



HAPPY FAMILY HAPPY COFFEE



Overview

Linda Mayoux

with

Intan Dharmawati

Mashadi Mulyo

Catherine van der Wees

**Indonesia Toolkit for
Empowering Women, Youth and Men
to Sustainably Implement
Good Coffee Practices**





The Happy Family Happy Coffee Curriculum has been developed as part of the Coffee Made Happy Programme implemented by Hivos and IndoCafCo (ICC/Ecom), funded by IDH the Sustainable Trade Initiative and Jacob Douwe Egbert (JDE).



The materials in this Indonesian Toolkit build on an earlier Happy Family Happy Coffee Toolkit developed for Hivos and Ecom in East Africa by Linda Mayoux and Tanzanian and Kenyan contributors Peter Ndambiri, Grace Murungi and Tabby Lumumba as part of the Coffee Partnership of Tanzania project.

The materials presented can be used as an entry point and complement to other GALS Toolkits eg

- GALS Catalyst Tools
- GALS Livelihood Strengthening Tools
- GALS Leadership Tools

The Toolkit can also be used as a stand-alone to complement other existing trainings by the organisation.

For all these GALS resources and contacts see:

<http://www.galsatscale.net>

For details and links to other GALS processes, including Happy Family Happy Coffee, see:

<http://www.gamnechangenetwork.org>

NOTE: Ideally those implementing the curriculum would receive training from one of the authors or from another implementing organisation.

© Linda Mayoux 2016

The materials are free for use for noncommercial an ethical purposes on the condition that: the authors are fully accredited, together with Hivos sponsorship of this Toolkit, and Linda Mayoux is cited as the originator of the PALS and GALS methodologies. For commercial purposes application should be made to:

Linda Mayoux through:

<http://www.galsatscale.net>



Farmer soulmate group presents their group vision for Happy Family Happy Coffee.

About the authors

Linda Mayoux is a global independent consultant. She developed the generic Participatory Action Learning System (PALS) planning and livelihood tools with Hivos Partners and Bukonzo Joint Cooperative Union in Uganda since 2004. She then adapted these tools as a gender empowerment methodology Gender Action Learning for Sustainability (GALS) with Oxfam Novib, IFAD, Fair Labour Association and Hivos partners - Tutunze Kahawa Ltd (TKL), Coffee Management Services (CMS) and Vuasu Cooperative Union in Tanzania and Sustainable Marketing Services (Kenya).

Intan Dharmavuti is Indonesia GALS consultant and

Mashadi Mulyo is Hivos Coffee and Commodities Programme Manager.

Catherine van der Wees is an independent international consultant specialising in gender mainstreaming in global commodity chains.

Acknowledgements

In developing the curriculum the authors are very grateful to insights from extension staff and champions from IndoCafCo, Semendo, South Sumatra and staff from IndoCafCo Oku and Lampung Barat..

Aims of the 'Happy Family Happy Coffee' Toolkit

This Happy Family Happy Coffee Toolkit presents an integrated curriculum using the GALS (Gender Action Learning for Sustainability) methodology as a participatory framework of proven tools and facilitation techniques through which the technical content of Good Agricultural Practices (GAPs) can be delivered. The curriculum can be used and adapted by staff in coffee companies, cooperatives and service organisations and in training of promoter farmers to:

- improve relationships with farmers through increasing understanding of their needs and trust
- enable more cost-effective targetting and better focus, understanding and implementation of technical trainings
- improve planning in farm households to promote self-reliance, reduce distress selling and increase their benefits from coffee
- promote inclusion and empowerment of women and youth in quality coffee production ie the key workers and potential investors in the sector for the future.

Toolkit Contents

Happy Family Happy Coffee Overview

Tool 1: Soulmate Visioning

Tool 2: Vision Journey

Tool 3: Increasing Coffee Incomes Challenge Action Tree

Tool 4: Happy Family Tree

Tool 5: Change Leadership Map

Tool 6: Multilane Household Vision Plan

Staff Resource 1: Staff Manual (Bahasa)

Staff Resource 2: Fun with a Serious Purpose: General Facilitation Guide Happy Family Happy Coffee Powerpoint



Coffee farmers from Semendo draw their Happy Family Tree and identify changes they want to make in their work and expenditure to improve household efficiency and happiness. In turn this will increase sales of good quality coffee to IndoCafCo and reduce distress coffee sales on the informal sector.





Happy Family Happy Coffee

The Happy Family Happy Coffee curriculum aims to integrate the GALS (Gender Action Learning for Sustainability) methodology as a participatory framework of proven tools and facilitation techniques to complement and increase the effectiveness and decrease costs of Good Agricultural Practices (GAPs) training.

What is GALS?

GALS (Gender Action Learning System) is a community-led empowerment methodology which aims to give women as well as men farmers more control over their lives, increase incomes and contribute to civil society strengthening

All GALS processes start with individual visions for 'enlightened self-interest' as the basis for building sustainable structures for mutual support and community action. Women and men develop achievable targets for change and road maps to move towards their visions, based on analysis of their current situation, past achievements and strengths/opportunities and weaknesses/challenges.

A key focus for change is identifying and breaking through gender-based barriers at individual, household and community levels which prevent both women and men from achieving their vision.

People also identify other people in their own families and support networks who they have a self-interest in sharing the gender messages and GALS methodology with - either through love and a wish to help people who help them, or because without changing these people they cannot advance. The methodology thus scales up through a type of voluntary pyramid marketing as the basis for identification of the most effective community trainers to be certified and paid to train in new organisations and communities..

GALS in different forms has been used to promote gender justice by at least 80,000 women and men worldwide



Farmer champion family have combined their individual visions and plans into a household plan with their children.



Why integrated curriculum of GALS and GAPs?

Coffee companies, cooperatives and service organisations have been delivering technical trainings in Good Agricultural Practices (GAPs) now for many years - often to the same farmers - in order to obtain supply of the qualities and quantity of coffee that is appropriate for their particular markets. However experience has shown that the impacts has often been lower than anticipated or justified by the costs.

The reasons for this are complex but include:

- market price fluctuation leading to uncertainty of rewards to farmers of the production changes they are required to make and the efforts and costs involved.
- farmer inability to purchase inputs of eg equipment, chemicals and seedlings because they have no savings or financial planning skills
- farmer indebtedness and short-term needs for cash leading to sideselling on the informal market to pay for eg health treatment and school fees
- farmer perception that companies are only interested in profits and are not giving them correct information.
- lengthy curricula that contain a lot of standard information that farmers either already know (often better than the trainer) and/or is not applicable to their specific needs. Leading to low attendance in any training that does not deliver immediate material incentives
- curricula that are too complicated for farmers to understand - even pictures are often unclear - and delivered in a boring lecturing style apart from practicals on demo plots
- competition from other crops that are, or appear to be, more profitable than coffee.

Key in the above are also gender and generational inequalities within farming households that mean that the women and youth who often do the most of the work fail to see any benefits because they do not control the land or income from coffee. In many parts of Indonesia, women do at least 70% of the work. However because men own the coffee land and trees, they also control the income. Men are said to pick more unripe coffee in order to get cash quickly, much of which is used for their own personal expenses.

Integrating the GALS tools and facilitation process as part of GAPs not only addresses gender issues, but also increases the effectiveness of GAPs training.



Staff from IndoCafCo Semendo unse GALS Challenge Action Tree tool to analyse Challenges and ways forward to increase coffee quality.



Implementation

The Curriculum is developed and implemented in five main stages over about one year. Where GAPS training is already established, a GALS process can be conducted in parallel, starting with around 20 farmer champions as a nucleus for piloting and upscaling to around 1,000 or more women and men farmers in their local area.



Stage 1: GALS Catalyst Training Workshop with first farmer champions

The main implementers of the GALS methodology are the farmers themselves. The diagram tools, participatory facilitation techniques and gender and coffee messages and content are adapted with them to local needs and context.

All GALS processes start with a 4-5 day Catalyst Training Workshop with about 20 farmer champions from 2- 4 coffee farming communities. Participants should have equal numbers of women and men. They should include 60-70% farmers from disadvantaged groups and should not be existing leaders as they generally already have too many commitments. Ideally participants are not close relatives to enable women and men to speak more openly. This also increases outreach as family members are generally the first people participants will share the methodology with.

During the training participants develop their own change plans in simple notebook diaries and learn participatory facilitation techniques (see tools below). Participants also work on songs and other fun ways of remembering and disseminating the tools. They give feedback on the methodology to adapt it to local context.

This training is ideally delivered before the coffee season starts. It is facilitated by an experienced GALS practitioner together with 2-4 lead staff from the implementing organisation. If possible experienced farmer champions from another GALS process would also be invited to co-facilitate, enabling the Catalyst Training to include more farmers in a ratio of around 1 co-facilitator to 5 farmer participants.

The catalyst workshop is then followed immediately by village-level meetings where the farmer champions invite 5-10 other farmers - upscaling to 100-200 farmer champions. The farmer champions facilitate the meetings and share the tools and their own plans, supported by the GALS expert practitioner and staff.



Farmer Vision Journey in their notebooks showing the plan that they will implement and monitor to achieve their vision.



Participants at Semendo GALS training facilitate themselves to do the Increasing Incomes Challenge Action Tree.



Farmers at the first GALS training in Semendo draw their Multilane Vision Plans in husband and wife pairs.



Farmer champions in Semendo share the tools with their neighbours in their village.

After the training this initial core of farmers implement their plans. They continually review and track their own progress as a process of reflexive learning based on their own planning needs. They discuss and share experiences in the groups in which they are involved. This information feeds into monitoring and evaluation systems for implementation of GAPS and also economic and social impact assessment.

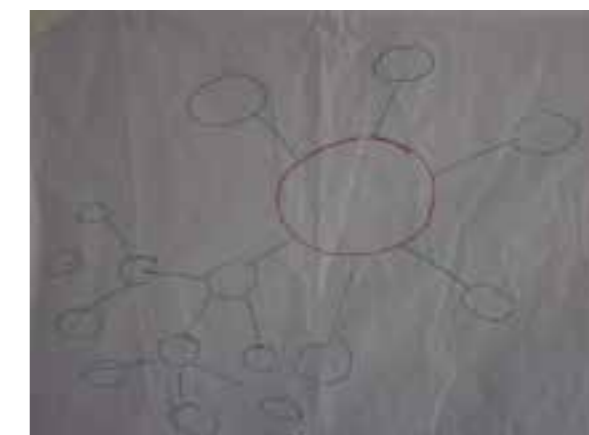
These initial farmer champions continue and share the tools within their own social support networks on a voluntary basis. Farmers involved in the catalyst process continue to share the tools with new people in their own support networks in a sort of 'pyramid marketing' process. One farmer shares with 5-10 or more people. These people then share with another 3+ people in their networks, who share with another 3+ and so on. Aiming to reach around 100+ people per initial person trained over a period of 3-6 months.

Name	Outreach		Total	Average	Days	Rate
	1	2				
Prasno Darnan	2	26	28	14	14	100%
Prianto Anggry	3	31	34	11	11	100%
Subanto	1	21	22	11	11	100%
Wahyuni	3	14	17	6	6	100%
Subanto	1	21	22	11	11	100%
TOTAL	10	105	115	11.5	11.5	100%

Above: 3 month outreach commitments by village from Semendo farmer champions at Catalyst workshop. Total estimated direct outreach of 241 from 19 original champions. Most of these already attended the Village Follow-up workshops immediately after the Catalyst training.



Farmer champions from Semendo shares the plan for farmer upscaling in her village.



Above: diagram indicating the 'viral' pyramid peer-sharing process of 1-5-3-3-3 etc etc



Participants at Semendo GALS training join each other to dance as they sing the song they have written about increasing household efficiency and cooperation between household members.





Stage 2: Development of Integrated GALS/GAPS Curriculum with Company Staff

The main trainers in GALS are the farmers themselves. Following the Catalyst training the GAPS staff learn the tools and facilitation techniques from the farmers, supported by the GALS expert practitioner.

The main role of staff in GALS implementation is:

- encouraging farmers to achieve their visions and sharing within their communities and groups.
- after about 3 months they should monitor progress through following up on progress on the farmers' plans.
- between 6 months and 1 year assessing and certifying the most effective farmer champions to be paid to assist them in scaling up and adapting the methodology to new communities outside their own social networks.

It is very important that the attitude and role of staff is inspiring and supportive of farmers, not policing and imposing yet more unpaid work.

Staff also identify the most cost- and time-effective ways of integrating the GALS process into their existing activities in delivering GAPS trainings and/or certification inspections and/or procurement of coffee.

Aspects of the GALS methodology that could be used to increase effectiveness of GAPS are for example:

- farmers do their own pictorial documentation of what they are learning in cheap local notebooks.
- participatory, interactive facilitation and handing facilitation to farmers
- use of songs to disseminate messages

This enables mainstreaming gender and youth, to increase their effectiveness and accessibility to farmers from different backgrounds.

After piloting for one year the GALS and GAPS methodologies can be merged in the Company training materials. This is likely to decrease costs of earlier GAPS Manuals and materials.



IndoCafCo staff from Lampung Barat plan their GALS/GAPS process using the Multilane Vision Plan tool.



IndoCafCo staff practise facilitation skills in a role play.



IndoCafCo staff perform a song/dance they have written for Happy Family Tree.



IndoCafCo staff plan GALS/GAPS implementation for Semendo District.



Organisational Vision Journey for Gender Strategy in Vuasu Cooperative Union Tanzania.

Stage 4: Advanced GALS Tools for business/livelihood strengthening, leadership development and organisational planning and governance

As soon as possible after the Review the most active GALS farmer champions should be given training in more advanced GALS tools. These are adaptations of the original tools to incorporate more sophisticated analysis of issues. Advanced GALS tools have been developed for a range of issues including:

- small business and livelihood planning
- financial planning
- environmental management
- leadership and governance

This advanced follow-on training acts as a recognition and non-financial incentive for the initial champions to continue the voluntary peer sharing. These new tools are then shared through their same networks as before.

GALS tools for organisational planning are also used in farmer organisations like cooperatives and unions to increase inclusion and participation in organisational decision-making.

These Tools as used in Africa can be found on the galsatscale website: www.galsatscale.net 'As they have not yet been piloted in Indonesia they are not included in this Toolkit.

Stage 3: Review and establishment of Sustainable GALS/GAPS Process

After about 3 months the progress of the original champions and those with whom they have shared the methodology should be reviewed by an experienced GALS practitioner. The review should focus on:

- how far they have progressed towards their individual and household visions
- the changes they have made in household relationships to increase fairness and happiness of all members
- the ways in which peer sharing has been most effective
- whether any further adaptations need to be made to the GALS methodology to make it more useful for farmers.

The review should also include discussions with staff and address any issues they are facing in their support role.

If possible the review should be followed by training in more advanced GALS tools for farmer champions and organisations to start Stage 4.

Stage 5: Happy Family Happy Coffee Calendar for Sustainable GALS/GAPS Process

By the end of one year there should be a full review of the whole process from the perspective of farmers, staff and company to assess the contribution of the methodology to:

- improvements in the lives of women, men and youth farmers
- strengthening of inclusion and participation in decision-making in farmer organisations
- delivery of quality coffee to the implementing company.

Based on the conclusions the design of the integrated Happy Family Happy Coffee Calendar and any other training materials should be finalised for implementation in the following coffee season.





Happy Family Happy Coffee Curriculum: Key Tools for Stages 1, 2 and 3



The GALS curriculum developed for IndoCafCo in Semendo consists of six tools :



Tool 1: Soulmate Visioning : places coffee in the context of a wider vision for happiness and success in the family and community increases commitment to good quality coffee. It introduces discussion of what is meant by coffee quality, environmental issues and relationships in the household.



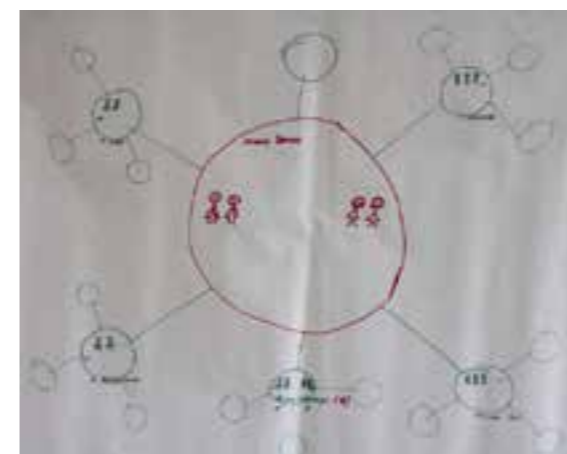
Tool 2: Vision Journey : teaches basic planning skills and places coffee even more firmly as a significant contribution to family development towards a vision.



Tool 3: Increasing Coffee Incomes Challenge Action Tree : looks at the production (GAPs and environmental), marketing (including relationships with companies) and household (gender, youth, child labour, health and safety) challenges to increasing farmer incomes from coffee. It then asks farmers to identify what they see as solutions that they can implement themselves and make 10 change commitments. This enables companies to assess what farmers already know and can share with each other. This enables service providers to see where they need to add and/or correct information to make trainings much more cost-effective and focussed on what farmers really need to know. The same Challenge Action Tree tool is then used to frame each practical technical GAPs session to look in more detail at eg canpoty management etc.



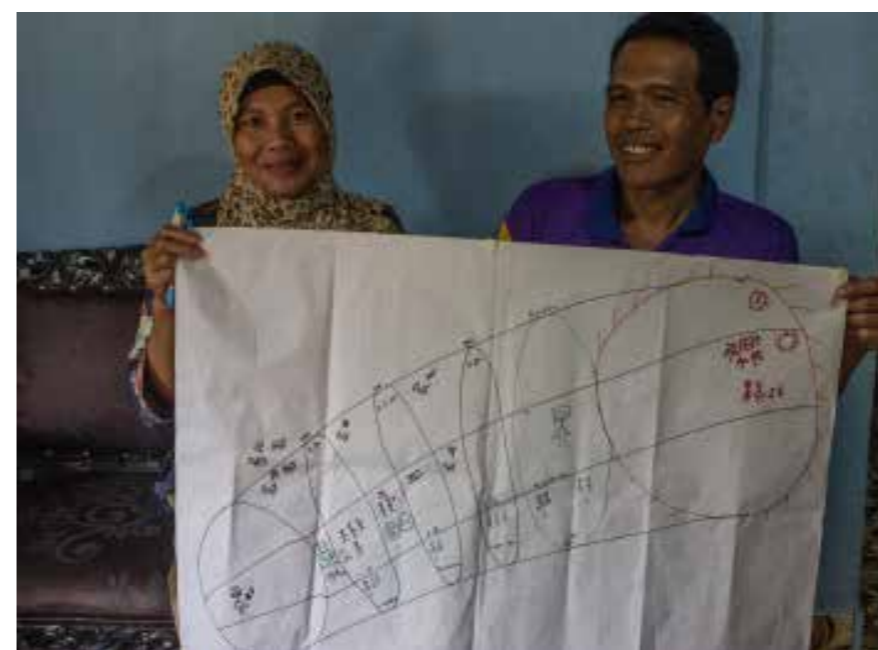
Tool 4: Happy Family Tree : looks in more detail at the middle household part of the Challenge Action Tree to analyse how division of labour within the household can be made more equitable and efficient, and how ownership, decision-making and expenditure can better reward those doing the work. This leads to increased cooperation and transparency in the household and reduction in wasteful expenditures, reducing for example the need for side selling.



Tool 5: Change Leadership Map : identifies existing social networks through which GALS/GAPs messages can be delivered on a voluntary basis to disseminate both planning skills and technical information. This makes the job of company staff and promoter farmers easier.

Tool 6: Multilane Household Vision Plan : brings together the outputs from the other tools as a household plan:

- economic plan (top lane): timed targets from the vision journey, production and marketing commitments on the Challenge Action Tree (top lane)
- household efficiency plan (middle lane): timed commitments on changes in work, expenditure, decision-making and ownership the household from the middle part of the Increasing Coffee Incomes Challenge Action Tree and Household Efficiency Tree
- change leadership plan (bottom lane): timed peer sharing goals.



Wife and husband champions from Semendo share their MultiLane Vision Plan with other farmers in their village.





Stage 4: Advanced livelihoods diagrams from Tanzania

These build on the visioning, trees and vision journeys from the Catalyst process, developing these as:

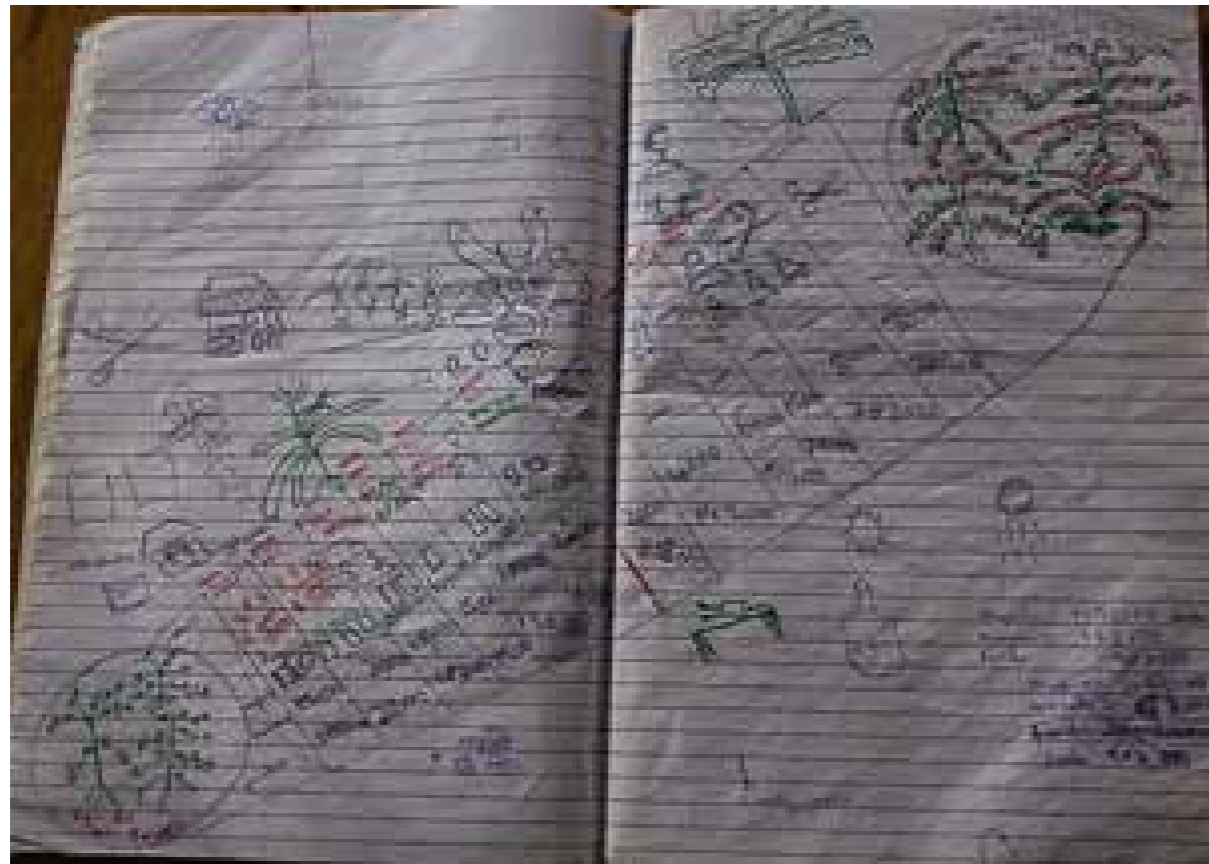
- New Business Brainstorming and visioning
- Business Input Output Trees
- Business Challenge Action Trees
- Market mapping
- Business Vision Calendars with cashflow projecton
- Upscaling plan
- Inclusion of financial planning of savings and credit



Quantified Happy Family Happy Coffee Vision drawn by staff as a rapid impact assessment based on their monitoring figures.



Hawa, coffee farmer from Chome primary cooperative shows her business plan and financial caluculations for increasing icomes from coffee.



1) Leadership Visioning



2) Good and bad leadership Diamond

Stage 4: Leadership Development Tools from Tanzania



3) Leadership Challenge Action Tree

4) Leadership Vision Journeys





Stage 5: Happy Family Happy Coffee Calendar for Sustainable GALS/GAPs Process

Following the adaptation of the more advanced tools, the GALS and GAPS processes can be integrated, adapted to the rhythm of GAPs training in any one context. This involves:

- 1) Upscaling the delivery of the basic GALS tools before the start of the coffee season. This places coffee within the overall livelihood and household strategy of farmers and improves relationships with the company as preliminary to the technical coffee trainings
- 2) Integration of GALS facilitation techniques into the delivery of GAPS to make GAPS more fun and responsive to farmer needs. For example:
 - developing songs for the different GAPs like pruning practices, disease control etc
 - use of Challenge Action Trees for technical issues to examine farmer challenges and proposed solutions and commitments to implementation of GAPs
 - farmer own recording of technical information in their own notebook diaries
 - strengthening pyramid peer sharing process for all trainings to women, youth and men
- 3) Designing the Company Calendar as a record-keeping and monitoring tool for GALS and GAPs
- 4) Using GALS Planning and leadership tools for inclusive participatory planning in groups and cooperatives

Happy Family Happy Coffee Calendar developed for Tanzania and Kenya. This needs further piloting, but could be adapted for use in Indonesia.

