malawi	Sustainable Agricultural Production Programme (SAPP) Programme for Rural Irrigation Development (PRIDE – ERASP blended)		Facility to Assist Rural Markets, Smallholders, and Enterprise Programme (FARMSE)		Irrigation, Rural Livelihoods and Agricultural Development Project (IRLADP)	3
Mozambique	Pro-Poor Value Chain Development in the Maputo and Limpopo Corridors (PROSUL) Rural Markets Promotion Programme (PROMER) Promotion of Small-scale Aquaculture Project (PROAQUA)	Artisanal Fisheries Promotion Project (ProPESCA)	Rural Enterprise Financing Project			1
Rwanda	Project for Rural Income through Exports (PRICE) Rwanda Dairy Development Project (RDDP) Climate Resilient Post-harvest and Agribusiness Support Project (PASP)			Kayonza Irrigation and Integrated Watershed Management Project (KIWP)	Kirehe Community-based Watershed Management Project (KWAMP)	3
Uganda	Project for the Restoration of Livelihoods in Northern Uganda (PRELNOR) Project for Financial Inclusion in Rural Areas (PROFIRA) Vegetable Oil Development Project 2 (VODP2)		National Oil Palm Project (NOPP)		District Livelihoods Support Programme (DLSP)	3
Zambia	Enhanced Smallholder Agribusiness Promotion Programme (E-SAPP)					2

## Latin America and the Caribbean

Country	Programme/project by status			Pipeline	Closed	Rating on country HHM experience
	Active on HHM	Not yet moving on HHM	Recent design (PDR 2017 or 2018)			
Guatemala		Sustainable Rural Development Programme for the Northern Region (PRODENORTE)*				
Paraguay		Project for Family and Indigenous Production (PROMAFI)				0

\* This project has very recently had an introductory training on GALS as part of JPRWEE; it has not been included in the analysis.

## Near East, North Africa, Europe and Central Asia

Country	Programme/project by status			Pipeline	Closed	Rating on country HHM experience
	Active on HHM	Not yet moving on HHM	Recent design (PDR 2017 or 2018)			
Bosnia and Herzegovina		Rural Competitiveness Development Programme	Rural Enterprises and Agricultural Development Project			0
Uzbekistan		Dairy Value Chains Development Programme (DVCDP)				0
Sudan	Butana Integrated Rural Development Project		Integrated Agriculture and Marketing Development Project			1

## West and Central Africa

Country	Programme/project by status			Pipeline	Closed	Rating on country HHM experience
	Active on HHM	Not yet moving on HHM	Recent design (PDR 2017 or 2018)			
Burkina Faso			Projet d'appui à la promotion des filières agricoles (PAPFA)			0
Chad	Projet d'amélioration de la résilience des système agricoles au Tchad (PARSAT)					1
Ghana		Rural Enterprises Programme (REP) Ghana Agricultural Sector Investment Programme (GASIP)				1
Liberia			Tree Crop Extension Project	Tree Crop Extension Project II		0
Nigeria	Value Chain Development Programme (VCDP)	Climate Change Adaptation and Agribusiness (CASP)	Livelihood Improvement Family Enterprises Project in the Niger Delta (LIFE ND)		Rural Finance Institution-Building Programme (RUFIN)	3
Sierra Leone	Rural Finance and Community Improvement Programme II (RFCIP II) Smallholder Commercialisation Programme (SCP)			Agriculture Value Chain Development Project	Rehabilitation and Community-based Poverty Reduction Project (RCPRP)	3



## Annex II: List of HHM grants

Date (years)	Title	Grant partner	IFAD grant (US\$ million)	Partner contribution (US\$ million)	Country focus
2009-2011	Gender Justice in Pro-Poor Value Chain Development	Oxfam Novib	0.2	0.16	Uganda
2011-2014	Community-led Value Chain Development for Gender Justice and Pro-Poor Wealth Creation	Oxfam Novib	1.4	0.8	Nigeria, Rwanda Uganda
2015-2018	Integrating Household Methodologies in Agricultural Extension, Value Chains and Rural Finance in Sub-Saharan Africa	Oxfam Novib	1.0	0.85	Burundi, Democratic Republic of the Congo, Rwanda
2018-2020	Scaling Up Empowerment through Household Methodologies: From Thousands to Millions	Oxfam Novib and Hivos	2.25	0.5	Kenya, Uganda and Nigeria

## Annex III: Criteria for reviewing quality of documents (project design reports, midterm reviews or supervision mission reports) on HHM

During the review of documentation – project design reports (PDRs), midterm reviews (MTRs), supervision mission (SM) reports – a point was scored for each of the following features:

- reference is made to HHM in the main text;
- HHM are introduced in the context of Gender and Targeting strategies;
- HHM are cited in the context of other components (e.g. capacity-building of farmer organizations, value chains);
- the next steps to take for introducing HHM to the project are outlined (e.g. the various stages of GALS, training of trainers, run a pilot, develop a manual, terms of reference for service providers or mentors);
- someone in the PMU is identified with responsibility for implementation (e.g. gender specialist/sociologist or gender focal point);
- a budget is allocated for HHM activities;
- reference to HHM appears in other parts of the PDR (e.g. in terms of lessons learned from previous experiences in-country; the experience will be used for knowledge management, M&E requirements); and
- there are links to other HHM activities in-country (e.g. Oxfam Novib grant, JPRWEE, government advisory services).

The results were aggregated for each project and then were grouped into one of three categories:

- weak (score 0-3): the amount of information provided to guide HHM implementation is minimal;
- satisfactory (score 4-5): the use of HHM is set in the context of project components and some guidance is provided about how to implement them; and
- excellent (score 6+): in addition to the above, there is a detailed description of the next steps, underpinned by a budget allocation.

## Annex IV: List of individuals consulted






Category	Name	Position	Relevant HHM country experience
IFAD staff	Ron Hartman	Country Director	Papua New Guinea (former CPM)
	Thomas Rath	Country Director	Malawi (former CPM)
	Elizabeth Ssendiwala	Regional Gender and Youth Coordinator, ESA	Kenya, Mozambique, Nigeria
IFAD-supported project staff	Lydia Ameh	Former Gender Officer, RUFIN	Nigeria
	Raymond Kamwe	Gender Specialist, SPIU	Rwanda
	Cletus Yenet Kayenwee	M&E Manager, REP	Ghana
	Judith Ruko	Rural Sociologist, PRELNOR	Uganda
	Borteh Sillah	Gender Officer, SCP/GAFSP	Sierra Leone
Others	Chiqui Arregui	Consultant	Liberia, Sierra Leone, Uganda
	Claire Bilski	Consultant	Liberia, Sierra Leone
	Soma Chakrabarti	Consultant	Bangladesh
	Jeanette Cooke	Consultant	Malawi
	Cathy Farnworth	Consultant	Malawi, Uganda
	Beatrice Gerli	Consultant	Bosnia and Herzegovina, Guatemala, Mozambique, Kyrgyzstan, Rwanda
	Maria Hartl	Former Senior Technical Specialist, Gender and Social Equity, IFAD Rome	Madagascar, Papua New Guinea
	Helena Zefanias Lowe	GALS facilitator/trainer	Mozambique, Sierra Leone
	Anja Soanala Rabezanahary	Former APO, Gender and Youth Specialist, IFAD, Rome	Bangladesh, Madagascar, Nigeria, Sierra Leone, Sudan
Chiara Romano	Consultant	Eritrea, Ethiopia, Mozambique	







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