GALS Coffee Livelihood Tool 6: Multilane Vision Journey for Coffee

Written by Linda Mayoux as part of Hivos, GALS@Scale project, September 2014. All resources and further details are available on www.galsatscale.net .

The Multilane Vision Journey (Multilane for short) is the key monitoring tool used at all levels: from individuals and households aggregated to group then organisation levels and in all GALS stages. The Multilane is by far the most difficult of the GALS tools from a facilitation perspective – it needs to be fun and engaging as well as give credible quantified information on changes. More details on the GALS monitoring process can be found on the www.womanresources.info and www.GALS@Scale.net with links to video resources of the facilitation of the Multilane[i]. It is recommended that anyone facilitating the Multilane consult all these resources, especially if the coffee livelihood strengthening has not been preceded by a GALS Catalyst process.

Top left: Farmer from New Home, Kasese, Uganda presents her multilane vision journey in her community.

Bottom left: Board members present the organisational gender vision of Vuasu coffee cooperative that can feed into the middle lane

Why use this tool?

The previous GALS coffee livelihood tools in this Toolkit have achieved the following:

- Tool 1: Soul-mate Visioning established a vision and where coffee fits into a broader vision for livelihoods, gender and sustainability
- Tool 2: Challenge Action Tree for increasing coffee incomes looked at the challenges and potential solutions – turning challenges into opportunities where possible
- Tool 3: Household coffee tree looked at how the potential solutions can be integrated as part of a business input output tree where gender will still balance
- Tool 4: Market map looked at market and livelihood diversification and who GALS could be shared with in order to improve market relationships

- Tool 5: Coffee Calender Vision Journey plotted the coffee business plan over time – how work and profits would be changed and reallocated over time in order to meet the target vision for coffee production.

This final tool brings these together into an integrated and timed plan for coffee, gender and peer sharing. The Multilane can be monitored over time at individual level and aggregated at organizational level. If participants have already done the GALS Catalyst process, then the multilane Vision Journey from that can be reviewed and either a new Vision Journey drawn for the next phase, or elements from the livelihood tools added.

What do you gain by using it

Aims for participants

- participants can clearly see the linkage between the different levels and track progress.
- analysis of opportunities and challenges (type of SWOT analysis) also incorporates causal attribution and helps them to analyse why certain things are progressing and what they can do.

Aims for organisations
- Having everything on one diagram makes for much easier and clearer aggregation for monitoring for the organization as a whole
- Causal attribution is also included so that organisations can understand what other factors are contributing to progress or lack of it and open discussion on what other types of support or services might be needed.

Who applies the tool and for whom?

This tool can be used, adapted or introduced in many different ways. Including, or any in- between variant of:

- *individuals on their own* use the Multilane for planning and tracking their own progress. They then share and aggregate these in groups.
- *companies or other organisations* can aggregate the group outcomes, or use the tool as part of participatory farmer or multistakeholder workshops to at least start to understand the issues.

Note: Particularly if this is the first time people are doing the Multilane, then it is crucial to have experienced facilitation from an existing GALS practitioner. The main challenge, as with any participatory monitoring or impact assessment tool, is how the make sure that those participating are a reasonably representative sample. When used with farmers and farmer groups in an ongoing process, information can be collected for the whole membership – because it is useful for all farmers to plan and track their progress and have an idea how they compare to others. When used as a one-off, then it is important to select a purposive sample of farmers and integrate some sort of colour-coding to identify different groups eg women and men. As with all GALS tool facilitators are referred to the generic GALS facilitation guidelines that can be found on the GALS@Scale website at www.galsatscale.net/facilitation. Particularly in large multi stakeholder workshops it requires experienced facilitation with one or preferably two lead facilitators, and some champions who can lead the groups. It is also good to arrange for photo and/or video documentation.

How does it work?

The Multilane Vision Journey follows the same steps as any GALS Vision Journey. The only difference is that there are 3 lanes instead of one as in the Catalyst Vision Journey or many as in the Coffee Vision Calendar. So you need to put two lines through each circle and along the road between the first lines.

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Part 1: Individual Multilane Vision Journey

The session should begin with a participant pairwise/pyramid recap of their visions from Session 1.

The facilitator clarifies the Multilane framework on the flipcharts - and asks people to repeat and clarify. Make this as interactive as possible. If the facilitator is not familiar with the tool it is crucial for this tool that they look at all the resources on the website (see Endnote) so that they really understand it.

Then step by step participants will fill in the three levels of their own Multilane as indicated below – summarising, reflecting on and synthesising the action conclusions from the previous tools. This is likely to be easier for people who have been through the GALS Catalyst process already. In this Multilane there is no such a close correspondence between each tool and each lane because the aim of the livelihood stage is to now integrate analysis of the interlinkages between livelihoods, gender and sustainable leadership.

Step 1 Drafting the Multilane Journey

Participants draft the Multilane framework (no symbols anywhere at this stage - just the framework) on the next double page spread in their workshop notebook diaries.

Every drawing should have a date and an indication of which milestone has been reached ie is it 0, 3 months, 6 months or 9 months since starting GALS.

Step 2 Filling in the top lane for coffee and livelihoods

If you have done a GALS Catalyst Vision Journey then you can first put information also from that in this lane.

- In the top lane of the top right vision circle put the coffee and livelihood vision from the soulmate-visioning and/or target production on the Household Coffee Tree and/or Coffee Calendar Vision Journey and/or action fruits from the Challenge Action Tree.
- In the top lane of the bottom left circle put the symbols to show the starting point before GALS in relation to the vision eg if you want a good house, how was your house, how were your coffee trees etc. If you started GALS before the current workshop, then in the top lane of the appropriate milestone circle put your current situation in relation to the Vision.
- At the top and bottom of the Journey put the challenges and opportunities from the Challenge Action Tree and the Coffee Calendar.
- In the top lane of the one-year target circle put your target green fruits from the Coffee Tree and/or Coffee Calendar.
- Then plan how you will achieve the rest of your green fruits in the following target circles, making sure you also put in the actions needed to move from one to the other.

Step 3 Filling in the middle lane for Gender Balance

In the middle lane follow a similar process for gender balance. If you have done a GALS Catalyst Gender Balance Tree then you can first put information also from that in this lane.

- In the middle lane of the top right vision circle put the green gender balance fruits from the action commitments on the Challenge Action Tree, necessary changes in work, investments and assets from the Coffee Tree and Coffee Calendar and any gender issues from the market map.

- In the middle lane of the bottom left circle put the situation before GALS using the blue symbols on those same tools.
- In the middle lane of the current circle (if different) put red symbols to show what has already been achieved since starting GALS and green symbols for unripe fruits still to be done.
- At the top and bottom of the road put the gender opportunities and challenges from the Challenge Action Tree and Coffee Calendar.
- Then plan how you will achieve the rest of your green fruits in the following target circles, making sure you also put in the actions needed to move from one to the other.

Step 4 Filling in the bottom lane for Empowerment Leadership

In the bottom lane put your leadership vision from the market maps – your vision for market networking and relationships and peer sharing. And follow the same steps as for the other lanes. If you have done a GALS Catalyst Empowerment Leadership Map then you can first put information also from that in this lane.

Step 5 Ongoing Tracking

You now have one summary diagram on which you can have an overview to continue to track your process, and also on which you can assess your progress compared with others in your group.

Part 2: Collective Multilane Vision Journey

> *Top right: Farmer champion from Duhamic Rwanda facilitates quantification of achievements from Oxfam Novib/IFAD GENVAD process.*
>
> *Bottom right: Farmer champion from Duhamic Rwanda fills in his achievements later on the middle gender lane of the collective Vision Journey.*

Once everyone has done their individual Multilane Vision Journey then these can be shared and aggregated either in groups or in a participatory workshop. If time is short then focus on the vision and targets and follow up on the other milestones later. Or focus on one lane per meeting as a series of meetings. Having large numbers of people in one meeting increases the time needed but can also enrich the discussion. If enough facilitators are available is also possible to break a large workshop into parallel group sessions and then feedback and aggregate the totals at the end. This may be the best way to really look at gender and other differences and enable open discussion between people with similar experiences.

In preparation, the facilitator and/or champions should have prepared a very large Multilane framework on about 6-8 joined flipcharts, placed at the front of the hall.

It is best for participants themselves to facilitate the filling in as part of developing their facilitation skills and establishing local ownership of the monitoring process. This then leaves the lead facilitator free to really reflect on the outcomes and see how best to encourage participants themselves to raise gender and other issues. This will make the monitoring more meaningful for participants and sustainable.

For each lane/milestone the process is as follows:

- Ask a volunteer to come up to the front and put one of the elements in the appropriate lane of the vision circle on the large Multilane Framework. Ask for a show of hands how many women and how many men have the same element in their vision.
- Then the person should put in where they started and where they are now. If time permits this can also be quantified.
- Then ask a second volunteer and repeat the procedure for a second element in their vision.
- Then a third from the back, or a woman or man depending on the sex of the previous two presenters.

Until all the elements have been covered.

It is also good to break the proceeding up with a song between each lane to energise people. Making the aggregation fun requires development of facilitation skills and integration with fun activities and energisers. It is therefore important to leave enough time for these.

*GALS Coffee Livelihood Tool 6: Multilane Vision Journey*

Following the introductory session on the Multilane, the groups continue to use the Tool to track progress at their group meetings. By this time they should only need periodic support from the organisation. As numbers of participants grow it will be important to develop some sort of representational structure where group representatives bring the quantified diagrams for discussion and aggregation at meetings facilitated by the core GALS team or for example cooperative or company Annual General Meetings.

The main focus of tracking is:

- the degree to which women and men have been able to achieve their visions on coffee production and livelihood diversification
- the gender changes which have taken place in division of labour, incomes, assets and decision-making
- leadership development and outreach through the pyramid peer sharing process and assess quality of the peer capacity-building and scaling up in markets
- issues arising, opportunities discovered and challenges to be analysed using Challenge Action Trees.
- any necessary changes to the tools and pyramid peer sharing

Staff or group leaders can aggregate the information from the individual notebooks during the group sharing process.

BUT THE AIM OF THE GALS IS EMPOWERMENT, NOT MONITORING. AGGREGATION SHOULD BE JUST A GUIDE AND MOTIVATION FOR CHANGE, BASED ON HONEST SHARING OF CHALLENGES AS WELL AS SUCCESSES. AT NO POINT SHOULD IT BECOME BORING POLICING BY THE ORGANISATION.

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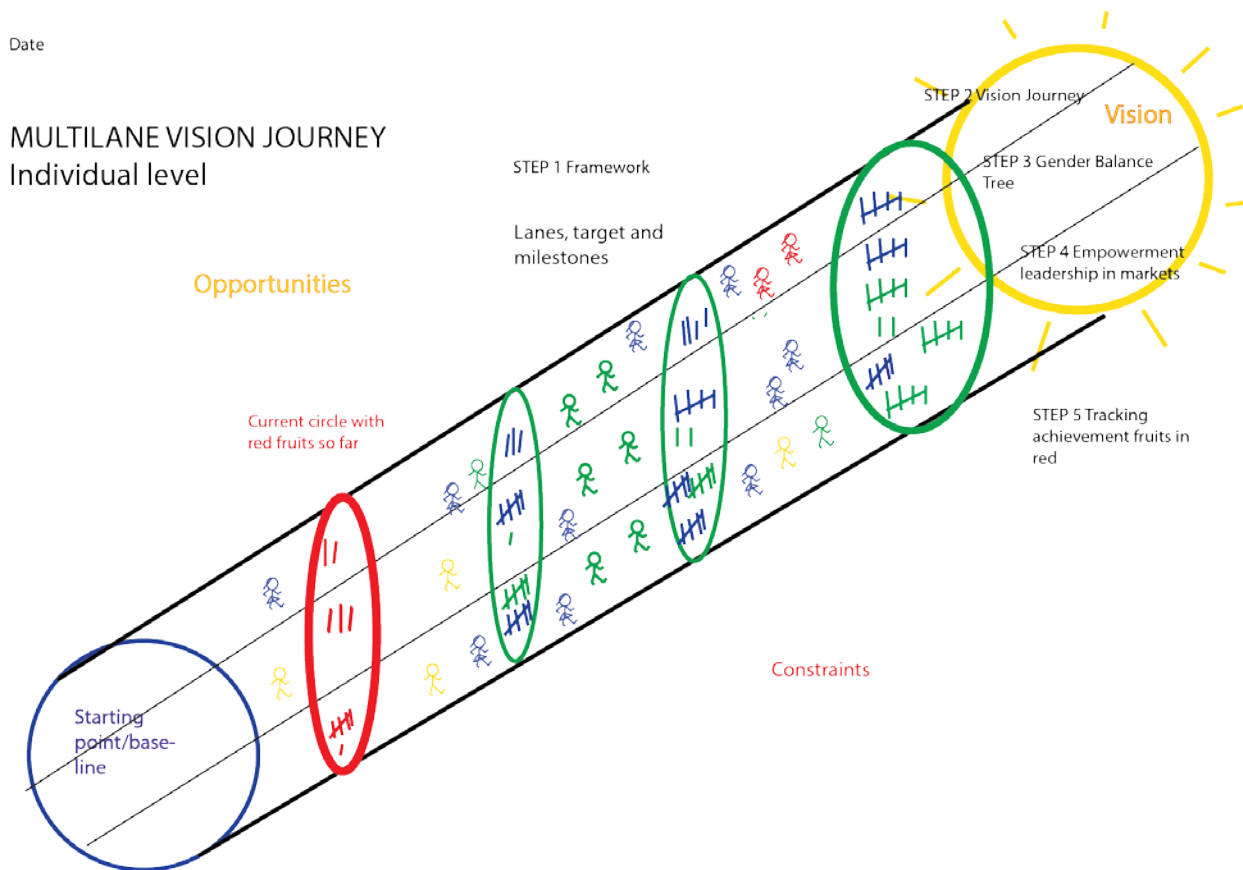
i Video resources

for the multilane highway from processes in Uganda and Rwanda can be found on You Tube:

Individual Road Journeys:

Multilane Highway for Change 1: Masika Elizabeth: http://www.youtube.com/watch?v=SGmofAu05C0

Multilane Highway for Change 2: Masika Elizabeth's Father John: http://www.youtube.com/watch?v=Zc3kYN74IDQ

Mother Road Journey:

Overall Framework: http://www.youtube.com/watch?v=KYaXolihb1g

Quantifying the Vision Journey: http://www.youtube.com/watch?v=mf2QzpwVY9w

Quantifying the Gender Balance Tree: http://www.youtube.com/watch?v=MiWu4jihFUY

Quantifying the Social Empowerment and Leadership Map: http://www.youtube.com/watch?v=Zpuwa77nUow