

DUHAMIC – ADRI A.S.B.L.

Kigali, Rwanda



Name: DUHAMIC – ADRI a.s.b.l

Location: Kigali City, Kicukiro District, Niboyi Sector,
Rwanda

Year of foundation: 1979

Website: www.duhamic.org.rw

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1.0 Introduction: The context and the GALS methodology

Rwanda is predominantly rural, with 91% of its population involved in agricultural activities. Women form the 52% of the population, with nearly one third of households headed by women (mainly widows or single women). Although this is a high ration in favour of women it has dropped from 54% shortly after the genocide in 1994. As for most of the patriarchal societies, in Rwanda gender inequality is evident as women are often employed in labour intensive and low value added activities.

There are multiple factors that have contributed to women's impoverishment such as: the discriminatory laws and traditions prohibiting women's land ownership and inheritance rights—leaving women without adequate collateral to obtain credit to support either on- or off-farm income-generating activities.

Since 1994, as mentioned in the overview provided by the country paper on Rwanda, the Government of Rwanda has taken meaningful steps demonstrating its commitment toward gender equality and is giving considerable and serious attention to gender issues to improving women's situation. However, gender inequality is still very present, overall among rural people, strongly effecting country's development at the household and community levels.

In this framework, the GALS as a gender empowerment methodology for value chain development aims at providing rural and illiterate people with the tools to face the situation and increase their livelihoods.

According to Josephine Kasande, Oxfam Novib consultant on GALS, *“the GALS is a methodology that uses a number of tools based on a framework or a plan, which is the life journey. Those tools play a critical role and have different purposes: there are tools of analysis, planning and action. First people identify through the analysis what are the main issues in their lives so that they can work on solving those issues and improve their livelihood.”* Josephine continues saying that *“GALS is a methodology that enables illiterate people to communicate using symbols and images. It is a very powerful approach for people to use the information produced during the discussions in their own time and place. They do not need to be on a workshop setting to use the tools but they can do it at their house with their family. The result is that people own the methodology and are able to manage the learning according to their needs.”* Finally, Josephine concludes, *“GALS does not end with itself, but it represents a mean. GALS must be linked to some form of livelihood work or project that add value to the analysis produced because, if it situated on its own, it might face serious challenges.”*

DUHAMIC-ADRI, ACORD and BAIR started implementing the **GALS methodology to enhance gender justice** among projects working on **value chain development**.

The GALS methodology in the East and Southern Africa (ESA) region

Under the framework of the IFAD funded programme in the ESA (East and Southern Africa) region and within the WEMAN global strategy, Oxfam Novib designed a three (3) years project in partnership with ten (10) Civil Society Organizations (CSOs) to adopt the GALS methodology for the value chain development approach.

The project main objective is: “to contribute to sustainable pro-poor wealth creation, and value chain upgrading in Uganda, Rwanda and Nigeria through empowerment of women and men from the poorest and most vulnerable households and the establishment of equitable participatory processes for economic decision making at all levels.”

In Rwanda DUHAMIC-ADRI, ACORD and BAIR are the three organizations that were selected to implement the GALS methodology among its members and beneficiaries in value chain development projects.

2.0 DUHAMIC-ADRI: origin, structure, mission and objectives

DUHAMIC – ADRI is a non-for profit Association (a.s.b.l.) established in 1979 in Kigali, Rwanda. DUHAMIC – ADRI main aim is to help farmers to organize themselves to fight against the constraints of the marginalization of rural areas.

Its central area of intervention is in the Southern Province. In the specific, DUHAMIC-ADRI works in the Muhanga, Kamonyi, Nyaruguru, Nyamagabe Ruhango, Nyanza, Huye and Gisagara Districts.

DUHAMIC-ADRI - An organization for the support of Rural Circles Basic Initiatives

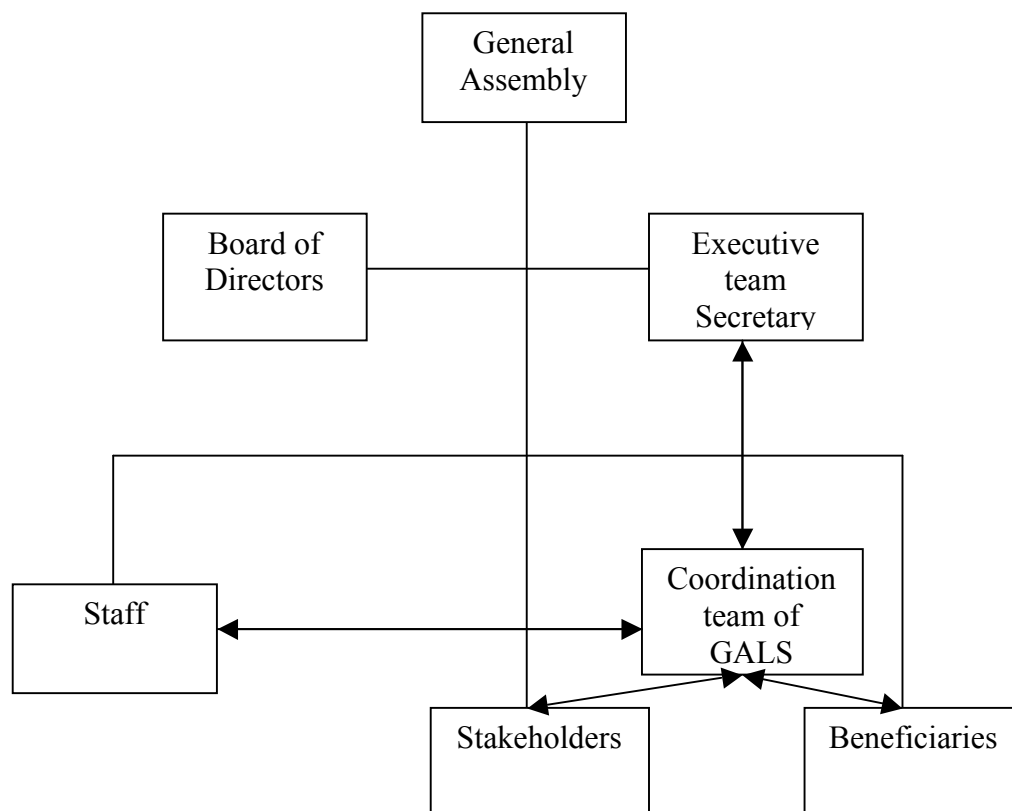
The Association's **vision** is *"to reach a rural world responsible for its self socio-economic development"* and its **mission** *"to support integrated development through the initiatives of the rural population in their struggle for self-development."*

Also, the specific objectives are:

- *to fight against the marginalization of rural areas;*
- *to stimulate the creation and consolidation of Associations, Cooperatives and farmers' groups;*
- *to enhance the work of farmers' Associations by initiating and encouraging the development of organizational structures as autonomous groups and international groups;*
- *to support rural development initiatives in various fields.*

Main strategies:

- to raise farmers' awareness with regard to rural areas marginalization mechanisms;
- to support income-generating activities in rural areas;
- to conduct an intensive animation-awareness and action research for self-promotion of rural populations;
- to conduct training, seminars, meetings, exchanges and study tours to strengthen the capacity for reflection and action for rural populations;
- and to provide project research, negotiation, administrative, training, management consulting services, legal and technical support, as well as research funding



Mainly focusing on the agricultural and livestock sectors, DUHAMIC-ADRI's programmes and projects are organized around three main areas of intervention: **education**, **environment** and **value chain**. In value chain development, DUHAMIC-ADRI operations appoint at supporting the production of the following crops and commodities: corn and soybean, rice, fruits (pineapple, Japanese plum, passion fruit and other grafted varieties) and the dairy chain and potato commodity.

GALS is mainstreamed among the value chain projects implemented by DUHAMIC-ADRI, with the support of Oxfam Novib and IFAD. In particular, GALS has been implemented among members of two (2) soy bean and maize Cooperatives, two (2) Cooperatives that work with the rice crop and three (3) Cooperatives that work with farmers who grow pineapple. At organizational level, DUHAMIC-ADRI elected a committee that is responsible to coordinate the GALS activities. The committee is composed by: (i) two (2) representatives from each groups of beneficiaries that were selected to be trained on GALS, (ii) two (2) representatives from the private sector and (iii) two (2) GALS experts.



Female and widow headed households are disproportionately represented among the poorest¹ and are considered the most vulnerable among the rural population. As a result, DUHAMIC-ADRI mainly works with women and girls head of households to promote gender justice and each of its project and programme have a focus on gender dimension.

DUHAMIC-ADRI's partners

To realize its activities and to promote the development of basic initiatives in rural areas, DUHAMIC-ADRI is supported by a wide range of international donors and by the local Government. Among the main International Organizations, the main partners of DUHAMIC-ADRI are the following: OXFAM Novib, FRERES DES HOMMES, the European Union, TROCAIRE, CCOAIB and its member organizations.

The government is also active partner of DUHAMIC that often collaborates with various State Institutions at a Ministry, Province, District and Sector levels.

3.0 The GALS in the Southern Province territory and in the Muhanga District

The economic, political and social context

DUHAMIC-ADRI operates in the Kigali area as well as in the Southern, Northern and Western Provinces of Rwanda.

In particular, the projects that were selected to benefit from the GALS methodology are implemented in Muhanga District, located in the Southern Province of the country.

The Southern Province shares its border with the capital city of Kigali to the North, to the East with the Eastern Province, to the West with the Western Province and to the South with Burundi.



Figure 1 – Muhanga District, Southern Province, Rwanda

The Southern Province has an area of over 5701 km² and a population of more than two million, fifty eight thousand, six hundred and seventy four (2,659,332); it is made up of forests, which occupy an area of more than 404 km². Its temperature varies between 11°C and 28°C and it is located at an altitude of 1500 m to 2800 m².

Nowadays, the Southern Province is constituted of eight (8) districts: Gisagara, Huye, Kamonyi, Muhanga, Nyamagabe, Nyanza, Nyaruguru and Ruhango.

DUHAMIC-ADRI selected several Cooperatives to benefit from the GALS methodology among its ongoing projects on value chain development.

Tuzamurané Cooperative is located in the Cyeza sector, in the district of Muhanga.

With a population of approximately 297,997, the district of Muhanga is bordered by the Gakenke District to the north, Kamonyi District to the east, Ruhango District to the south, Karongi District to the southwest and Ngororero District to the west. It is composed of twelve (12) sectors, sixty three

¹ ACORD Rwanda, 2010: "Strengthening the Capacity of rural population to advocate for their rights to sustainable livelihoods and food sovereignty." Kigali, March 2010

² Source: www.southernprovince.gov.rw

(63) cells and it is extent for an area of 679,2 km².Its main activity is agriculture with its major crops being rice, coffee, maize, beans, manioc and sorghum³.

The district supports the most vulnerable giving the priority at a sector and district levels to gender policies that are monitored by the Gender Monitoring Office (GMO).

The Cyeza sector is built upon four (4) main pillars: *good governance, justice, and economic and social development*.

According to the Rwandan law, every year in July each household must submit a contract of performance signed by the chief of the village (MUDUGUDU).

Linked to this practice, the GALS methodology is appealing to the local authorities at a sector level because it provides people in rural areas with a method and with a vision for their future. This method contributes to the social and economic development at a household level within the district. According to the executive secretary of the sector: *“In order to improve their situation and to develop people must have a plan, a vision and must work to reach a target. The contract of performance is built upon those elements aiming at involving each member of the household and at monitoring whether gender balance and justice are in place.”*

As a matter of fact, every year rural people, often illiterate, face many challenges to comply with their task of submitting the contract of performance. As a result, the executive secretary concludes: *“the GALS method might contribute to develop people’s ability to improve their lives at a household and community levels.”*

³ Source: www.muhanaga.gov.rw

4.0 What can we learn from DUHAMIC-ADRI?

As already mentioned, DUHAMIC-ADRI recently started implementing GALS for value chain development in Rwanda. As a matter of fact, the Association is currently at its second stage of the GALS methodology called “Community Design Process”. In order to reach that step, a workshop was organized to introduce the tools to be used during the second stage.

Implementation strategies

During this first implementation period some lessons and peculiarities can already be highlighted within the main strategies that were put in place by the Association.

Marthe NYIRANKIZAYO, Monitoring and Evaluation officer and GALS Coordinator, supported by Alphonse NTAGANZWA, DUHAMIC-ADRI Field Officer and Agronomist, are the coordinators of the project and lead the GALS implementation among DUHAMIC-ADRI’s members and beneficiaries.

Being GALS implemented among value chain projects, the choice of the Association to appoint a person with technical skills to support and co-lead the process has been strategic. Moreover, Alphonse, as DUHAMIC-ADRI Field Officer, has a good knowledge of the territory where the Cooperatives supported by DUHAMIC operate, and of their members; as a result, he is able to provide GALS champions with constant support. Finally, Marthe’s role as a gender specialist is fundamental to generate during the meetings fruitful discussions with a focus on gender and to inspire and guide the analysis that might arise with the use of GALS.



The selection process

According to the GALS methodology and based on the project design, the implementing organization selects the ongoing projects working on value chain development to incorporate the use of the GALS as a gender transformative empowerment methodology.

As for DUHAMIC-ADRI, IFAD’s funded projects that support several Cooperatives working in value chain were selected as beneficiaries to implement GALS.

DUHAMIC started the training on GALS with members belonging to two Cooperatives working on soybean and maize value chains. Among them, the Tuzamurané Cooperative was selected to lead the process on the GALS implementation.



Located in the Muhanga district, the Cooperative works in the soya bean and maize value chain. Its members are all farmers and, among the most vulnerable, the Cooperative identified forty (40) farmers (22 women and 18 men) to become GALS champions.

Being all champions selected to work with GALS members of Cooperatives, the approach they have with GALS is mainly market oriented. As a matter of fact, they are used to meet to discuss around issues that are mainly focused on their business. While this

approach is efficient on the production side often the personal and individual spheres are kept aside and hidden.

A final reflection on that particular approach might be that when GALS is implemented through the cooperative approach the process might be slower in generating results.

Peer Learning Structures

As for the **peer learning structures** among the champions, each group select ten (10) people, who are the most active and dynamic, to sensitize the rest of the community on GALS as a gender empowerment methodology. However, being the project at its first implementation stages, the champions have not yet started sensitizing on GALS as the facilitators and GALS focal points do not advice it at this stage. On the other hand, most of the champions have started sharing the method and the first GALS tools mainly with family members, friends and neighbours.

5.0 The Way forward: challenges and opportunities

“Successful results for the GALS methodology depend mainly on the attitude of people involved and of the group dynamic. When apathy is present in a group it is difficult for the facilitator to stimulate the discussion. This does not normally depend on the level of poverty of the community but it is an intervening factor that cannot be avoided nor predicted” with these words Josephine Kasande, GALS facilitators and OXFAM Novib consultant, explains the importance of working with people who are committed and willing to improve their condition. As a matter of fact, in her opinion, a positive attitude has a major impact on the results of the implementation of the GALS method and tools.

Marthe NYIRANKIZAYO, DUHAMIC-ADRI GALS focal point, when mentioning the main challenges the members of the Cooperative face in implementing the GALS tools says: *“One of the main challenges for people is the drawing and this accounts for the farmers (often illiterate and elderly people) as well as for the staff members, who are not used to draw and utilize symbols and images to communicate with others and to express themselves.”*

An additional issue for GALS -connected to this last point raised- is that when dealing with value chain projects it is difficult to find young people interested and involved in agriculture. As a result, mainly elderly people follow the training on GALS and utilize the tools. On the other hand, according to Marthe, informally youth can be considered as beneficiaries of the GALS methodology. In fact, even if they are not directly involved, they are exposed to the approach through their parents and other members of the community.

Another challenge that was identified by the coordinator of the project is lack of time. People need time to process information that are provided during the monthly meetings and should meet to reflect and discuss more often. Also the lack of structure for the meeting to happen in a more informal way is a challenge Cooperative members as well as staff members face. The location where people meet should be informal and easily accessible by all members. On the other hand, champions are coming from different districts and cells as the Cooperative operates in vast catchment area.